



Annual Registration Statement / Annual Report

Form 56-1 One Report

(e-One Report)

AI ENERGY PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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## **Part 1 Business Operations and Performance**

# 1. Group Structure and Operations

## 1.1 Policy and business overview

### 1.1.1 Overview of the vision, objectives, goals and business strategies

#### Vision

A leading manufacturer in renewable energy, oleochemicals, and edible oil from palm oil while maintaining sustainability and efficiency for all stakeholders in the palm oil industry.

#### Objectives

AIE reviews its vision, mission, and corporate strategy to align with the current and future business trends. AIE aims to become a leading of biodiesel, edible oil, and refined glycerin from good quality CPO by focusing on value-added of agricultural productivity. AIE's business considered as part of the push for effective consumption of alternative energy. Moreover, the Company has also focused on building the organization with corporate social responsibility and environmental responsibility by promoting the creation and use of energy that contributes to the sustainability of natural resources, coupled with regard to quality and service delivered to the society. This is to build a trust among consumers, suppliers, employees and shareholders, leading to the growth of economic and social sustainability. Also, building the profitability business and has an efficient risk management structure controlling and mitigating the fluctuations in raw material and product prices.

#### Goals

AIE has an objective to become a leading of biodiesel, edible oil, and refined glycerin from good quality CPO by focusing on the interests of consumers primarily and support value-added of agricultural productivity. AIE's business considered as part of the push for effective consumption of alternative energy. Moreover, the Company has also focused on building the organization with corporate social responsibility and environmental responsibility by promoting the creation and use of energy that contributes to the sustainability of natural resources, coupled with regard to quality and service delivered to the society.

#### Business strategies

- AIE determines to deliver quality products and services to satisfy customers' requirements by working closely with the industry experts to develop our manufacturing innovations, technology, and products to push Thai palm oil toward sustainability.
- AIE focuses on achieving sustainable growth with all stakeholders with transparent and fair business practice.
- AIE thrives on improving the skills and well-being of employees and creating a healthy corporate culture based on loyalty and responsibility.
- AIE complies firmly with good corporate governance with an emphasis on social responsibility and the environment as well as the interest of the related parties.

### 1.1.2 Material changes and developments

#### Details regarding material changes and developments

Year	Material changes and developments
2024	<ul style="list-style-type: none"><li>• The Company decreased the registered capital equal to the unexercised AIE-W2 by 185,668,157 shares. Therefore, the Company has registered and paid-up capital equal to 1,384,014,009 Baht at par value of 1 Baht or 1,384,014,009 shares.</li></ul> <p>In the past 3 years, the Company has not changed its control over the Company and there is no change in the shareholder structure, management or business operations.</p>
2023	<ul style="list-style-type: none"><li>• The Company was certified Green Industry level 3 from the Ministry of Industry</li><li>• The Company was certified Food Safety System Certification FSSC22000</li></ul>

Year	Material changes and developments
2023	<ul style="list-style-type: none"> <li>The Company has processed towards the changing of paid-up capital on 12 May 2023 to 1,384,014,009 Baht at 1 Baht per share or equal to 1,384,014,009 ordinary shares, which increased from the exercised of AIE-W2 (3rd time; last time) by 57,400,593 Baht.</li> </ul>
2022	<ul style="list-style-type: none"> <li>The Company has processed towards the changing of paid-up capital on 7 April 2022 to 1,316,234,487 Baht at 1 Baht per share or equal to 1,316,234,487 ordinary shares, which increased from the exercised of AIE-W2 (1st time) by 8,161,505 Baht or equal to 8,161,505 ordinary shares (or 3.12% of the issued warrant of 261,609,184 shares)</li> <li>The Company has processed towards the changing of paid-up capital on 7 October 2022 to 1,326,613,416 Baht at 1 Baht per share or equal to 1,326,613,416 ordinary shares, which increased from the exercised of AIE-W2 (2nd time) by 10,378,929 Baht or equal to 10,378,929 ordinary shares (or 7.09% of the issued warrant of 261,609,184 shares)</li> <li>The Company was certified Occupational Health &amp; Safety Management System ISO 45001:2018.</li> <li>The Company was certified Food Safety Management System ISO 22000:2018.</li> <li>The Company was certified Environmental Management System ISO 14001:2015.</li> <li>The Company was certified Green Industry level 2 from the Ministry of Industry.</li> </ul>

### 1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : No

### 1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

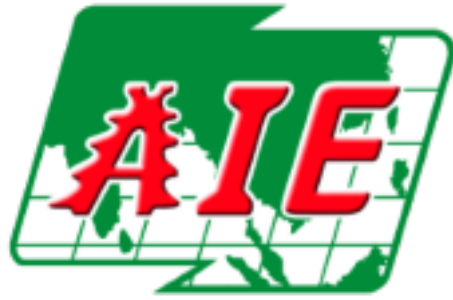
Are there any issued securities with obligations or conditions? : No

### 1.1.5 Company information

Company name : AI ENERGY PUBLIC COMPANY LIMITED  
Symbol : AIE  
Address : 55/2 Moo 8 Sethakit 1 Rd., Khlong Maduea, Krathum Baen  
Province : Samut Sakhon  
Postcode : 74110  
Business : The manufacturer and distributor of biodiesel, edible oil, refined glycerine and by products from crude palm oil  
Registration number : 0107556000311  
Telephone : 0-3487-7488  
Facsimile number : 0-3487-7491-2  
Website : www.aienergy.co.th  
Email : aienergy@aienergy.co.th

**Total shares sold**  
Common stock : 1,384,014,009  
Preferred stock : 0

### Diagram of organization's logo





## 1.2 Nature of business

### 1.2.1 Revenue structure

#### Revenue structure by product line or business group

	2022	2023	2024
<b>Total revenue from operations (thousand baht)</b>	7,746,426.00	8,228,073.00	8,246,653.00
Revenue from sales (thousand baht)	7,688,120.00	8,193,337.00	8,219,067.00
Revenue from production service (thousand baht)	36,872.00	27,776.00	19,837.00
Others (thousand baht)	21,434.00	6,960.00	7,749.00
<b>Total revenue from operations (%)</b>	100.00%	100.00%	100.00%
Revenue from sales (%)	99.25%	99.58%	99.67%
Revenue from production service (%)	0.48%	0.34%	0.24%
Others (%)	0.28%	0.08%	0.09%

#### By geographical area or market

	2022	2023	2024
<b>Total revenue (thousand baht)</b>	7,746,426.00	8,228,073.00	8,246,653.00
Domestic (thousand baht)	7,530,690.00	8,075,765.00	8,173,483.00
International (thousand baht)	215,736.00	152,308.00	73,170.00
<b>Total revenue (%)</b>	100.00%	100.00%	100.00%
Domestic (%)	97.22%	98.15%	99.11%
International (%)	2.78%	1.85%	0.89%

#### Other income as specified in the financial statements

	2022	2023	2024
<b>Total other income (thousand baht)</b>	21,434.00	6,954.84	7,949.00
Other income from operations (thousand baht)	21,154.00	6,348.74	6,225.00
Other income not from operations (thousand baht)	280.00	606.10	1,724.00

#### Share of profit of joint ventures and associates accounted for using equity method

	2022	2023	2024
<b>Share of profit (thousand baht)</b>	0.00	0.00	0.00

## 1.2.2 Information on products and services

### 1.2.2.1 Product/service information and business innovation development

#### Palm Oil Business

The Company had products and services which were produced and distributed in palm oil business as follows;

##### 1. Biodiesel: B100

Biodiesel is a fuel produced from alternative energy resources such as vegetable oil, palm oil, coconut, sesame, sunflower seeds, soybeans, as well as animal fat. Biodiesel can be used as substitutes for diesel petroleum by blending in different proportion without any impact on the engine system, as well as no impact on the environment, because biodiesel can be decomposed by biological processes. It also produces less emission and air pollution than diesel fuel produced from petroleum.

Biodiesel produced and distributed by the Company has characteristics and quality in accordance with the Fuel Trade Act B. E. 2543 and qualified as required by the Department of Energy Business, Ministry of Energy concerning the nature and quality of biodiesel type of fatty acid methyl esters B.E. 2562 (Enforced from 1 December 2019). Produced Biodiesel will be used as an ingredient of High-Speed Diesel (HSD) to increase the use of alternative energy. Currently, the oil trader under Section 7 uses Biodiesel as the component of Diesel fuel in the proportion of 90-93 percent diesel fuel and 7-10 percent biodiesel, called "Diesel B7-B10".

The Company produces biodiesel for sale as Made-to-Order whereas all buyers purchased Biodiesel from the Company were domestic buyers. The Biodiesel's customer are oil traders under Section 7 of the Fuel Trade Act B.E. 2543. Biodiesel will be called based on the types of alcohol used in the reaction and will have similar properties to petroleum diesel made from petroleum as much as possible. The Company produces Biodiesel typed methyl ester in which the raw materials were vegetable oil which is crude palm oil from good quality palm oil.

##### 2. Refined Bleached Deodorized Palm Olein: Palm Olein

Palm Olein is obtained from refining crude palm oil by extracting oil from good quality palm which is used as raw materials in the production. The crude palm oil ("CPO") is refined to extract fat to be refined palm oil. Then, such oil will be preceded to the compression process to separate and crystallize in order to get Palm Olein for consumption. The customers who use Palm Olein could be divided into (1) large food manufacturing industry, including cooked foods manufacturers which mostly orders by tank truck, (2) packaged customers, including chained restaurant that ordered in various packaging's such as tins and bags under the brand "PAMOLA", which was established in the Palm Olein (Edible Oil) market more than 30 years.

##### 3. Refined Glycerine

Refined Glycerine is derived from Crude Glycerine processed through the distillation into refined glycerine. Refined Glycerine is a clear liquid, colorless, odorless, has a sweet taste, can dissolve well in alcohol and water, and has a wide range of chemical properties, so it can be used as a substance in other downstream industries which is commonly used in consumer products, food, medicine, cosmetics, etc. The Company sell to domestic and overseas customers.

##### 4. Raw Materials and By-products

The Company sells raw materials, including CPO, RBD Palm Oil, and Refined Bleached Deodorized Palm Kernel Oil: RBDPKO. The Company sold such raw materials to both domestic and overseas customers. In addition, the Company had revenues from selling of by-products received from manufacturing process including PFAD, KPFD, RBD Palm Stearin and crude glycerin, which excess from the Company's needs. Such by-products will be supplied to the manufacturers in other industries to both domestic and overseas.

#### Diagram of Palm Oil Business



กรดไขมันปาล์ม  
Palm Fatty Acid Distillate: PFAD



ไขมันปาล์มบริสุทธิ์  
Refined Bleached Deodorized Palm Stearin: RBD Stearin



กลีเซอริน  
Crude Glycerine

By Products

### Production (Refining) Service Business

The Company providing service on refining CPO and/or CPKO to get RBD Palm Oil and/or RBDPKO, respectively, and Palm Olein. The customer will supply CPO, as well as taking liabilities in transporting such raw materials to the factory and picking up products on its own. AIE will take responsibilities in bringing such raw materials into refining process with effective refinery process to get products with quality as determined by the customer. There are 3 group of customers; Biodiesel, Edible Oil, and Oleochemical. As providing refining services is deemed as stable source of revenue for the Company and could help the Company to maintain good relationship with customers to create business opportunity in the future.

### Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Research and development (R&D) policy : Yes

### R&D expenses in the past 3 years

	2022	2023	2024
R&D expenses in the past 3 years (Million Baht)	0.00	0.00	0.00

### Additional explanation about R&D expenses in the past 3 years

#### Product Innovation

The Company emphasizes and supports the creation of innovations that bring value to the business while creating benefits for customers or related parties and is responsible for society and the environment.

1. The Company attaches great importance to creating an organizational culture that encourages innovation and supervise the management to take it as part of the corporate strategy, business planning and developing, and monitoring. The Company is part of the Roundtable on Sustainable Palm Oil (RSPO), a sustainable and environmentally friendly production of palm oil such as palm fruit must be planted on land with documented rights, promoting to use chemicals as necessary as appropriate reduce chemical contamination in water and soil, and strictly comply with labor laws. Especially, promoting against burning the harvesting area in any case. The Company has joined as a member and certified RSPO, as well as purchasing CPO from crushing mill partners and selling products to RSPO certified customers throughout the chain.

2. The Company promotes the creation of innovations to add value to the Company according to the constantly changing environmental conditions. This may cover the formulation of the business (Business Model), the way of thinking about the design and development of goods and services, research, improvement of production and work processes, and including collaborating with trading partners. The mentioned actions should be in a manner that creates mutual benefits for all related parties and does not encourage inappropriate behavior, illegal or unethical activities. The Company is currently studying the possibility in developing the production process to reduce the maximum contaminants of 3-MCPD and Glycidyl fatty acid esters (GE) in palm oil that are used for direct consumption or used as other food ingredients, where in the criteria that The European Food Safety Authority (EFSA) defines and accepts such substances are produced by distillation and processing at temperatures above 200 degrees Celsius to remove the color, odor and acid that cause rancidity. Both substances cause damage to the genetic material. Especially the highest risk group is baby group which is likely to be exposed to high levels of 3-MCPD from the use of palm oil in the production of infant formula.

## 1.2.2.2 Marketing policies of the major products or services during the preceding year

### Product

The Company attaches great importance to control in every production process in order to provide good quality products that meet the standards set by government agencies. Biodiesel produced and distributed by the Company has characteristics and quality in accordance with the Fuel Trade Act B.E. 2543 and qualified as required by the Department of Energy Business, Ministry of Energy concerning the nature and quality of biodiesel type of fatty acid methyl esters B.E. 2562 (Enforced from 1 December 2019). The Company is strict from the selection of CPO, which is considered as the main raw material for biodiesel production, palm olein, and refined glycerine by defining the specifications of CPO and only buy from approved CPO vendors. CPO's sample for each approved vendor must be tested before buying first time, and 100% test of quality in every delivery. All Company's product is qualified in accordance with the requirements or announcements of government agencies in all respects. The Company has received quality certificates from various private sectors such as ISO 9001:2015, ISO22000:2018, ISO45001:2018, ISO14001:2015, FSSC22000, Green Industry level 3, HALAL, HACCP, GHPs, Kosher and RSPO, which has shown that the Company's focusing o development in various areas related to the production and distribution of its products. In addition, the Company is also determined to increase production efficiency in order to reduce losses and increase the number of products sold per unit of raw material. This also including reducing production costs along with building good relationships with suppliers and customers of the Company continuously.

### Price

**Biodiesel:** The Company sells biodiesel through bidding with major oil traders under Section 7, which generally determines the selling price by referring to the announced price of the Energy Policy Administration Committee, which will announce the price of the methyl ester biodiesel on weekly basis. These prices are based on the overall market demand and supply at that time. The Company will bid a discount from the announced price to the customer according to the raw material cost structure and the Company's production and management fee during that period. The discount offer will be considered based on the order quantity and the sales period according to the contract. Most of the time, the contract period varies according to the buyer's policy, some buyers specify contract periods ranging from 3 months to 12 months, depending on the buyer's plan. Each buyer will inform the delivery conditions clearly, such as picking up at the factory itself or deliver to them. The price of goods sold will be higher due to increased transportation costs.

**Palm olein:** The Company implements a made to order policy and determine the price by using the cost-plus margin method. The production cost will vary according to the cost of CPO in each period. The management will consider setting the price together with considering the selling price of palm olein from other producers already offered in the market to make pricing reasonable and competitive. In considering giving credit term to customers, the Company will consider the size of the business, order history and the ability to pay. The Company clearly defines the authority to consider and approve credit term.

**Refined Glycerine:** The Company implements a made to order policy and determine the price by using the cost-plus margin method. The production cost will vary according to the cost of crude glycerine and chemicals in each period. The management will consider pricing together with the ICIS price in order to make the pricing reasonable and competitive. In considering giving credit term to customers, the Company will consider the size of the business, order history and the ability to pay. The Company clearly defines the authority to consider and approve credit term.

### Place

**Biodiesel:** For the distribution channel, it will be in the form of participating in the auction by customers invitation.

The contract period is varied from 3 months, 6 months, 12 months, depending on customers' policy.

**Palm Olein:** The Company implements an made to order policy for specific customers in food manufacturing industry and chained restaurants in various packagings such as tin and bag-in-box under the brand "PAMOLA", which was established in the Palm Olein (Edible Oil) market more than 30 years. The Company entered into short-term contract with specific quantities and delivery term (Made to Order). This helps the Company to efficiently control inventories aging and procurement that prevent risk from CPO' s prices fluctuation.

**Refined Glycerine:** The Company entered into short-term contract with specific quantities and delivery term (Made to Order). The Company sell to customers domestically and internationally, 50:50. The term of most contracts does not exceed 30 days.

### Promotion

The Company implements marketing and public relations strategies by emphasizing on maintaining product quality and standards in accordance with the characteristics and qualifications prescribed by government agencies and customers, along with building good relationships with customers. This is a guideline to maintain the existing customer base to remain with the Company. In addition, the Company also attaches importance to listening to the opinions of users of the Company's products,

especially biodiesel which the Company has continuously surveyed customer satisfaction regarding the quality of biodiesel and open up a factory visit and audit. In order to build confidence about the Company's production quality and efficiency.

#### Target Customer

The Company's target customer has divided into products as follows;

##### 1. Biodiesel: B100

The Biodiesel's customer are oil traders under Section 7 of the Fuel Trade Act B.E. 2543. The oil traders under section 7 are oil pretrol traders with as annual trade volume of 100,000 metric tons or more of each type of fuel or a combination of all fuels, or about 120 million liters or more, or those who trade in liquefied petroleum gas per year from 50,000 metric tons or more, which most of them oare the nation's major oil trader companies. By selling, the Company enters into contracts with contract periods ranging from 3-12 months depending on the policy of each customer. The specific range of the contract volume and period will be notified to participate in the auction directly from the customer.

##### 2. Palm Olein (Edible Oil)

The customers who use Palm Olein could be divided into (1) large food manufacturing industry, including cooked foods manufacturers which mostly orders by tank truck, (2) packaged customers, including chained restaurant that ordered in various packaging's such as tins and bags under the brand "PAMOLA", which was established in the Palm Olein (Edible Oil) market more than 30 years. The Company offers a made to order to specific customers in those 2 groups.

##### 3. Raw Materials and By-products

The Company's by-products customers are manufactures from the palm oil related industries, who use by-products from CPO refinery process; PFAD, biodiesel process; Crude Glycerine, and palm olein process; Palm Stearin. The aforementioned customers are used by-products as feedstocks for food and cosmetic production, including used as raw materials for biodiesel production.

##### 4. Refined Glycerine

Refined Glycerine's customers can divide into 2 group; industrial grade 99.5%min and food and pharmaceutical grade 99.7% min. It can be used as a substance in other downstream industries which is commonly used in consumer products, food, medicine, cosmetics, etc.

##### 5. Production Service

Production service's customers divide into 3 groups; 1) biodiesel producers 2) edible oil producers 3) oleochemical producers

### **The industry competition during the preceding year**

The Company operates business in producing and distributing Biodiesel (B100), Edible Oil, Refined Glycerine, raw material and by-products from the production processes, and refining service. If we consider the business growth of each product, B100 is known to be a product which grows and competitive in the market compared to other products sold. As the Ministry of Energy together with the Ministry of Agriculture and Cooperatives and Ministry of Finance have set up an action plan to develop and promote B100.

#### Biodiesel Industry Outlook

The economic growth and population growth are an important factor that encourages more energy consumption to drive economic activities and meet various demands to raise the standard of living for the betterment. Therefore, the providing enough energy to meet the growing demand and environment friendly is a key mission. Amid the volatility of energy prices, which is an important factor in driving the economy. One important indicator is the volatility of petroleum prices in the world market. As a result, Thailand, a country that relies on energy imports, have to bear the burden of importing energy from abroad.

From the increasing amount of energy imports, the government has recognized the importance of renewable and alternative energy as part of strengthening energy security through the use of domestic energy feedstocks to reduce imports and dependence on petroleum (non-renewable energy). The government has a policy to continuously support the production of renewable energy and alternative energy in the form of electricity, heat and biofuels (alternative energy) and to create energy use in order to reduce the use of energy that has been used up. It also reduces the problem of global warming due to greenhouse gas emissions. This is a problem that the world is paying attention to and hastening to find control measures. Such measure is a measure that is likely to be widely used in the trade-barriers in the future. Although, Thailand has not yet been enforced such measures at present but it should reduce the amount of greenhouse gases and promote renewable energy as a starting point for a low carbon society and solve PM 2.5 problems. It also reduces dependence on foreign energy imports and to diversify the risks in fuel supply. This will create stability and energy security of the country in the future. Therefore, the Ministry of Energy has reviewed the preparation of energy plans under the 5 National Integrated Energy Plans by considering them in line with the 20-years National Strategy (2018-2037) ("Alternative Energy Development Plan: AEDP 2018") in line with the digital transformation: Thailand 4.0 policy and the

growing trend of automotive technology will make electric power more important in the future. This may affect the development of biofuels in the transport sector including modern and cheaper technology, it has changed the behavior of energy users who tend to turn into more energy producers for their own use and trading. Therefore, it is necessary to review the alternative energy development plans in accordance with the current situation. In the preparation of the Alternative Energy Development Plan: AEDP2018, the focus will be on promoting energy production from renewable energy raw materials available within the country to its full potential with appropriate technology and the development of renewable energy for mutual benefits in social and environmental dimensions for the community and set a target to increase the share of alternative energy in the form of electricity, heat and biofuels under the AEDP2018 plan to 30 percent of the final energy consumption in 2037.

### Supply sector

For Thailand, the main raw material used in biodiesel production is palm oil, which is considered a plant that can be extracted as a raw material for the production of high-quality biodiesel and is considered an alternative energy to diesel by using plants that can be replanted which can reduce the proportion of use of fossil oil that can be used up. In the past several years, the farmers have expanded their cultivation area by planting palm in vacant land and substitute for other crops such as rambutan, longkong, coffee, aging rubber tree or rubber tree with root rot disease (South of Thailand). In 2022-2024, Thailand has total palm plantations of 6.13, 6.25, and 6.34 million rai, respectively. Beside the cultivation area, the total palm fruit output has been decreased from 19.00 million tonnes in 2022 to 18.21 million tonnes in 2023 and increase to 18.61 million tonnes in 2024, which have yield ratio per rai equal to 3.03, 2.91, and 2.93 tons per rai, respectively. Due to the continue rainfall, appropriated temperature and together with the rising price of palm fruits, farmers take care of fertilizing well, resulting in a significant increase in palm fruits production from previous year, while yield per rai was similar to previous year. (Source: Information from the Agricultural Information Quality Improvement Committee).

While the country's biodiesel production capacity has increased due to the expansion of production capacity by existing producers from 10.26 million liters per day to 11.96 million liters per day, the industry's average capacity utilization rate has decreased in line with the increased supply. Currently, the list of biodiesel producers who was approved by the Department of Energy Business, Ministry of Energy as of August 23rd, 2024 has a total of 15 companies, representing a total production capacity of approximately 11,960,184 liters per day (Source: Ministry of Energy).

### Demand sector

In 2024, the demand for biodiesel increased from the previous year, mainly due to various economic stimulus policies from the government, including the tourism promotion policy and the energy price fixing policy, with the extension of the diesel retail price fixing at 33 baht per liter until October 31st, 2024, including the extension of the Oil Fund Act B.E. 2562 to support biofuel prices for another 2 years until September 24th, 2026. The government still specifies B7 as the basic diesel and B20 as an alternative grade from May 2024. In late 2024, the ERC adjusting the proportion of biodiesel blending to B5, effective from November 21st, 2024 onwards, to alleviate the impact on the public, as the price of CPO has increased significantly, resulting in the price of basic diesel increasing accordingly.

#### • The alternative energy development plan in relation to biodiesel

The promotion of the biofuels in Thailand is to use the remaining produce from domestic consumption and export as raw materials for fuel production to replace the use of petroleum by helping to balance the use of agricultural products to produce food and energy that is most beneficial to the nation. The alternative energy plan in relation to biodiesel has a target for biodiesel production (alternative energy for diesel fuel) in 2037 is 8.00 million liters per day or equal to 2,517 ktoe, with palm oil as the main raw material for biodiesel production. The utilization will be determined in accordance with the strategy of reforming palm oil and palm oil in the whole system 2017 - 2036 according to the resolution of Thailand Oil Palm Board by not expanding planting areas but increasing efficiency to increase production per area and focus on key developments as follows:

#### 1. Supply

- Increase yield per rai 3.7 tons / rai / year
- Increase oil extraction rate) in 2020 to 19% and continuously increase to 23% by the end of 2037
- Palm crop 22.86 million tons / year in 2037
- CPO production not less than 5.26 million tons / year

#### 2. Demand

- Allocate the proportion of biodiesel blending mandate in accordance with the domestic palm oil production.
- Regulate biodiesel blending in diesel up to 10% (B10) as Thailand's diesel standard. However, The Department of Energy Business (DOEB) has enforced Euro 5 standard oil (sulfur not more than 10 ppm) to reduce PM 2.5, which will effective from January 1st, 2024 onwards. Hence, DOEB subject to reduce biodiesel blending in diesel mandate from B10 to B7 instead, which is

the highest proportion that can be used with Euro 5 standard fuel that automakers accept and does not have an impact to the engine. Therefore, the designation of B10 as the basic diesel fuel of Thailand according to the AEDP 2018 plan has been discontinued for the reasons mentioned above. In 2023, the DOEB has been completed Oil Plan 2023 and is waiting for comments from a large group, which includes AEDP in the Oil Plan 2023. The plan sets the direction for operations over a 5-year period (2023-2027) by promoting biofuels and aiming to regulate B7 diesel as the main diesel.

#### Palm Olein (Edible Oil) Industry Outlook

There is also an expectation that there will be more demand in the current vegetable oil industry market from the recovery trend of household, food industry and related industries including the biofuel sector. The overall vegetable oil market in Thailand is estimated to be worth approximately 20 billion Baht each year, with a growth rate of about 8-10 percent every year. Manufacturers to produce alternative energy are constantly increasing, resulting in new producers entering the vegetable oil market and to be used as raw materials for the production of alternative energy. The vegetable oils can be classified according to each type, there are 7 types of;

- 1) Coconut Oil
- 2) Palm Oil
- 3) Sunflower Seed Oil
- 4) Rice bran Oil
- 5) Peanut Oil
- 6) Sesame Oil
- 7) Safflower Seed Oil

Thailand has oil plants that can be used to produce oil for consumption and used in various industries, including soybeans, palm oil, coconut, rice bran, sunflower seeds. As mentioned above, the vegetable oil industry has become one of the important industries in Thailand. In addition, after the oil extraction process, the waste can also be used as animal feed manufacturing industry. The vegetable oil industry is therefore a part that plays important role in the economic development of Thailand, where it transforms agricultural products into industrial products. Nowadays, the consumption of vegetable oil has a tendency to increase. The amount of vegetable oil produced domestically is insufficient to meet the market demand. The domestic vegetable oil industry has broader marketing avenues. The demand for vegetable oils and animal fats in the world market depends on population growth and economic growth. The price trend is uncertain. It depends on the demand and supply at the time.

In Thailand, palm oil and soybean oil are the most consumed vegetable oil, approximately 90% of the total consumption. Other vegetable oils were from rice bran, corn, sunflower seeds, olives and grape seeds are not popular as mass consumption in Thailand due to high price. As a result, the market for such oils has a market share of only about 10 percent, comparing palm oil price versus soybean oil price, it is found that the price of palm oil mostly all time cheaper than soybean oil. This is making palm oil popular in Thailand Both in the food production industry, restaurants and household consumption.

#### **Diagram of the industry competition during the preceding year**

No.	Company	Capacity (Liter/Day)	Location
1	AI Energy Public Company Limited	722,222	Samut Sakhon
2	BBGI Biodiesel Company Limited	1,000,000	Ayutthaya
3	Global Green Chemical Public Company Limited	693,642	Chonburi
		1,234,320	Rayong
4	New Biodiesel Company Limited	1,300,000	Surat Thani
5	PPP Green Complex Company Limited	630,000	Prachuap Khiri Khan
6	Matter Oil Synergy Company Limited	200,000	Chumphon
7	Patum Vegetable Oil Company Limited	3,400,000	Patum Thani
8	Verasuwan Company Limited	200,000	Samut Sakhon
9	Global Bio Power Company Limited	400,000	Rayong
10	Trang Palm Oil Company Limited	150,000	Trang
11	Bio Synergy Company Limited	30,000	Nakhon Ratchasima
12	Energy Absolute Public Company Limited	650,000	Prachin Buri
13	Suksomboon Energy Company Limited	450,000	Chonburi
14	Circular Energy Company Limited	600,000	Patum Thani
15	Thanachok Oil Light Company Limited	300,000	Samut Sakhon
<b>รวม</b>		<b>11,960,184</b>	

Source: Department of Energy Business, Ministry of Energy as of 23 August 2024

biodiesel producers

### 1.2.2.3 Procurement of products or services

#### Palm oil's production and consumption in Thailand

In 2024, domestic CPO production decreased from 3.38 million tons in 2022 to 3.33 million tons in 2023 and slightly decreased to 3.27 million tons in 2024, respectively. About 1.44 million tons are used for edible oil production, 1.05 million tons are used for biodiesel production, and 0.87 million tons are exported. The proportion of domestic CPO use in edible oil, biodiesel production, and export, which can explain the proportion of palm oil use as follows;

- Edible oil in the food industry consumes about 42.73% of the nation's CPO, which is accounting for 40% for edible oil and 60% for industrial used. This is due to the properties that are suitable for cooking fried foods which does not make the food smell rancid. Therefore, most consumers choose to consume palm oil and was use in food industries such as frozen cooked food, snacks, instant noodles, sweetened condensed milk, cream and margarine.
- The biodiesel consumes about 31.34% of the nation's CPO or equivalent to 1.05 million tons per year as biofuel in order to reduce the use of diesel as well as to stabilize national energy security, which has slightly increased from previous year since the Energy Regulatory Commission (ERC) has a resolution for maintaining the biodiesel blending mandatory at B7 throughout the year in order to absorb CPO from the market and stabilized nation safety stock of CPO. Then, ERC was adjusting the biodiesel blending mandatory from B7 to B5 from November 21st, 2024 onwards.
- The CPO exports has maintained same level as last year, which consumes about 25.94% of the nation's CPO or equivalent to 0.87 million tons per year. The price of CPO in global markets were much higher than domestic market (market price announced by



Department of Internal Trade, Ministry of Commerce) in the second and third quarter of year 2024. As a result, the extraction mills and palm oil related companies were able to export a fair quantity at competitive prices in the global market to reduce the excess of domestic CPO national stock.

### The company's production capacity

	Production capacity	Total utilization (Percent)
Refinery Process (Ton)	1,150.00	60.00
Biodiesel production process (Liter)	722,222.00	40.00
Palm Olein production process (Ton)	350.00	30.00
Refined Glycerine production process (Ton)	100.00	40.00

The Company's office and factory locates on 55/2 Moo 8 Sethakit 1 Rd., Klongmadua, Krathum Baen, Samut Sakhon, where consist of office building, refinery plants, biodiesel plant, palm olein plant, refined glycerine plant, storage tanks, packing building, warehouses, maintenance building, and garage. The Company has RBDPO refinery capacity from 2 refineries of 1,150,000 Kilogram of CPO/day, Biodiesel capacity at 722,222 Liters/day, palm olein capacity at 350,000 Kilogram/day, and refined glycerine 99.5%min at 100,000 Kilogram/day. The Company mainly produces products for sale based on customer purchase orders and/or contracts.

### Acquisition of raw materials or provision of service

The main raw materials used in the production of biodiesel, palm olein and refined glycerine are CPO, chemicals such as methanol, sodium methylate, bleaching earth and phosphoric acid; fuels and packaging for palm olein. The Company purchases raw materials, chemicals, fuels and packaging's from various manufacturers and suppliers domestically. In which the sourcing and planning department will consider and determine the raw material purchase plan in accordance with the sales plan of the management. In this regard, the Company has set a policy for purchasing raw materials by considering the selection of raw material suppliers from the list of suppliers who have passed the qualification assessment (Approved Supplier List) to compare prices before ordering, which the Company has set criteria to assess suppliers in various aspects, including raw material quality, price, delivery, service quality and quality management system (ISO) accreditation. The supplier's qualification is monitored in the supplier register every 6 months in order to prevent any risks that may arise in the event of a change in the material supplier's qualification. Considering each type of raw materials can be described as follows:

1. **CPO:** The Company purchases CPO from all the crushing mills in Thailand. In palm oil industry, the refineries and crushing mills are likely to partner up and unlikely to change time to time because the quality of CPO, consistent delivery to match the production planning, and confidence between the executives. The company has clearly defined the criteria for the properties of the CPO to be used as a guideline for the sourcing and planning department and to make it easier to control production costs from adjusting ingredients to get products with quality standards. The Company will order CPO approximately 2 weeks in advance of production, within 15 working days (after the purchase agreement) by delivery to the Company by tank trucks (crushing mills are mostly responsible for transportation costs or depending on the agreement).

As CPO is one of the lists of regulated goods according to the Notification of the Central Committee on Prices of Goods and Services as of January 25, 2012 in the category of oil and fats obtained from plants or animals, whether edible or not. Therefore, the Company's sourcing and planning department will refer the purchase price based on the CPO price announced by the Department of Internal Trade (DIT), Ministry of Commerce which will be publicized through the DIT's website on a daily basis and use them as a basis for negotiations. The samples of CPO are requested to be tested before any new purchase transactions and each truck will be tested for quality on arrival in order to prevent risks that may arise from changes in the properties of CPO that occur during transportation, for example, the moisture content may increase from the water leakage outside the tank truck due to rain, etc.

2. **Chemical:** In the production of biodiesel, palm olein and refined glycerine, the Company has to use chemicals to enhance product properties to meet the standards, such as methanol, sodium methylate, bleaching earth and phosphoric acid, etc. The Company has ordered such chemicals from various domestic suppliers in advance according to the production plan. The chemical suppliers will be responsible for the transportation costs delivery to the Company.

3. **Fuels:** The fuel used in production is hard shell and fuel oil. Both types of fuel are ordered from local suppliers. The Company will purchase such fuels according to the specified usage plan and deliver directly from suppliers storage to the Company's factory.

#### Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Thailand	Crude Palm Oil	3,314,165,038.93

#### Major raw material distributors

Number of major raw material distributors (persons) : 20

The Company uses CPO, which has a proportion in total cost as 85-90 percent of raw materials cost. Due to the purchasing of crude palm oil is in the short-term, 15-30 days, ordering contract or agreement, which states the purchasing price certainly without the long-term ordering contract with the supplier especially. Thus, the company may be risk to a shortage of raw materials if the supplier cannot supply the crude palm oil to the company adequately. The Company is aware of the issue as above, then has determined purchasing the CPO from more than 20 suppliers and maintaining of a good relationship with the suppliers continuously. Most of CPO suppliers is in vendor list of the Company is business partners with the Company for more than 5 years.

#### 1.2.2.4 Assets used in business undertaking

##### Core permanent assets

The Company's office and factory locates on 55/2 Moo 8 Sethakit 1 Rd., Klongmadua, Krathum Baen, Samut Sakhon, where consist of office building, refinery plants, biodiesel plant, palm olein plant, refined glycerine plant, storage tanks, packing building, warehouses, maintenance building, and garage. The Company's subsidiary (AIPT) has deep-water jetty and oil terminal located in Chumphon Province. This is also including 10 storage tanks service for fuel, lubricant oil, CPO, and RBD palm oil with total capacity of 20,000 tons, or approximate 22,124,000 liters. Currently, AIPT is temporarily ceased its operation. Details of main fixed assets as per attachment 4.

##### The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Deed No. 1533 and 1534	162,080,318.00	AIE	None	Samut Sakhon 31-2-19 Rai
Deed No. 64303, 64304, 64305, 28654 and 18643	17,420,186.00	AIPT	None	Deed No. 64303, 64304, 64305 and 28654, Chumphon 6-2- 48.8 Rai Deed No. 18643, Chumphon 6-2- 9.9 Rai
Land improvement	17,104,028.00	AIE	None	-
Buildings and buildings improvement	147,558,572.00	AIE	None	Office and factory, Samut Sakhon

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Office, storage tanks and jetty	6,478,102.00	AIPT	None	Office, storage tanks and jetty, Chumphon
Utilities	78,558,865.00	AIE & AIPT	None	-
Machine, equipment, and tools	619,628,096.00	AIE	None	In palm oil business
Machine, equipment, and tools	79,340,036.00	AIPT	None	In storage tanks service
Furniture, fixtures and office equipment	3,947,005.00	AIE & AIPT	None	-
Vehicles	19,741,485.00	AIE & AIPT	None	-
Assets under construction	8,375,842.00	AIE	None	-

### Core intangible assets

The Company and its subsidiaries have intangible assets of Baht 1.13 million, including computer programs for the office and production control systems, which are intangible assets owned by the Company.

### The appraisal price of core intangible assets

List of assets	Types	Book value / Appraised value	Additional details
Software	Software	1,125,972.00	-
Trademark	Trademark	0.00	-

### Diagram of the appraisal of intangible assets



### Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes  
companies

The Company manages its subsidiary companies according to the corporate group structure. The Company's board of directors has established principles for overseeing the operations of the subsidiary companies to safeguard the return on investment for the Company as follows:

- The Company's board of directors will consider and approve the appointment of individuals to serve as directors in each subsidiary companies to oversee compliance with laws, good corporate governance practices, and other company policies.
- The Company must receive quarterly reports on the subsidiary companies' operations and accompanying documentation for review, and the subsidiary companies must adhere to this diligently.

- If a subsidiary company engages in a transaction or activity that falls within the scope of market regulator announcements related to the acquisition or disposition of assets or other related announcements, the Company is required to seek approval from the Company's board of directors and/or disclose the information to the stock exchange of Thailand before proceeding. Subsidiary companies can proceed with transactions or activities only after obtaining the specified approvals. Additionally, if a subsidiary company anticipates a transaction or event that requires disclosure to the stock exchange of Thailand based on the prescribed criteria, the subsidiary's board must immediately notify the Company's managing director.
- The Company establishes policies for the disclosure of its subsidiary directors' interests and related parties that may give rise to conflicts of interest. Subsidiary directors must not participate in decisions concerning matters in which they have a direct or indirect interest or a conflict of interest, whether financial or otherwise. In case of significant concerns or issues identified by the Company, the subsidiary companies can be required to provide explanations and submit documents for consideration.

### 1.2.2.5 Under-construction projects

Under-construction projects : No

#### Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

## 1.3 Shareholding structure

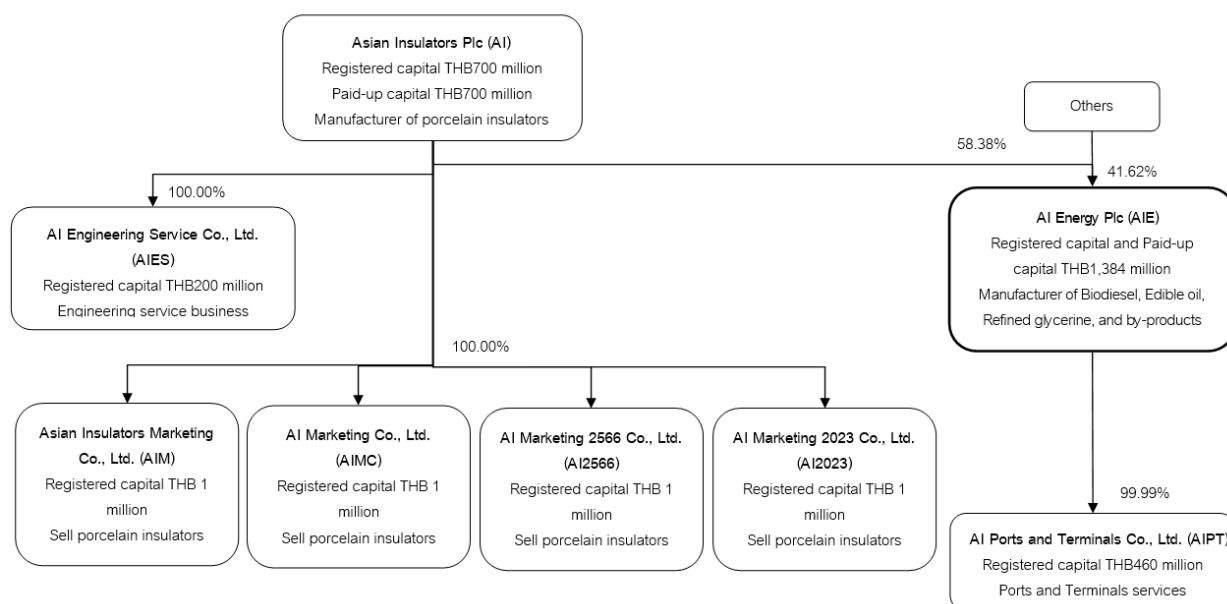
### 1.3.1 Shareholding structure of the group of companies

#### Policy on operational organization within the group of companies

AI Energy Public Company Limited (the "Company" or "AIE") was officially established on October 4, 2006 to become a leading manufacturer of Biodiesel, Edible oil (under brand PAMOLA), and Refined Glycerine produced from good quality Crude Palm Oil (CPO). AIE also generates revenue from 'Refining Service' of Refined Bleached Deodorized Palm Oil (RBDPO) and Refined Bleached Deodorized Kernel Palm Oil (RBD PKO). The Company's head office and factory statutes in Krathum Baen district, Samut Sakhon province, with current registered and paid-up capital of 1,384,014,009 Baht divided into 1,384,014,009 ordinary shares at par value of 1 Baht. Asian Insulators Public Company Limited ("AI") had its shares for 58.38 percent of the Company's registered and paid-up capital. The Company has invested in ports and oil terminals business via its subsidiary.

#### Shareholding diagram of the group of companies

#### Shareholding diagram



Group Structure

#### Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
AI Ports and Terminals Company Limited	AI ENERGY PUBLIC COMPANY LIMITED	99.99%	99.99%

#### Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
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Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
AI Ports and Terminals Company Limited 254 Seri Thai Road, Kannayaow, Bangkok 10230 Bangkok 10230 Telephone : 025171451 Facsimile number : -	Provides the service of ports and the storage tanks for petroleum, crude palm oil, and lubricant oil. (temporarily ceased operation)	Common shares	45,999,998	46,000,000

### 1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts of interest holding shares in a subsidiary or associated company? : No

### 1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business group of a major shareholder? : No

### 1.3.4 Shareholders

#### List of major shareholders

As of December 30<sup>th</sup>, 2024.

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Asian Insulators Public Company Limited	808,024,872	58.38
2. Thareratanavibool Family	134,289,167	9.70
3. MR. APHISAK THEPPADUNGORN	19,243,500	1.39
4. MR. SINCHAI SEMAWONGANUN	8,930,000	0.65
5. Mr. Itthi Thetpukdee	5,167,800	0.37
6. Mr. Komol Juangroongruangkit	5,132,600	0.37
7. Thai NVDR Company Limited	4,910,456	0.35
8. Mr.Phusit Natpaphasit	4,000,000	0.29
9. Mr. Komson Vibulvitayanan	3,935,000	0.28
10. Mr.Chartchai Wangsom	3,672,400	0.27

#### Major shareholders' agreement

Does the company have major shareholders' agreements? : No

## 1.4 Amounts of registered capital and paid-up capital

### 1.4.1 Registered capital and paid-up capital

#### Registered capital and paid-up capital

Registered capital (Million Baht)	:	1,384,014,009.00
Paid-up capital (Million Baht)	:	1,384,014,009.00
Common shares (number of shares)	:	1,384,014,009
Value of common shares (per share) (baht)	:	1.00
Preferred shares (number of shares)	:	0
Value of preferred share (per share)	:	0.00

#### Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

### 1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from those of : No  
ordinary share

### 1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes

Number of shares (Share) : 4,910,456

Calculated as a percentage (%) : 0.35

#### The impacts on the voting rights of the shareholders

As of December 30, 2024, Thai NVDR Co., Ltd., a subsidiary of the Stock Exchange of Thailand (NVDR), has 4,910,456 ordinary shares of the Company as underlying securities, representing 0.35 percent of the Company's paid-up capital. Although the holders of such NVDRs will receive all benefits from the Company's shares used as underlying securities, they will not be able to exercise voting rights in shareholder meetings, except in the case of voting to vote on the delisting of shares from the Stock Exchange of Thailand (Delisting). Therefore, if a large number of the Company's shares are issued as NVDRs, the number of shares with voting rights will decrease, resulting in an increase in the voting rights of other shareholders. In addition, the number of underlying securities (NVDRs) may change and is not under the control of the Company. Investors who wish to know information about the Company's underlying securities can access the information via the website of the Stock Exchange of Thailand ([www.set.or.th](http://www.set.or.th)).

## 1.5 Issuance of other securities

### 1.5.1 Convertible securities

Convertible securities : No

### 1.5.2 Debt securities

Debt securities : No



## 1.6 Dividend policy

### The dividend policy of the company

The Company has a policy to pay the dividend to the shareholder in each operation year, and not less than 40% of the net profit after tax and legal reserved. The dividend payout is depending on company's performance, cash flow, regulations, and the investment of the new project in the future. The dividend payout should not significantly affect on company's financial operation. The Board of Directors' decision to payout the dividend is subjected to approval of shareholder at the Annual General Meeting, except the interim dividend payout if the board of directors considers that it is appropriate and shall not affect the operation of the company. The Board of Directors has authorized to approve the interim dividend payout, and inform the shareholders at the next shareholder meeting. The company has to legal reserves at least 5% of net profits until legal reserves equal 10% of company's registered capital.

### The dividend policy of subsidiaries

The Company has not fixed a dividend payment ratio for its subsidiaries. Their dividend payments shall depend on the operating results of each company. Dividend payments of subsidiaries to the Company must be made accordance with each company's regulation on dividend payment that must be approved by a resolution of their shareholders meeting. Interim dividend payments are allowed. In paying dividends subsidiary companies shall record some profit. If there is an operating loss, dividend payments are barred until such losses are recovered. In additional, at least 5% of all profits must be set aside as legal reserves until legal reserves reach 10% of companies registered capitals.

### Historical dividend payment information

	2020	2021	2022	2023	2024
Net profit per share (baht : share)	0.0950	0.3350	-0.0150	0.0400	0.1830
Dividend per share (baht : share)	0.0500	0.2500	0.0000	0.0000	0.2500
Ratio of stock dividend payment (existing share : stock dividend)	0.0000	0.0000	0.0000	0.0000	0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share) <sup>(1)</sup>	0.0500	0.2500	0.0000	0.0000	0.2500
Dividend payout ratio compared to net profit (%) <sup>(2)</sup>	52.66	78.52	0.00	0.00	136.36

Remark : <sup>(1)</sup> The right to receive the annual dividend for the year 2024 is subject to the approval of the 2025 Annual General Meeting of Shareholders, to be held on April 4, 2025.

<sup>(2)</sup> The dividend payout ratio for 2024 is compared to net profit from the Company's separate financial statements, paid from the Company's unappropriated retained earnings after deducting legal reserves.

## 2. Risk management

### 2.1 Risk management policy and plan

#### Risk management policy and plan

The Board of Directors has established a risk management policy to ensure that the Company has an effective risk management system and complies with relevant laws and standards in accordance with ISO 9001:2015 and COSO ERM (Enterprise Risk Management) in order to mitigate possible risks, maintain at an acceptable level. The risks are divided into 2 groups, namely corporate risk and operational risk. The Company has conducted self - risk evaluation assessments by management team and operation level to assess risks, problems, obstacles, and uncertainties that may affect the achievement of the objectives and goals of the Company. The Company has determined the risk mitigation plan and set out the risk management policies for management team and employees to comply. There is a Risk Management Committee, which consists of management team of the Company to manage the risk in all aspects to be appropriate and assign employees to develop internal procedures. Normally, the working group consists of manager and supervisor level from each department, who is responsible for monitoring and analyzing risk management at the operational level. Operate in accordance with the risk management plan and follow up the implementation of the major risk management plan. Business Development and Corporate Strategy Manager acknowledges a monthly report of performance from each department and is representing the management team report to the Risk Management Committee and Managing Director reports the risk management results to the Executive Committee, Audit Committee, and the Board of Directors on a quarterly basis under the framework of the risk management plan as follows:

- (1) Regulate the overall risk management in accordance with COSO ERM 'Enterprise Risk Management' in order to mitigate possible risks, maintain at an acceptable level.
- (2) Develop the risk mitigation plan for both corporate risk and operational risk to maintain acceptable risk level and effectively manage remaining risks.
- (3) Improvement of risk management methods in various fields according to the suggestion of the internal auditor and external auditor.
- (4) The managements to arrange a meeting on risk management of each department on a monthly basis and collect the actual results to compare with the plans that have been set. Then, proposing to the Risk Management Committee quarterly to review and assessment together with a summary of material risks reported to the Executive Committee, Audit Committee, and Board of Directors on a quarterly basis.

## 2.2 Risk factors

### 2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

#### Risk 1 Business Competition

Related risk topics : Strategic Risk

- Competition risk

#### Risk characteristics

While the demand for biodiesel in 2024 improved slightly compared to 2023 due to various economic stimulus policies from the government, such as the tourism promotion policy, including the energy price reduction policy, by fixing the retail price of diesel at 30 baht per liter until April 2024 before adjusting the retail price ceiling up to 33 baht per liter until October 31, 2024 and still planning to fix the diesel price at 33 baht per liter continuously until the end of 2024 by using the collection of the Oil Fund under the Oil Fund Act B.E. 2562 to help support the biofuel price until September 2026. However, the government adjusted the policy to reduce the biodiesel blend from B7 to B5 starting from November 21st, 2024 to solve the problem of shortage of palm oil for consumption and higher CPO prices, resulting in lower overall demand compared to 2023, which had a B7 biodiesel blend throughout the year. While the country's biodiesel production capacity has increased due to the expansion of production capacity of the existing producers from 10.26 million liters per day to 11.96 million liters per day, the average capacity utilization rate of the industry has decreased in line with the increased capacity to approximately 30%-35%, resulting in more intense competition in terms of discount prices, which may affect the Company's sale volumes and profitability.

#### Risk-related consequences

Intense price competition may have a negative impact on the Company's sales volume and profitability.

#### Risk management measures

The Company has begun to prepare for tougher competition by giving importance to the development of efficiency in the production process continuously to bring about higher quality and the highest production efficiency. This will allow the company to control cost and expenses in production more efficiently. It will also allow us to maintain quality of the biodiesel according to standard. The Company has gained an economy of scale from CPO refinery of 1,150,000 kilograms per day and continuously expand investment to further improve efficiency and reduce cost by using PFAD which is a by-product as a raw material to produce B100, also expanded its B100 production capacity to 722,222 liters per day to benefit from economies of scale in biodiesel production. Besides, the Company has invested to construct the refined glycerine 99.5%min plant, which has a production capacity of 100,000 kilograms of refined glycerine per day, add the value added to the Company's existing by-product; crude glycerine. Refined Glycerine is derived from crude glycerine processed through the distillation into refined glycerine. Refined Glycerine is a clear liquid, colorless, odorless, has a sweet taste, can dissolve well in alcohol and water, and has a wide range of chemical properties, so it can be used as a substance in other downstream industries which is commonly used in consumer products, food, medicine, and cosmetics (Pharmaceutical Grade). Refined Glycerine helps the Company expanding customer base in other industries, where has less government policy's intervention. It is the Company's strategic to expand products into other industries with new base of customers and has high demand in overseas markets.

#### Risk 2 Risk from fluctuations in CPO prices

Related risk topics :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

#### Risk characteristics

The Company uses CPO as main raw material for producing B100, where its price is defined by global market price that driven by Malaysian' CPO market price as Malaysian is the dominant in CPO market as the world highest CPO produced in the world. The factors that affect the price of CPO are changing of economic conditions, consumer needs, weather, national's CPO safety stock, and price of other alternative oil such as soy oil and rice bran oil etc.

For Thailand, the price of CPO trend to fluctuates according to the price of CPO in global market, but sometime there is a fluctuation in the opposite direction of CPO prices in the global market because the CPO market in Thailand is a closed market,

where can be imported by Public Warehouse Organization, Ministry of Commerce only. The average price of CPO in 2024 increased from 2023 by 13.53% and in 2023 decreased from 2022 by 28.24% (the average price in 2024 was THB 35.51 / Kilogram, in 2023 was THB 31.28 / Kilogram, and in 2022 was THB 43.59 / Kilogram (Source: DIT). The CPO prices in Thailand have been increasing continuously since the beginning of the 4th quarter of 2024 onwards, with the highest average monthly price at 43.44 baht per kilogram (December 2024) and the lowest average monthly price at 32.38 baht per kilogram (February 2024). The main factor is the increase in the global CPO price. The main cause of Malaysia's CPO price is concerns about the tight global palm oil supply, especially in Indonesia, where production has decreased due to the impact of El Nino, the lack of new palm plantations to replace them, and the slow expansion of palm plantations. There is also a target to increase the proportion of biodiesel blending from B35 to B40, which will start on January 1st, 2025, which is contrary to the world's continuous growth in demand. Meanwhile, the CPO price in Thailand has the same direction as the world market, but fluctuates at times. It has increased significantly in the 4th quarter of 2024 to 45 baht per kilogram due to the late season of palm crops and low harvested volumes, coupled with the low level of national's safety stocks. Therefore, the government has issued measures to request cooperation to refrain from temporary palm oil exports, including a policy to reduce the proportion of biodiesel blending in diesel from B7 to B5 to slow down the rapid increase in CPO prices from November 21st, 2024 to slow down the rapid increase in domestic CPO prices.

#### **Risk-related consequences**

Thus, the Company may be risk due to the fluctuation of CPO price since sometime the Company is unable to adjust its costing in line to the market price continuously and severely. The fluctuation of the price of CPO may affect the Company's operating performance.

#### **Risk management measures**

The Company aware of these risks, the policy has determined to adopt in each department in the Company, especially in raw material procurement procedures. The Company attempt to maintain a faster inventory turnover, where raw material (CPO) was stocked for 19-25 days just enough for monthly delivery plan within the sale contract scope and efficiently control the loss rate from production. Also, the price situation is closely monitored through various channels such as television, newspapers, and website of government organizations which related, such as Department of Internal Trade of Thailand, Ministry of Commerce, coupled with monitoring the price situation, through the business partners continuously. These can help to decrease the impact from the fluctuation of the price of CPO.

#### **Risk 3 Risk from the government policy amendment**

- Related risk topics : Strategic Risk
- Government policy

#### **Risk characteristics**

Palm oil is considered an important economic crop since it helps with stability in terms of food and energy of the country. Crude palm oil which is extracted from the factory of Thailand will be distributed for various business sectors such as energy, industry, and other non- food sectors such as soap and cosmetics. Palm oil production in the country has enough capacity for domestic and some export, which palm oil and crude palm oil that are extracted from palm oil, including products which use crude palm oil as raw material in the production process were controlled by the government through various ministries, directly and indirectly such as the Ministry of Agriculture and Cooperative, Ministry of Energy, and Ministry of Commerce since crude palm oil that has been extracted from palm oil is considered a raw material in various industries. The crude palm oil's market price in Thailand is corelated to Malaysian crude palm oil's market price, the largest crude palm oil in the world, in the past Thais' palm oil industry has faced various factors that caused price to fluctuate. The huge fluctuation in the weather condition which caused the Southern area to face a huge drought and natural disasters, these events caused a shortage of palm oil in the market since palm oil and palm fruits has decreased largely, this led to a huge shock in palm oil price and producer's cost to increase.

For the price and quantity fluctuation of crude palm oil, the government had issued a polity to control such problem from both the fluctuating price and quantity. The government has used its policy to reduce the portion of B100 blend in Diesel such as lowered B7 to B5 when crude palm oil stock low or the price of crude palm oil extremely high. And increased the ratio of biodiesel in diesel fuel when stocking crude palm oil high. This is to control the amount of crude palm oil used and focuses on the need of the general consumer. Also, price of palm fruit and crude palm oil has been controlled in case of fluctuation and use the policy to buy crude palm oil from the market in case of crude palm oil over supply and the policy to import crude palm oil from overseas. In the case that domestic crude palm oil is at a shortage (at the moment Thailand has a policy to control imported palm oil even though the import tax rate is at 0% since 2010 whereby allowing palm oil to be an authorized imported product. Public Warehouse Organization, Ministry of Commerce is the only entity allowed to import such product so that there will be no

effect on the domestic palm oil industry). The Department of Internal Trade of Thailand, Ministry of Commerce had ordered that vegetable oil, fuel oil, and palm oil are controlled products according to the Act on Prices of Goods and Services of B.E. 2542 where vegetable oil and fuel oil are considered sensitive list products. The Department of Internal Trade will monitor the price and condition daily.

#### **Risk-related consequences**

The Company therefore faces risk from policy shift which could affect the company's profit.

#### **Risk management measures**

The Company has sent representatives to attend meetings with various government agencies and various associations to listen and offer opinions on various policies and has a person in charge that performs assessment and study government regulations in order for the Company to be able to respond to changes in government policies, rules and regulations promptly.

#### **Risk 4 Customer Concentration Risk**

Related risk topics : Strategic Risk

- Reliance on large customers or few customers

#### **Risk characteristics**

The Company sells B100 up to 64.30% of total Sales in 2024. In the distribution, Biodiesel was distributed to customers who are compiled to section 7 of the Fuel Trade Act B.E. 2543 which was sold in a made to order manner through inviting suppliers for bidding. The selling process after winning the bidding will be a 3-12 months' contract depending on customer's the term and agreement and policy. Most customers will determine the product pickup or amount of goods clearly in the contract. However, the order quantity may adjust according to the customer's demand and the blending B100 mandate ratio in diesel during each period.

#### **Risk-related consequences**

If the oil traders under Section 7 cancel their orders or the Company is unable to win the auction, it will affect the sales volume and the Company will not be able to find other customers to replace them because biodiesel is a specific product that must be blended with diesel for use in vehicles, which will significantly affect the Company's income.

#### **Risk management measures**

The Company is sure that there is very small chance for us to lose our customers since the government's policy to induce usage of B100 blend mandate as diesel's standard nationwide in accordance to the Department of Energy Business, Ministry of Energy concerning the nature and quality of biodiesel type of fatty acid methyl esters B.E. 2562 (Enforced from 1 December 2019). Even though the formula has been adjusted to increase or decrease according to the situation in terms of price and output of CPO.

#### **Risk 5 Risks from unforeseeable event**

Related risk topics :

Operational Risk

- Safety, occupational health, and working environment

#### **Risk characteristics**

The Company has operated business in producing and distributing Biodiesel, Palm Olein, and Refined Glycerine from crude palm oil and its subsidiaries which is AI Ports and Terminals Company Limited (AIPT) who provide ports and storage tanks service. The Company and its subsidiaries operate business regarding fuel oil which might face unanticipated events such as bombing and fuel leak which could bring about damage for the Company and its subsidiaries and surround communities and environment.

#### **Risk-related consequences**

This may cause damage to the Company and its subsidiaries, which will affect the ability to conduct business, the community and the surrounding environment, and the performance of the business.

#### **Risk management measures**

The Company and its subsidiaries are aware of such risks, including potential disputes with neighboring communities. The guidelines have been established to prevent potential risks through building knowledge and understanding of the operations of various departments by sending them to receive training in government and private agencies involved. This also including creating unity in the team of each department and to transfer knowledge and understanding of work along with the supervision and control of each department's executives. The drills and guidelines have been establishing in the event of an emergency; in case of fire, explosion and oil spill annually under the supervision of the Safety and Occupational Health and Environment Department of the Company. In addition, the Company also arranges for continuous inspection of the readiness of safety equipments and make

insurance to prevent risks that may occur with leading insurance companies both in Thailand and abroad which covers all risks that may arise both assets used in business operations, including inventories and surrounding communities that are affected both the risks arising from natural disasters and accidents.

#### **Risk 6 Risk of cyber-attacks and data security**

Related risk topics :

##### Operational Risk

- Information security and cyber-attack

#### **Risk characteristics**

The Company has adopted information technology in various systems of business operations and communication with external persons and juristic person. Therefore, it is inevitable that it may be exposed to risks from external information technology attacks.

#### **Risk-related consequences**

Ransomware attacks can cause disruption of systems or services, which may lead to loss of productivity. The Company may lose money from having to pay ransom to recover files.

#### **Risk management measures**

The Company has set up a system structure and installed a firewall system to prevent attacks and access to the Company's information from outside, including the ability to store and check the log of the firewall retrospectively. Along with installing an anti-virus program inside the server and PC, for internal security, the Company has used an identity system for users work to prevent unauthorized access to information from unknown and control the use of USB and External Storage for only restricted tasks. The Company gives users coping practices in case of finding any suspicious e-mail and websites in order to prevent attacks on information technology systems and viruses from outside or malicious insiders. In addition, the Company has backed up all data in real-time and stored off-site. So, if there were any unfavorable causes, the Company will be able to resume its operation and continuous working in a short period of time.

#### **Risk 7 Foreign exchange risks**

Related risk topics :

##### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

#### **Risk characteristics**

The Company exports refined glycerine and by-products, which are sold to foreign markets following reference prices for the US dollar. Thus, the Company has exposed to the fluctuation of foreign exchange rates.

#### **Risk-related consequences**

Exchange rate fluctuations for export businesses will result in uncertainty in the business's baht revenue stream, which may result in increased profits or losses.

#### **Risk management measures**

The Company use the forward contract with the financial institutions as financial tools to secure and mitigate the forex risks. Also, the Company undertakes matching imports and exports transactions as the mediator for natural hedging in parallel monitoring news and exchange rate movements closely to assess the situation and figure ways out to prevent the potential risk to the Company. Therefore, the Company is confident that if there is volatility of the exchange rate, the Company will be affected insignificantly. The Company's subsidiaries had no foreign currency transaction.

## **2.2.2 Risk to securities holders**

Are there any risk factors affecting securities holders? : Yes

#### **Risk 1 Risks of Dependency on Main Executives**

Related risk topics :

##### Risk to Securities Holder

- Risk of the company having a majority shareholder holding > 50% of shares

### **Risk characteristics**

The Company was found in 2006 by having Thareratanavibool Family as key executives and principal shareholders by holding AI's stocks at the proportion of 58.38 percent of the Company's authorized capital, by having (1) Mr. Narong Thareratanavibool as chairman and chairman of executive committee (2) Mr. Thanit Thareratanavibool as vice chairman, executive committee, and chairman of risk committee (3) Miss Pimwan Thareratanavibool as director, executive committee, risk committee, managing director, and company secretary (4) Mr. Pongsakon Thareratanavibool as director, executive committee, risk committee, and business development and corporate strategy manager. All of them have knowledge and understand regarding Biodiesel, Palm Olein, and Refined Glycerine producing and distribution business and create the Company's credibility and good relationship with both domestic and international customers over 19 consecutive years.

### **Risk-related consequences**

The change of executives may affect the business performance of the Company.

### **Risk management measures**

The Company clearly determines scope of duties, responsibilities and authority of each position by decentralizing authority in administering and managing systematically through a systematic planning authority as prescribed. There is also delegation of duties and responsibilities to those who have the knowledge and ability appropriately. The Company also has storage systems and good database which is where the exchange of necessary information takes place. The Company has also developed a set of guidelines for the performance of employees by delivering training courses to increase the efficacy and to reduce the reliance on any particular employee in parallel with to encourage employees to have a sense of ownership of the company by providing proper care and welfare of employees at each level to build morale and support in working. In addition, the Company also has a policy to recruit talented individuals to join the company in accordance with the business plan as well.

### **Risk 2 Risks in case that there are principal shareholders holding over 50 percent of shares**

- Related risk topics : Risk to Securities Holder
- Risk of the company having a majority shareholder holding > 50% of shares

### **Risk characteristics**

Thareratanavibool Family which is a major shareholder of the Company through its shareholding in the Company. As of 30 December 2024, Thareratanavibool Family had their shares in the company divided into direct shareholding of 9.70 percent and indirect shareholding through AI of 58.38 percent. Thareratanavibool Family has influence in determining policy for the administration of the company in either direction.

### **Risk-related consequences**

Thareratanavibool Family can control the resolution of the shareholders, particularly in the case of a vote taken at a meeting of shareholders not less than one-half of the total votes of shareholders attending the meeting and entitled to vote, exception for the matter that laws or regulations of the Company requires to have a 3 out of 4 of the shareholders' voting.

### **Risk management measures**

Nevertheless, the Company has an audit committee consisting of 3 independent members for the total of 7 members. All of them have knowledge and ability which are widely accepted in the society. The audit committee has a role as assigned by the Company's board based on SET's notification regarding qualifications and scope of responsibilities of auditing committee B.E. 2551 and qualifications of independent committee based on article 16 of Capital Market Supervisory Board's notification Number TJ 28/2551 which is deemed to help enhance efficiency and good audit and balance, as well as transparency of the Company's management. In addition, the company also hired Honor and Advisory Company Limited to perform internal audit which is independent from the management team and can report directly to the Audit Committee. In addition, the Board of Directors of the Company also takes into account the importance of corporate governance by complying with good corporate governance guidelines strictly and consistently so that the company is confident that its shareholders and stakeholders of the Company will be treated fairly and equally.

## **2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)**

Are there any risk factors affecting securities holders : No  
from investing in foreign securities?

## 3. Sustainable Development

### 3.1 Policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

The Company has set up a policy to operate its business in accordance with ESG guidelines, namely the environment, Social and Governance in order to create business growth together with sustainable social responsibility. The Company has established guidelines for business operations by taking into account the potential impacts on communities, society, environment and all groups of stakeholders. This includes shareholders, investors, employees, business partners, customers, communities, government agencies, and competitors.

Reference link for sustainability policy : <https://www.aienergy.co.th/en/sustainability>

#### Sustainability management goals

Does the company set sustainability management goals : No

The Company is in the process of setting sustainability management targets in line with responsible consumption and production, both in the short term and the long term.

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : No

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

The Company is in the process of setting sustainability management targets.



## 3.2 Management of impacts on stakeholders in the business value chain

### 3.2.1 Business value chain

The Company places importance on managing the business value chain, from the raw material procurement process, production process, product delivery, sales, and after-sales service, aiming to meet the needs of all stakeholders throughout the business value chain by taking into account the issues of social and environmental responsibility throughout the supply chain to increase business opportunities, reduce risks, create transparency and strengthen business partners and allies sustainably.

The Company has set a policy for managing the business value chain to be consistent with business operations that are socially and environmentally responsible in order to prevent discrimination against business partners, trade monopoly, and to emphasize the delivery of quality products to customers. The guidelines for managing the business value chain are as follows:

#### 1. Raw material procurement

The Company emphasizes on efficient and transparent procurement processes with equal procedures for dealing with business partners. The criteria used for evaluation are based on the business partners' operations in terms of quality, delivery, safety, finance, social and environmental responsibility, non-violation of human rights, and fair employment in accordance with the law. The Company procures only quality CPO and trades CPO that crushing mills were purchased palm fruits from farmers at fair prices. The Company has procured more than 20 CPO suppliers in its Supplier Approved Lists and is not monopolized by any one business partner to reduce the risk of CPO shortages that may occur. The Company also controls and inspects the quality of CPO before receiving.

#### 2. Production and delivery processes

The Company intends to produce products with responsibility towards customers so that customers receive quality products and services that are safe for use and consumption under relevant laws and standards. It also places importance on the production process in every step, covering the use of raw materials, energy use, water use, use of renewable resources, including the release and management of waste that occurs, so that it does not cause negative impacts on society and the environment. In addition, the Company has a production plan and uses technology to support work efficiency and reduce losses (higher yield). The Company controls and inspects the quality of raw materials before production, products during production, and after production, including before delivering products to customers according to an efficient delivery plan so that customers receive quality products that meet standards within the specified time.

#### 3. Sales

The Company places importance on responding to customer needs in a timely manner and following up on customer satisfaction measurements in order to develop and improve operations. In addition, the Company maintains customer data in accordance with the Personal Data Protection Policy to ensure that customers are confident in the Company's business operations.

### 3.2.2 Analysis of stakeholders in the business value chain

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

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>- Receive appropriate compensation and benefits</li> <li>- Employees have equal rights</li> <li>- Receive support for career advancement</li> <li>- Safety workplace environment</li> </ul>	<ul style="list-style-type: none"> <li>- Provide fair and appropriate compensation, evaluation and performance indicators</li> <li>- Equal treatment</li> <li>- Provide an environment and space suitable for work and ensure work safety</li> <li>- Provide a complaint channel</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Satisfaction Survey</li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>• Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>- Comply with fair payment terms and conditions</li> <li>- Fair and transparent price competition</li> </ul>	<ul style="list-style-type: none"> <li>- Treat all business partners with fairness and equality, conduct business together with transparency.</li> <li>- Maintain confidentiality of business partner information</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Comply with the Company's procurement regulations and procedures</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>- Product Responsibility</li> <li>- Product quality</li> <li>- On-time delivery</li> <li>- Customer confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain product quality and meet customer satisfactions</li> <li>- Manage quality with international standards</li> <li>- Supervise business transparently and fairly, auditable and have anti-corruption policies</li> <li>- Maintain confidentiality of customer data</li> </ul>	<ul style="list-style-type: none"> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>- Be friendly to the community of residents surrounding the Company and consider the possible impacts on society, the environment and the community.</li> </ul>	<ul style="list-style-type: none"> <li>- Organizing activities with the community and supporting community activities.</li> <li>- Listen and inquire about community needs</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Complaint Reception</li> </ul>
<ul style="list-style-type: none"> <li>• Investors or investment institutions</li> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>- Legal benefits</li> <li>- Equal treatment of all shareholders</li> <li>- Compliance with the law correctly, transparently, verifiably and with good corporate governance</li> <li>- The Company has good performance and stable financial position.</li> </ul>	<ul style="list-style-type: none"> <li>- Comply with laws, rules and regulations to ensure that the treatment of shareholders complies with the principles of good corporate governance</li> <li>- Provide information equally, correctly, completely and clearly</li> <li>- Pay appropriate dividends</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> <li>• Others <ul style="list-style-type: none"> <li>• Quarterly performance reporting via MD&amp;A</li> </ul> </li> </ul>



## 3.3 Management of environmental sustainability

### 3.3.1 Environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Water Management, Waste Management, Greenhouse Gas and Climate Change Management, Air Quality Management

The Company is committed to sustainable business operations based on environmental responsibility. By recognizing and giving importance to minimizing environmental impacts from its business operations, the Company has formulated a policy to develop manufacturing processes in order to minimize environmental impacts which may occur. The Company has aligned its business policy in accordance with environmental laws and regulations, international standards, and sustainability standards. The Company creates awareness among employees to be aware of and take part in the Company's environmental culture. The Company comprehend the

importance of evaluating, controlling, preventing and reducing environmental and ecological impacts from the Company's operations, which focuses on the management of pollution prevention at the source integrated in the aspects of air, water, waste management and improving energy efficiency using resources efficiently and sustainably to enhance environmental culture and increase the capacity to adapt to climate change and to reduce greenhouse gas towards a low-carbon society.

The Company's production process is designed as a closed production system for the evaporation of methanol and chemicals used as raw materials in production are released to the atmosphere. The Company manages the environment systematically and in accordance with the prescribed laws and regulations, using indicators set out in ISO14001:2015 to achieve the Company's target, which has the main goal to reduce the impact on the environment, community and society as much as possible. Therefore, the Company has taken various actions to achieve the amount of waste from productions to landfill to be zero, namely, efficient use of resources, waste reduction, and reuse. Moreover, the Company encourage all employees to represent commitment to the environment and to offer internationally certified ISO14001:2015 standard to all stakeholders.

Reference link for environmental policy and guidelines	:	<a href="https://www.aienergy.co.th/storage/document/cogove/1700116529%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1%2023.12.65%20EN.pdf">https://www.aienergy.co.th/storage/document/cogove/1700116529%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1%2023.12.65%20EN.pdf</a>
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#### Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year	:	No
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### 3.3.2 Environmental operating results

#### Information on energy management

##### Energy management plan

The company's energy management plan	:	Yes
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The Company recognizes the importance of energy conservation. This commitment helps reduce the national energy procurement burden while contributing to social and community responsibilities by ensuring the efficient and effective use of energy. To achieve this, the Company has established an energy management policy to guide energy management and operations. The Company aims to maximize energy utilization through systematic and sustainable practices are set forth:

1. The Company will implement and continuously develop an appropriate energy management system as an integral part of its operations. All business processes will incorporate energy conservation principles in compliance with relevant laws and regulations.

2. The Company will continuously improve the efficiency of energy usage and procurement, aligning with installed technologies and best operational practices.

3. The Company will set annual energy conservation targets and effectively communicate them to all employees to ensure proper understanding and compliance.

4. Energy conservation is considered a shared responsibility of all management and employees. Everyone is expected to cooperate in implementing prescribed measures, monitoring progress, and reporting to the energy management team.

5. The Company will provide necessary support, including personnel, budget allocation, work time, training, energy conservation activities, and opportunities for employee participation in energy-related initiatives.

6. The management and energy management team will review and update energy policies, goals, performance, and action plans annually.

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

Does the company set goals for electricity and/or fuel management : No

### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company efficiently manages energy usage in both steam and electricity. In 2024, steam energy was used in the production process in the amount of 160,401 tons of steam, compared to the amount of products produced, which was 1.01 tons of steam per ton of product outputs. The Company's steam energy usage per ton of product decreased by 0.03 tons of steam per product, or 2.88%, compared to the previous year. In addition, in 2024, the Company used 19,964,480 kilowatt-hours of electricity, compared to the amount of products produced, which was 125.54 kilowatt-hours per ton of product outputs. The amount of electricity usage per ton of product increased slightly by 0.06 kilowatt-hours per ton of product outputs, or 0.05%, compared to the previous year.

### Energy management: Fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	28,114.00	56,186.00	86,218.00
Gasoline (Litres)	1,412.00	1,815.18	1,547.00
Fuel oil (Litres)	465,643.00	670,353.00	644,644.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	30.00	45.00	0.00
Steam (Metric tonnes)	135,202.00	188,151.00	160,401.00
Coal (Metric tonnes)	25,883,567.00	35,828,652.00	32,016,350.00

### Energy management: Electricity consumption

	2022	2023	2024
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	15,496,880.00	22,613,680.00	19,964,480.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	15,496,880.00	22,613,680.00	19,964,480.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00

## Information on water management

### Water management plan

The Company's water management plan : Yes

The Company has a policy to focus on integrated pollution prevention management at the source in terms of air, water, waste management, and improving energy efficiency by using resources efficiently and sustainably as follows:

#### 1. Efficient water use

- Reducing water usage: The Company aims to reduce the amount of water used in the production process, such as controlling the amount of water used.
- Manufacturing process adjustment: Adjust the production process to use less water or reduce water usage in unnecessary steps.
- Implementation of projects to reduce water usage: Reuse condensate from boilers project.

#### 2. Wastewater management

- Wastewater treatment: Using an efficient wastewater treatment system to treat water that has gone through the production process to have the properties required by law.
- Treated water management: can be reused treated water for cleaning within the factory.

#### 3. Water quality monitoring and control

- Water quality monitoring: Measuring treated water quality, temperature, or chemical properties in water to ensure that water quality meets specified standards.
- Drainage control: Setting up water usage and wastewater discharge in accordance with the law.
- Water use assessment: Conducting a study and evaluation of water use to determine whether it is appropriate and efficient.
- Developing long-term water use plans: Developing a water management plan that is in line with future needs and changes.

### Setting goals for water management

Does the company set goals for water management : No

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company aims to reduce the amount of water used in activities under the Company's scope of work, including creating a project plan to reuse used water as much as possible through the establishment of a monitoring and recording system, including reporting the amount of water used, continuously improving and developing it to enable sustainable and balanced water use, aiming for positive results in terms of the economy, society, and the environment. In 2024, the Company used 391,209 cubic meters of piped water, compared to the amount of products produced of 2.46 cubic meters per ton of product outputs, which is a decrease of 0.09 cubic meters per ton of product outputs, or 3.53%, compared to the previous year.

### Water management: Water withdrawal by source

	2022	2023	2024
<b>Total water withdrawal (Cubic meters)</b>	634,735.00	874,167.00	756,570.00

	2022	2023	2024
Water withdrawal by third-party water (cubic meters)	324,282.00	449,326.00	391,209.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	310,453.00	424,841.00	365,361.00

#### Water management: Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	24.82	20.41	23.00
<b>Total wastewater discharge (cubic meters)</b>	80,491.00	87,256.00	90,183.00
Wastewater discharged to third-party water (cubic meters)	14,329.00	24,985.00	26,348.00
Wastewater discharged to seawater (cubic meters)	66,162.00	62,271.00	63,835.00

#### Water management: Water consumption

	2022	2023	2024
Total water consumption (Cubic meters) <sup>(3)</sup>	554,244.00	786,911.00	666,387.00

Remark : <sup>(3)</sup> Consumption of piped water and recycled water

#### Water management: Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	310,453.00	424,841.00	365,361.00

## Information on waste management

### Waste management plan

The company's waste management plan : Yes

The Company has a systematic waste and waste management in the business process according to the 3R principles (Reduce Reuse Recycle) for waste management from the process, focusing on compliance with the law and reducing the amount of waste as much as possible, including considering the utilization of waste in the future. The Company emphasizes preventing impacts on the environment and worker health. Effective waste management helps reduce operating costs and helps to comply with environmental laws correctly and sustainably. Waste management in the factory identifies waste items from every process through the process of identifying environmental aspects according to ISO14001:2015 standards and creates an action plan covering the following steps:

#### 1. Waste categorization

The Company categorized waste according to its impact characteristics and utilization capabilities, with the following management;

- Hazardous waste: There is a separate storage area and collection and disposal in accordance with the law.

- General waste: Non-hazardous waste collected and managed by Khlong Maduea Municipality
- Recyclable waste: The Company has implemented a project to separate recycled waste from employees' use and consumption to create value and sell it to create other benefits.
- Bio waste: Biodegradable waste such as food scraps or biodegradable materials can be separated as solid waste for proper management by Khlong Maduea Municipality.

#### 2. Waste collection and storage

- Waste storage by categories: The Company has appropriate bins or containers for storing each type of waste to prevent contamination and possible hazards, and has proper management according to the law, sending to an authorized waste disposal site.
- Leakage Prevention: The Company uses containers or tanks with tight lids to prevent leakage of potentially hazardous waste.

#### 3. Preventing and reducing waste

- Improving the production process: The Company has adjusted the production process or the use of materials to be more efficient in order to reduce waste in the production process or reduce the occurrence of material damage in the production process from corrosion.

#### 4. Training and awareness building

- Employee Training: The Company provides employees with training to understand the correct waste management methods, such as waste separation, economical use of materials, or prevention of waste in the production process.
- Creating Environmental Awareness: The Company encourages employees to participate in waste reduction and to follow environmentally friendly waste management practices.

#### 5. Monitoring and reporting

- Monitoring and following up: The Company conducts regular monitoring of waste management to ensure that operations are carried out as planned and that there are no unexpected impacts.
- Waste Management Reporting: The Company reports information on waste generated and the permitted management methods as specified by the government.

### Setting goals for waste management

Does the company set goals for waste management : No

### Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

The Company has systematically managed waste and waste in the business process according to the 3R principles (Reduce Reuse Recycle). There is an efficient waste sorting system by type, along with creating awareness and participation with stakeholders to reduce waste disposal by landfill and burning. In 2024, the Company has a total amount of waste 26,297,871 kilograms. In addition, the Company measures the environmental quality in the office and around the factory at least once a year. In 2024, it was found that the standards for air quality, odor, noise, treated water, lighting in the workplace, heat, and atmospheric conditions around the factory and the boilers chimney were within normal limits as stipulated by law. No chemical leaks were found from business operations.

#### Waste management: Waste Generation

	2022	2023	2024
<b>Total waste generated (Kilograms)</b>	4,289,016.00	8,803,386.00	26,298,441.00
<b>Total non-hazardous waste (kilograms)</b>	4,289,016.00	8,802,786.00	26,297,871.00
Non-hazardous waste - Landfilling (Kilograms)	46,000.00	50,000.00	53,000.00



	2022	2023	2024
Non-hazardous waste - Incineration with energy recovery (Kilograms)	1,865,350.00	3,063,956.00	2,715,751.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	2,377,666.00	5,688,830.00	23,529,120.00
<b>Total hazardous waste (kilograms)</b>	0.00	600.00	570.00
Hazardous waste - Landfilling (Kilograms)	0.00	600.00	570.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste – Others (kilograms)	0.00	0.00	0.00

#### Waste management: Waste reuse and recycling

	2022	2023	2024
<b>Total reused/recycled waste (Kilograms)</b>	0.00	0.00	0.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

### Information on greenhouse gas management

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company is committed to conducting business sustainably on the basis of environmental responsibility. It is aware of and places importance on reducing the environmental impacts resulting from business operations. Therefore, it has a policy to promote the development of the production process to reduce the potential impacts. Therefore, it has set a business policy that is in line with environmental regulations and rules, international standards, and creates awareness for executives, employees, and workers to be aware of and participate in environmental management. The Company is aware of the importance of assessing, controlling, preventing, and reducing the impacts on the environment and ecosystem from the Company's operations, which focus on integrated pollution prevention management at the source in terms of air, water, waste management, and improving the efficiency of energy use by using resources efficiently and sustainably to strengthen the environmental culture and increase the ability to adapt to climate change and reduce greenhouse gases, aiming for a low-carbon society. In terms of greenhouse gas management, the Company has an operational plan through control, inspection, recording, and reporting the results as follows:

### 1. Greenhouse gas emission assessment

- Greenhouse Gas Emission Monitoring and Calculation: Evaluate the amount of greenhouse gas emissions from various activities within the scope of the Company using the standards set by the Greenhouse Gas Management Organization (Public Organization).

- Greenhouse Gas Classification: Greenhouse gas emissions are divided into three main scopes;

Scope 1: Greenhouse gas emissions from sources that the plant can directly control, such as combustion in machinery or emissions from fuel use.

Scope 2: Greenhouse gas emissions resulting from the use of electricity from external energy sources.

Scope 3: Greenhouse gas emissions resulting from activities other than those occurring within the factory, such as the transportation of raw materials, the use of materials in production, or the use of products after production.

The Company has continuously reported the amount of greenhouse gas emissions and absorption at the organization level (Carbon Footprint Organization) every year.

### 2. Reducing energy consumption

- Improving energy efficiency: Setting goals to reduce energy use in the production process, such as installing energy-efficient equipment, using high-efficiency machinery, or using technologies that reduce energy use.

### 3. Raising awareness and training employees

- Greenhouse Gas Management Training: Strengthening Employees' Knowledge and Skills on Greenhouse Gas Emission Reduction and Sustainable Resource Use.

- Promoting Employee Engagement: Encourage employees at all levels to participate in finding ways to reduce greenhouse gas emissions and continuously improve manufacturing processes.

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

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

## Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

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

## Setting other greenhouse gas reduction targets

### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2024 : Greenhouse gas emissions 65,848.00 tCO <sub>2</sub> e	2025 : Reduced by 65,000.00 tCO <sub>2</sub> e in comparison to the base year	2029 : Reduced by 10% in comparison to the base year

## Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company places importance on management to reduce greenhouse gas problems. It was found that the business activities with the highest greenhouse gas emissions are the use of steam energy from solid fuels and the use of electricity in the production process and air conditioning in the office. Therefore, the Company has a plan to install a Solar Roof in 2025 to use solar energy for electricity for lighting and air conditioning in the office and factory. In 2024, the Company has a direct greenhouse gas emission of 55,400 tons of carbon dioxide equivalent and an indirect greenhouse gas emission of 10,448 tons of carbon dioxide equivalent, totaling 65,848 tons of carbon dioxide equivalent, a decrease from the previous year of 6,061 tons of carbon dioxide equivalent per year or a decrease of 9.20%. The auditor is NPC Safety and Environmental Service Co., Ltd.

**Greenhouse gas management : Corporate greenhouse gas emission**

	2022	2023	2024
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	192,275.00	371,824.00	293,675.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	42,534.00	60,816.00	55,400.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	6,844.00	11,093.00	10,448.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	142,897.00	299,915.00	227,827.00

**Greenhouse gas management: Verification of the company's greenhouse gas emissions over the past year**

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : NPC Safety and Environmental Service Company Limited

**Information on other environmental management**

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

The Company develop an environmental action plan to comply with legal requirements.

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

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## 3.4 Social sustainability management

### 3.4.1 Social policy and guidelines

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

The Company emphasizes the importance of respecting, supporting, and honoring human rights and fundamental freedoms for all individuals associated with the Company, including employees, partners, communities, and all stakeholders. The Company, therefore, establishes a Human Rights and Non-Discrimination Policy in line with the United Nations Guiding Principles on Business and Human Rights (UNGPR), which addresses the principles of protecting, respecting, and remedying human rights impacts resulting from human rights violations. This policy reflects the Company's commitment to conducting business responsibly, respecting human rights, and refraining from discrimination against any individual, following international principles and practices, including conducting Human Rights Due Diligence (HRDD) throughout its business operations, assessing risks and human rights impacts, and implementing preventive and remedial measures when human rights violations occur.

The Board of directors, management, employees, and all individuals involved in the Company's supply chain must adhere to, respect, and comply with the Human Rights and Non-Discrimination Policy collectively, demonstrating mutual respect and equal treatment regardless of differences in gender, age, religion, ethnicity, nationality, place of origin, skin color, educational level, cultural differences, disability, political beliefs, economic and social status, and any other characteristic. This commitment extends to individuals with vulnerabilities or at risk of human rights violations, such as women, pregnant women, children, LGBTQI+ individuals, international migrant workers, subcontractors, partners, and customers, resulting from the Company's business operations. The Company is dedicated to preventing and not supporting any form of human rights violation, including child labor, forced labor, illegal international labor migration, human trafficking, violence, sexual harassment, and discrimination.

- Treat employees and stakeholders fairly and equitably under fair employment agreements that comply with the law, do not discriminate, and acknowledge the value and diversity of individuals. Provide support for appropriate skills development through training for career advancement and establish fair compensation based on abilities and job performance.
- Promote a work environment free from intimidation, harassment, abuse, and any actions that create an undesirable work environment, ensuring no negative impact on human rights and non-discrimination.
- Conduct thorough human rights due diligence to analyze the risks and impacts of human rights in business operations, including providing remedial measures when human rights violations occur, considering fairness and human rights principles, to ensure the Company protects against human rights violations.
- Encourage the Company's partners throughout the supply chain to treat their employees and stakeholders with respect for human rights and non-discrimination to prevent negative impacts that may arise from business operations.
- Provide human rights training for employees and those entering the Company's areas to raise awareness and understanding of human rights practices, fostering participation in responsible and respectful business practices.
- Establish channels for reporting or complaints related to human rights violations and non-discrimination that may occur from Company's businesses and operations and implement protective measures for complainants while maintaining confidentiality.

Reference link for social and human rights policy and guidelines	:	<a href="https://www.aienergy.co.th/en/human-rights-and-non-discrimination-policy">https://www.aienergy.co.th/en/human-rights-and-non-discrimination-policy</a>
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### Compliance with human rights principles and standards

Human rights management principles and standards	:	The UN Guiding Principles on Business and Human Rights
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### Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	:	No
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There have been no changes to social and human rights policies, practices over the past year.

## Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company has undertaken the process of comprehensive human rights due diligence (HRDD) based on the principles outlined in the UN Guiding Principles on Business and Human Rights (UNGPR). This is implemented as a practice to assess multidimensional human rights risks in five steps:

1. Scope of the Assessment
2. Assessing the Impact Resulting or Potentially Arising from the Company's Operations
3. Establishing Mitigation and Prevention Measures
4. Monitoring and Reviewing Human Rights Operations
5. Correction and Remedy

Reference link for the information and an HRDD process : <https://www.aienergy.co.th/en/human-rights-due-diligence>

### 3.4.2 Social operating results

#### Information on employees and labor

##### Employees and labor management plan

The company's employee and labor management plan : Yes

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

The Company emphasis to create corporate shared value along with responsibility for quality of life, society, community and environment, which focuses and places importance on building social responsibility both inside and outside the Company and taking into account the impact that affects all groups of stakeholders. The Company has set policies and visions using principles-based approaches, including:

1. Ethical Workplace Practice
2. Human Rights and Non-Discrimination
3. Ethic Labor Practice
4. Responsibility for Consumers
5. Social and Community Development
6. Working environment

The Company had continuing operated CSR, which shows that the company is committed and attended to operate a business with respectable determination to society. This is consistent with best practices, the 6 items mentioned below;

##### Ethical Workplace Practice

The Company operates with ethic by clearly revealing all the workplace information and supporting a competition with business partners, customers and competitors. The operation of the company corresponds to all aspects and law of competition. For example, the Company takes a biodiesel price from the Energy Policy and Planning Office by Ministry of Energy to calculate the selling price of biodiesel. So, the products from the Company have a standardized price. Also, the Company has a regulation in choosing business partners, which each business partner has to pass all the categories set by the Company in order for those partners to do business with.

##### Human Rights and Non-Discriminations

The Company has an employment policy concerns about human rights. The important aspect of this policy is Against Child Labor, the Company will not employ a person who has an age less than 18 years old. This corresponds to a basic right in a Constitution of the Kingdom of Thailand 2007 section 49 which has been regulated as follow "A person shall enjoy an equal right to receive the education for the duration of not less than twelve years which shall be provided by the state thoroughly, up to

the quality, and without charge". The Company understands an importance of education and do not want to deprive the right of basic education. The Company takes this section as part of the employment policy so the Company do not employ a person whose age is less than 18 years old in order for those under age to have a maximum education before being employed. The Company emphasizes the importance of respecting, supporting, and honoring human rights and fundamental freedoms for all individuals associated with the Company, including employees, partners, communities, and all stakeholders. The Company, therefore, establishes a Human Rights and Non-Discrimination Policy in line with the United Nations Guiding Principles on Business and Human Rights (UNGP), which addresses the principles of protecting, respecting, and remedying human rights impacts resulting from human rights violations. This policy reflects the Company's commitment to conducting business responsibly, respecting human rights, and refraining from discrimination against any individual, following international principles and practices.

#### Ethic Labor Practice

The Company recognizes value and importance of all employees including migrant workers, as they are a key factor for the success. The company has established labor practice guidelines and employs employees with fairness and they were received appropriate compensations regarding to their roles and abilities as agreed at the time of agreement. As the Company's employment policy, the employees will receive compensations suitable for the living standard, which will allow them have a good quality of life. Moreover, the Company has an appropriate remuneration and welfare system and is committed to provide benefits to improve the quality of life of its employees.

1. The Company establishes the compensation policy which based on the slogan "Fair Work Fair Pay". The compensation is based on a role, knowledge, ability and experience of each employee. The compensation corresponds to a minimum wage set by the government to give employees a good quality of life

2. Other compensation, other than monthly salary

- Meal Allowance, Cost of Living Allowance, and Telephone Expense Allowance
- Daily, Shift and Performance Allowance
- Annual Bonus
- Reward for outstanding employees

3. Welfare for employees

- Provident Fund
- Life and Health Insurance
- Annual Health check
- Employees development, that is developing knowledge, skills, and expertise through practical-based learning by providing fundamental and technical training. The Company has a policy to promote and develop employees to have knowledge, skills and attitudes about work according to the abilities that each position requires. There are various development approaches, including encouraging employees to increase their own knowledge or continue their studies, so Saturday is set as day-off on every other Saturday, organizing training seminars by knowledgeable speakers from outside the organization, training from experienced people in the organization, coaching by supervisors, learning from actual work (On the Job Training), transferring knowledge between colleagues, and learning together between executives and employees according to the Learning Organization guidelines.

#### Responsibility for Consumers

The Company intends to produce products and services with responsibility for consumers to receive good products and services. It is safe and meets the highest consumer needs. In addition to the Standards, the Company allows customers to inspect production process. This would increase goods and services' reliability to customers, which will increase the confidence of customers who use products and services and to strengthen confidence in the production quality.

#### Social and Community Development

Social and community development is also concerned by the boards. The boards encourage employees to be a part of social and community development. The Company has set social and community development project throughout the year. In 2024, the Company donated money to support the Red Cross, local government agencies, and public school of 102,333 baht.

#### Working environment

The Company has a policy for employees to work in the Company happily and safely. Therefore, the Company has arranged a workplace, equipment, tools, and uniforms for work that are appropriate for the nature of the work. In addition, various facilities are provided to employees, such as personal protective equipment, parking, a nurse's room, and a cafeteria, etc.

## Setting employee and labor management goals

Does the company set employee and labor management : No  
goals

## Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes  
management

The Company complies with human rights principles from employment to the care of employees and personnel to make all employees and personnel feel connected as one family with the organization. In 2024, the Company has important employee operations as follows:

### Employment

The Company employs a total of 219 employees, consisting of 172 men (2 disabled employees) and 47 women.

### Training

In 2024, the Company organized 1 training course for employees to enhance their skills and work potential, with an average of 12 hours of training or knowledge development activities per employee per year, from the target of 6 hours per person per year.

### Safety, occupational health and working environment

In 2024, the Company continuously develops and improves safety performance to reduce the risk of illness, injury or death and takes care of the quality of life of employees or workers appropriately.

### Employee Engagement and Satisfaction

In 2024, the Company has the following plans to develop employee engagement and satisfaction:

1. Define responsibilities appropriately and clearly to prevent problems of work shirking or work competition by assigning the right amount of work and being fair to each employee.
2. Create a working environment that is appropriate in accordance with occupational health and safety principles in the workplace.
3. Salary structure and various compensations that are appropriate and fair, with the salary base being compared to the salary survey results from nearby organizations, organizations in the same business group as the Company, to consider the salary base and adjust the salary to be appropriate.
4. Evaluate employee performance in many aspects including results, behavior, and personal traits. The Company believes that evaluating performance in these three aspects shows the quality of work and the quantity of work, as well as initiative and attitude, or even the potential of employees to grow and advance in their career paths.

In 2024, there was a voluntary employee turnover rate of 1.27%, a decrease of 0.24% from the previous year, and the employee engagement and satisfaction assessment results for the organization were 80.07%, out of the target of 80%.

## Employee and labor management: Employment

### Hiring employees

	2022	2023	2024
Total employees (persons)	220	228	212
Male employees (persons)	166	168	166
Female employees (persons)	54	60	46

### Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	2	2	2
Total number of employees with disabilities (persons)	2	2	2
Total male employees with disabilities (persons)	2	2	2
Total female employees with disabilities (persons)	0	0	0
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

## Employee and labor management: Remuneration

### Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	54,592,724.25	60,802,199.55	59,977,234.10
Total male employee remuneration (Baht)	42,486,729.10	48,343,354.80	48,342,078.55
Total female employee remuneration (Baht)	12,105,995.15	12,458,844.75	11,635,155.55

## Employee and labor management: Employee training and development

### Employee training and development

	2022	2023	2024
Average employee training hours (hours / person / year)	138.00	136.00	116.00
Training and development expenses for employees (baht)	318,313.55	219,051.40	422,338.62

## Employee and labor management: Safety, occupational health, and environment at work

### Safety, occupational health, and environment at work

	2022	2023	2024
Total number of lost time injury incidents by employees (cases)	0	1	4

## Employee and labor management: Employee engagement and internal employee groups

### Employee engagement



	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	37	34	29
Total number of male employee turnover leaving the company voluntarily (persons)	31	14	23
Total number of female employee turnover leaving the company voluntarily (persons)	6	20	6
Proportion of voluntary resignations (%)	16.82	14.91	13.68
	2022	2023	2024
Evaluation result of employee engagement	No	No	No

## Employee internal groups

Employee internal groups	:	Yes
Types of employee internal groups	:	Welfare committee, Others : Occupational Safety and Health Committee

## Information about customers

### Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company over the past year	:	Responsible production and services for customers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company is committed to producing products and services with responsibility towards customers, ensuring that consumers receive goods and services that are of high quality, safe, and meet their maximum requirements. This is done in compliance with relevant laws and standards, taking into consideration health, safety, fairness, customer data protection, after-sales service throughout the product lifespan, and monitoring customer satisfaction to improve and enhance products and services. The Company has been audited and certified with ISO9001, ISO14001, ISO45001, ISO22000, FSSC22000, and RSPO by various certified bodies, assuring customers that our products and services are of high quality, safe, and support palm oil sustainability.

The Company is committed to providing customer satisfaction by delivering products that meet legal standards or agreed-upon requirements. We deliver products within the agreed-upon timeframes and efficiently meet customer needs. Aftersales service and product lifespan management are also integral to our business operations. We continuously measure customer satisfaction to improve our products and services. Additionally, we engage in responsible advertising and sales promotion, ensuring that we do not mislead or take advantage of customer misunderstandings. The Company undergoes inspections and certifications from various organizations to assure consumers that our products and services are safe, consumer-focused, and environmentally responsible.

The Company maintains the confidentiality of its business partners and uses personal information appropriately. It does not disclose or provide the confidential information of business partners and related parties to unrelated third parties, which could cause harm to the business partners. The Company also refrains from using such information for its own benefit unless required by legal obligations.

Reference link for company's customer management plan : <https://www.aienergy.co.th/en/supply-chain-policy>

### Setting customer management goals

Does the company set customer management goals : No

## Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company strives to create customer satisfaction by continuously delivering quality products with responsibility, honesty and ethics. In 2024, the Company received customer satisfaction for biodiesel, edible oil, refined glycerine, and production services at Rating A for all products and services, and there were no complaints from customers regarding any material matters that were affected by the quality of products and services.

### Customer management: Customer satisfaction

#### Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

## Information on community and society

### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development

The Company operates its business with responsibility towards the community and society, emphasizing the reduction of environmental impacts and avoiding operations that may create negative impacts on the quality of life of communities surrounding. The Company has developed a community and social management plan by organizing activities to promote knowledge and develop professional skills by organizing training to train people in various professional skills in the community. Such activities create good relationships between the Company and the communities surrounding and create understanding and trust among the community in the Company's operations in various aspects, including allowing the surrounding communities to easily access the Company and listen to problems or complaints (if any) in order to discuss and find solutions and joint improvements.

### Setting community and social management goals

Does the company set community and social management goals : No

## Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

In 2024, no complaints were found from the community on social or environmental issues. In addition, the Company also plays a part in promoting community participation by organizing activities to promote knowledge and vocational skills with the community, including training in metal welding, training in basic electrical equipment, and training in computer assembly.

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0

	2022	2023	2024
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## 4. Management Discussion and Analysis (MD&A)

### 4.1 Operation, financial condition and material changes

#### Operational overview

The Company and its subsidiaries (consolidated) had net profit (loss) for the years 2024, 2023 and 2022 of 241.92 million baht, 40.27 million baht and (22.13) million baht, respectively. When comparing the years 2024, 2023 and 2022, the Company's profit increased by 201.66 million baht and 264.05 million baht, respectively. The Company's profit after adjusting EBITDA in 2024, 2023 and 2022 was 376.60 million baht, 159.19 million baht and 66.03 million baht, respectively, which was an increase of 217.41 million baht or 136.58 percent and 310.57 million baht or 470.35 percent, respectively. In 2024, the Company (separate) had net profit (loss) for 2024, 2023 and 2022 of 253.74 million baht, 53.88 million baht and (20.25) million baht, respectively. When comparing 2024, 2023 and 2022, the Company's profit increased by 199.86 million baht or 370.92 percent and increased by 273.99 million baht or 1,353.02 percent, respectively. This is because in 2024, the selling price of biodiesel increased from 2023 in line with the trend of crude palm oil (CPO) prices, while the sales volume of biodiesel decreased because the government adjusted its policy to reduce the biodiesel blending mandatory from B7 to B5 starting from November 21<sup>st</sup>, 2024 to solve the problem of shortage of palm oil for consumption and higher prices. Compared to 2023, which used the B7 proportion throughout the year and also shown an increase in production capacity by existing producers in early 2024, there has been increased competition in the market. In the 4th quarter of 2024, the domestic CPO price increased to 41.00-45.00 baht per kilogram due to concerns about tight supply since September 2024 after Indonesia's palm oil stocks fell to their lowest level in 5 years, continuing into the 4th quarter of 2024. As a result, Thailand's CPO price increased in line with world market prices. In addition, domestic production is in a seasonal decline and continuous heavy rain, especially in November and early December, has caused flooding in many areas in the South, which is an obstacle to harvesting. There is a remaining domestic stock and the remaining domestic stock is 0.20 million tons, down from 0.28 million tons in the previous quarter. Meanwhile, the sales volume of biodiesel has increased seasonally, even though the government has issued measures to request cooperation to temporarily suspend palm oil exports and issued a policy to reduce the biodiesel blending ratio in diesel from B7 to B5 to slow down the rapid increase in domestic CPO prices. As a result, the Company has gain profitability from the situation.

Thus, the Company may be at risk due to the fluctuation of CPO price since sometime the Company is unable to adjust its cost of raw materials cannot adjust to the market price continuously decline in time. However, the Company aware of such risk, the policy has determined to adopt, especially in raw material procurement procedures. The Company attempt to maintain a faster inventory turnover, where raw material (CPO) and product (Biodiesel) were stocked for 15-25 days just enough for monthly delivery plan within quarter and/or year contracts. Besides, the Company emphasis on efficiently control the loss rate from production but sometime cannot completely eliminate such risk, only help to mitigate the impact from the fluctuation of the price of CPO to the Company's performance and earning. The Company has one subsidiary, namely AIPT, which the Company holds shares or 99.99% of the AIPT's registered capital. AIPT operates a service of port and terminal in Chumphon, who has the storage tank capacity of 22,124,000 liters. Currently, AIPT is temporarily ceased its operation.

#### Analysis of Business Performance

The Company and subsidiaries issued the financial statement as of December 31<sup>st</sup>, 2024, which certified by Siam Truth Audit Company Limited with Unqualified Opinion. The Company and subsidiaries realizes revenue from businesses which could be divided into (1) selling revenue from palm oil business, (2) production service revenue, and (3) other revenue.

#### Total Revenues

The Company has total revenue according to the consolidated financial statements for 2024, 2023 and 2022 of 8,246.85 million baht, 8,228.07 million baht and 7,746.42 million baht, with sales revenue accounting for 99.66 percent, 99.58 percent and 99.24 percent, respectively. Revenue from contract manufacturing accounted for 0.24 percent, 0.34 percent and 0.48 percent, and other revenue accounted for 0.10 percent, 0.08 percent and 0.28 percent, respectively. (Picture operation overview 1: total revenues)

##### 1) Selling Revenue from Palm oil business

Revenue from sales of palm oil business for 2024, 2023 and 2022, the Company had revenue from sales of 8,219.07 million baht, 8,193.34 million baht and 7,688.12 million baht, or 99.66 percent, 99.58 percent and 99.24 percent of total revenue, respectively. Details of revenue from sales can be explained by sales type as follows:

##### 1.1 Biodiesel

The Company produces and distributes biodiesel to the fuel trader under Section 7 of Fuel Trade Act B.E.2543 in which consists of the major oil traders in the country. AIE's revenues from sales of biodiesel business to total revenue for the fiscal year 2024, 2023 and 2022, the proportion of revenue from the segment to total revenue will be 64.30 percent, 67.46 percent and 59.73 percent, respectively.

The Company has revenue from biodiesel for the fiscal years 2024, 2023 and 2022 of 5,302.49 million baht, 5,550.71 million baht and 4,627.10 million baht, or 66.58 percent, 70.03 percent and 60.19 percent of revenue from the palm oil business, respectively. When comparing 2024 with 2023, the Company's income decreased by 248.22 million baht or 4.47 percent from a 14.76 percent decrease in sales volume and a 12.06 percent increase in average selling price. When compared to 2022, the Company's income increased by 675.39 million baht or 14.60 percent, with a 33.01 percent increase in sales volume and a 13.84 percent decrease in average selling price. However, the Company focuses on managing raw materials and products to have a faster product turnover rate and keeping stocks between 15-25 days. In order to prevent the cost of sales from increasing from the stock that is stored too much because of the volatility of palm oil prices are an important factor in the Company's profit.

#### 1.2 Palm Olein (Edible Oil)

The Company manufactures and distributes palm olein in tank trucks and in packaging under "PAMOLA" brand to customers domestically. The customers who use Palm Olein could be divided into 2 groups; (1) large food manufacturing industry which mostly orders by tank truck, (2) packaged customers, chained restaurant that ordered in bag-in-box 13.75 liters under the brand "PAMOLA", which was established in the Palm Olein market more than 30 years.

The Company had revenue from the sale of edible oil for the fiscal years 2024, 2023 and 2022 of 280.79 million baht, 187.43 million baht and 68.21 million baht, respectively, or a proportion of revenue from the palm oil business of 3.42 percent, 2.29 percent and 0.89 percent, respectively. When comparing 2024 with 2023, the Company had an increase in revenue of 93.36 million baht or 49.81 percent, from a 42.31 percent increase in sales volume and a 5.27 percent increase in average selling price. When compared with 2022, the Company had an increase in revenue of 212.57 million baht or 311.63 percent, from a 448.73 percent increase in sales volume and a 24.98 percent increase in average selling price. The Company still had revenue from the same industrial customers who received purchase orders from the bidding competition. The Company focused on selling mainly to industrial customers by making short-term sales contracts. Specify the quantity and delivery period, allowing the company to plan the procurement of raw materials within the company's determined cost of sales.

#### 1.3 Raw Materials and By-products

The Company has revenue from selling raw materials and by-products from the production process, namely CPO, RBD Palm Oil, RBDPKO, which the Company sells to buyers in various downstream industries such as oleochemical industries both domestically and internationally. In addition, the Company has income from selling by-products from the production process, namely PFAD, PKFAD, RBD Palm Stearin and Crude Glycerine, which the Company sells to buyers both domestically and internationally in excess of the demand for by-products to be reused as raw materials in the Company's production of biodiesel and refine glycerine.

The Company had revenue from the selling of raw materials and by-products for the fiscal years 2024, 2023 and 2022 of 2,380.99 million baht, 2,187.57 million baht and 2,597.78 million baht, respectively, or 28.97 percent, 26.70 percent and 33.54 percent of total revenue from the palm oil business, respectively. When comparing 2024 with 2023, the Company had an 8.84 percent increase in revenue from an average selling price that increased by 36.77 percent and a 20.42 percent decrease in sales volume. When compared with 2022, the revenue decreased by 8.35 percent from an average selling price that decreased by 18.89 percent and a 13.00 percent increase in sales volume from the sale of raw materials to customers in various downstream industries and exports during profitable periods. However, the Company has set a policy to sell only by-products that are in excess of the demand for biodiesel and refined glycerine production.

#### 1.4 Refined Glycerine

The Company's revenue from the selling of refined glycerine in 2024, 2023 and 2022 was 254.80 million baht, 267.63 million baht and 395.03 million baht, or 3.10 percent, 3.29 percent and 5.14 percent of total revenue from the palm oil business, respectively. When comparing 2024 with 2023, the Company's revenue decreased by 12.83 million baht or 4.79 percent due to an increase in the average selling price by 3.66 percent and a decrease in sales volume by 8.15 percent. When compared to 2022, the revenue decreased by 140.23 million baht or 35.50 percent due to a decrease in the average selling price by 52.39 percent, while the sales volume increased by 35.47 percent, which was consistent with the decrease in the sales volume of biodiesel, resulting in a decrease in the Company's crude glycerine.

## **2) Revenue from production services**

Revenue from production services arises from providing services for refining CPO and/or CPKO to obtain RBDPO and/or RBDPKO respectively, the production of Palm Olein and the production of refined glycerine, whereby the customers is responsible for procuring raw materials, transporting said raw materials to the Company's factory and receiving the goods from the factory itself.

The Company had revenue from production services in 2024, 2023 and 2022 of 19.84 million baht, 27.78 million baht and 36.87 million baht, respectively. Revenue in 2024 decreased from 2023 and 2022 by 28.58 percent and 46.20 percent, respectively,

due to a decrease in production services for refined glycerine and an increase in production services for RBDPO and Palm Olein. Currently, the Company provides production services to reduce the Company's fixed costs. However, the Company is still considering production services to be appropriate for the Company's current situation.

### 3) Other incomes

The Company and its subsidiaries have other income, including interest income, various service fees, scrap sales, exchange rate profits, oil storage service income, compensation from the Customs Department, etc.

In the fiscal years 2024, 2023 and 2022, it was 7.95 million baht, 6.96 million baht and 21.43 million baht, or 0.10 percent, 0.08 percent and 0.28 percent of total revenue, respectively. In 2024, the Company's other income increased from 2023 by 0.95 million baht from increased financial income (interest income) and decreased from 2022 by 13.49 million baht because in 2022, the Company recognized special items from receiving late payment fines from customers and reversing losses from asset impairment, resulting in a higher value than other income in other years that had only items from the Company's normal operations.

### Cost of Sales and Services

Cost of sales and services are divided into cost of sales of goods, cost of services for production. In the accounting periods of 2024, 2023 and 2022, the Company and its subsidiaries had cost of sales and services of 7,894.01 million baht, 8,073.38 million baht and 7,681.74 million baht, or a cost of sales to revenue from sales and services of the Company of 95.80 percent, 98.20 percent and 99.44 percent, respectively, which was a decrease of 1.24 percent in the cost of sales and services to revenue from sales and services. In 2024-2023, there were no allowance for diminishing value of inventories (NRV), while in 2022 there was the allowance for diminishing value of inventories (NRV) for 14.00 million Baht. Summary according to the following segments; (Picture operation overview 2: Cost of Sales and Services)

#### 1) Cost of Sales

The Company has a cost of sales to sales and service income ratio of 2024, 2023 and 2022 of 95.89 percent, 98.30 percent and 99.54 percent, respectively. The cost of sales ratio of 2024 decreased from 2023 and 2022 by 2.41 percent or a change of 2.46 percent and 3.65 percent or a change of 3.67 percent, respectively, as a result of the price of crude palm oil that is still volatile at some times. However, the Company still maintains the policy of managing inventory for maximum efficiency, divided by product groups as follows:

1.1 Cost of sales of biodiesel oil, when compared between 2024, 2023 and 2022, the cost of sales to sales ratio decreased by 2.96 percent or changed by 3.02 percent and the cost of sales ratio decreased by 6.69 percent or changed by 6.57 percent, respectively. This is because during 2024, the price of CPO increased with an average price between 32.25 - 43.50 baht/kilogram, while in 2023, the price fluctuated slightly with an average price between 29.00 - 34.00 baht/kilogram, and the Company gain the efficiency in allocating fixed costs and achievably controlled the production's loss. However, the Company has emphasized on managing raw materials and inventory to have a faster turnover rate and keep the inventories between 15-25 days in order to avoid the risk from the fluctuation of palm oil prices, which is an important factor of the Company's profitability.

1.2 Cost of sales of edible oil, when compared between 2024, 2023 and 2022, the cost of sales to sales ratio increased by 1.93 percent or changed by 2.08 percent and the cost of sales ratio decreased by 0.13 percent or changed by 0.14 percent, respectively. The Company was possible to generate profit from this business unit since it was a Made to Order, which is managing the raw material used to produce edible oil to be profitable. But the storage of CPO cannot be stored separately. As a result, the production cost fluctuates according to the raw material price during the changing period.

1.3 Cost of sales of raw materials and by-products, when compared between 2024, 2023 and 2022, the cost of sales to sales ratio increased by 0.13 percent or changed by 0.13 percent and the cost of sales ratio decreased by 0.46 percent or changed by 0.45 percent, respectively. The Company sold and exported raw material and by-products to the downstream companies in the same industry; processed food and oleochemical. The Company has determined the cost of raw material and by-products according to the market selling prices.

1.4 Cost of sales of refined glycerine, when compared between 2024, 2023 and 2022, the cost of sales to sales ratio decreased by 19.97 percent or changed by 22.60 percent and the cost of sales ratio increased by 5.36 percent or changed by 8.49 percent, respectively, which was a result of the world market price returning to normal. The selling price of refined glycerine fluctuates according to the price of raw materials that increase or decrease according to the market mechanism.

#### 2) Cost of Production Services

The Company has a production service cost ratio to service revenue in 2024, 2023 and 2022 of 61.42 percent, 69.04 percent and 79.50 percent, and the service cost ratio to service revenue in 2024 decreased from 2023 and 2022 by 7.62 percent or a change of 7.62 percent and 18.08 percent or a change of 22.75 percent, respectively. The Company provides service for RBDPKO, RBDPO, Palm Olein, and refined glycerine. The production service's volumes used to share the Company's fixed costs, which help to maintain the overall production cost as low as possible because the Company currently has excess production capacity from purchase orders and has sufficient capacity to provide production service.

## Expenses

The Company and its subsidiaries had total expenses for 2024, 2023 and 2022 of 111.73 million baht, 114.44 million baht and 86.81 million baht, representing 1.36 percent, 1.39 percent and 1.12 percent of total revenue, respectively. Expenses can be divided into selling expenses, administrative expenses, financial costs, expenses (income), and expected credit loss (reversal) items. Details of each expense are as follows:

### • **Selling Expense**

The Company and its subsidiaries had selling expenses in 2024, 2023 and 2022 of 31.92 million baht, 38.53 million baht and 28.62 million baht, respectively, representing a ratio of 0.39 percent, 0.47 percent and 0.37 percent of total revenue, respectively. Selling expenses were expenses related to product delivery that increased or decreased according to the agreed delivery terms.

### • **Administration Expenses**

The Company and its subsidiaries had administrative expenses in 2024, 2023 and 2022 of 80.80 million baht, 75.89 million baht and 79.23 million baht, representing a ratio of 0.98 percent, 0.92 percent and 1.02 percent of total revenue, respectively. When comparing 2024 with 2023 and 2022, the Company had administrative expenses increase by 4.91 million baht, 1.57 million baht or increased by 6.47 percent and 1.98 percent, respectively. The main reason was the provision of losses from foreign exchange rates that had not yet occurred because the Company kept foreign currencies to pay for machinery under the purchasing contract in 2024 and in 2022, there was an expected credit loss (reversal) of (22.64) million baht.

### • **Financial Cost**

The Company and its subsidiaries had financial costs in 2024, 2023 and 2022 of 0.03 million baht, 0.02 million baht and 0.17 million baht respectively. The Company and its subsidiaries did not borrow money from financial institutions and used working capital within the group of companies as the main source of funds. The Company's financial costs arose from the Company's vehicle lease contracts for use in operations.

### • **Income Tax Expenses (Income)**

The Company and its subsidiaries have taxable expenses (income) in 2024, 2023 and 2022 of (1.02) million baht, no taxable expenses (income) and 1.44 million baht, respectively, due to changes in the estimated value of employee benefit liabilities.

## Net Profit (Loss) and Profit (Loss) Margin

The Company and its subsidiaries had net profit (loss) for the years 2024, 2023 and 2022 of 241.92 million baht, 40.27 million baht and (22.13) million baht, respectively, representing a net profit (loss) margin of 2.93 percent, 0.49 percent and (0.29) percent. When comparing 2024 with 2023 and 2022, the Company's profit increased by 201.47 million baht and 264.05 million baht, respectively. The Company had adjusted EBITDA profit in 2024, 2023 and 2022 of 376.60 million baht, 159.19 million baht and 94.03 million baht, respectively, when comparing 2024 with 2023 and 2022, which had adjusted EBITDA profit increased by 217.41 million baht and 282.57 million baht, or increased by 10 percent, 136.58 and 300.51 percent, respectively.

## Return on Equity (ROE)

The Company and its subsidiaries had return on equity for 2024, 2023 and 2022 of 11.07 percent, 1.96 percent and (1.02) percent, respectively. The Company and its subsidiaries had net profit (loss) for 2024, 2023 and 2022 of 241.92 million baht, 40.27 million baht and (22.13) million baht, of which net profit (loss) attributable to the Company (separate) was 253.74 million baht, 53.88 million baht and (20.25) million baht, respectively. The Company and its subsidiaries had retained earnings as of December 31<sup>st</sup>, 2024, 2023 and 2022 of 609.56 million baht, 380.34 million baht and 342.77 million baht, respectively.

The Company's net profit from operations increased in 2024 and 2023, the Company's return on equity increased. The Company will pay dividends for 2024 from the retained earnings of the separate financial statements and there were no dividends payment for 2022-2023. The Company has allocated profits as legal reserves for 2024, 2023 and 2022, totaling 62.40 million baht, 49.70 million baht and 47.00 million baht, respectively, increasing as required by law by no less than 5 percent of net profit until the legal reserves reach no less than 10 percent of the issued and paid-up registered capital.

## Company's Financial Statement

### Assets

The Company and its subsidiaries have total assets for 2024 and 2023 of 2,890.49 million baht and 2,552.73 million baht, respectively. The important asset transactions resulted in changes of Company's total assets are as follows:

#### • **Cash and cash equivalent**

The Company and its subsidiaries had cash and cash equivalents as of December 31<sup>st</sup>, 2024, an increase from the previous year of 86.49 million baht or an increase of 51.37 percent. The Company and its subsidiaries had cash and cash equivalents for

2024 and 2023 of 254.87 million baht and 168.38 million baht, or 9.98 percent and 6.60 percent of total assets, respectively.

- **Short-Term Investment**

The Company has short-term investments as of December 31<sup>st</sup>, 2024, an increase from 2023 of 271.79 million baht or an increase of 4,412.03 percent. The Company and its subsidiaries have short-term investments in 2024 and 2023 of 277.95 million baht and 6.16 million baht, or 10.89 percent and 0.24 percent of total assets, respectively. The Company has a short-term fixed deposit account used as collateral for a credit line with a financial institution and has investments in open-end funds.

- **Trade Receivables and Other Current Receivables**

The Company had net trade and other receivables as of December 31<sup>st</sup>, 2024 and 2023 of 602.94 million baht and 672.55 million baht, consisting of net trade and other receivables of 602.17 million baht and 672.44 million baht, and net other receivables of 0.77 million baht and 0.11 million baht, respectively. In 2024, trade and other receivables decreased by 69.61 million baht or 10.35 percent from 2023, due to lower sales volume. The Company had policy to determine allowance for doubtful accounts from the estimation of the expected doubtful debts. The management is required to exercise judgment in estimating the expected doubtful debts on each account receivables. By taking into account the past collection experience, the aging of the debt outstanding, and the expected economic conditions of the group with similar credit risk, etc. However, the credit loss data based on the past experience and economic conditions may not be indicative of actual future customer defaults.

The Company has an average collection period in 2024 and 2023 of 28 days and 27 days, respectively. The Company has a credit term policy for receiving payments from customers between 15-60 days, depending on the type of product. The Company has a debt collection policy for trade receivables that are overdue for more than 30 days by issuing a written demand letter to such debtors.

- **Inventory**

The Company has net inventories as of December 31<sup>st</sup>, 2024 and 2023 of 508.47 million baht and 381.06 million baht, representing 19.92 percent and 14.93 percent of total assets, respectively, which increased by 127.41 million baht or 33.44 percent because the crude palm oil price base in 2024 is higher than in 2023.

The inventory consisted of raw materials and chemicals, works in process, finished goods, and miscellaneous, which identified at cost of sale or net realizable value, whichever is the lower by using the weighted average cost method. For the In-process is identified at the weighted average cost; including labor expense and overhead cost. The Company has set an allowance for devalue for deteriorated products and estimated the allowance for diminution and obsolete in the value of inventory. The estimation is based on turnover and deterioration and the market price or replacement cost of different types of inventories.

- **Other current financial assets**

Other current assets consist of prepaid insurance premiums, prepaid deposits, late payment tax, tax cards, prepaid raw material costs, etc. as of December 31<sup>st</sup>, 2024 and 2023, equal to 6.55 million baht and 6.35 million baht, or 0.26 percent and 0.25 percent of total assets, respectively.

- **Restricted bank deposit**

The Company and its subsidiaries have bank deposits with obligations used as collateral for a revolving credit line with a financial institution as of December 31<sup>st</sup>, 2024 in the amount of 50.00 million baht and a letter of guarantee for electricity usage in the amount of 9.11 million baht.

- **Land, building, and equipment - net**

The items were mainly composed of land and land improvements, building and utilities, and machineries of the refined glycerine plant, furniture and office equipment, vehicles and assets under construction, and installation of the assets. Most of transaction was land, building, and machinery. The Company and its subsidiaries have net land, buildings and equipment for 2024 and 2023 of 1,160.23 million baht and 1,254.05 million baht, or 45.45 percent and 42.39 percent of total assets, respectively, and have intangible assets for 2024 and 2023 of 1.13 million baht and 1.40 million baht, or 0.04 percent and 0.05 percent of total assets, respectively.

AIPT has temporarily ceased its business operations since February 2020. AIPT has recorded its depreciation expense in the administration, and the management has assessed the value of property, by using the appraiser to evaluate the fair value of the assets yearly.

- **Other non-current assets**

Other non-current assets consist of withholding tax, advance payment for raw materials, and insurance. In the fiscal year 2024 and 2023, it was 18.49 million baht and 2.17 million baht, or 0.72 percent, and 0.08 percent of total assets, respectively, which increased from 2023 by 16.32 million baht or 752.17 percent from the advance payment for the purchase of machinery from overseas.

## **Liabilities**

The Company and its subsidiaries had total liabilities as of December 31<sup>st</sup>, 2024 and 2023 of 541.85 million baht and 450.38 million baht, respectively, representing 21.23 percent and 17.64 percent of total liabilities and equity, respectively,



which increased by 91.48 million baht or 20.31 percent. The significant changes in liabilities are as follows:

- **Bank overdrafts and short-term loans from financial institutions**

As of December 31<sup>st</sup>, 2024 and 2023, the Company and its subsidiaries had no overdrafts and short-term loans from financial institutions. The Company and its subsidiaries received overdrafts and promissory notes from financial institutions in the amount of 110.00 million baht.

- **Trade Payables and other payables**

The Company has trade and other payables as of December 31<sup>st</sup>, 2024 and 2023 of 474.01 million baht and 386.75 million baht, accounting for 18.57 percent and 15.15 percent of total liabilities and equity, respectively. Most of the trade payables are trade payables for raw materials, which the Company mainly purchases domestically. The change in trade payables increased due to the increase in raw material prices, and other payables, such as payables for the purchase of assets and accrued expenses, etc. In terms of the average debt payment period, the Company has a debt payment period in 2024 and 2023 of 20 days and 18 days, respectively, because most of the Company's trade payables come from the purchase of raw materials, which have a credit term of 7-15 days.

- **Other current payables**

Other current liabilities include performance retention, advance payment for goods and assets, value-added tax and withholding tax pending submission, etc. As of December 31<sup>st</sup>, 2024 and 2023, the Company had other current liabilities of 57.70 million baht and 50.51 million baht, respectively, representing 2.26 percent and 1.98 percent of total liabilities and equity.

- **Long-term Loan for Financial Institutes**

In 2024 and 2023, the Company and its subsidiaries did not have any long-term loans from financial institutions. However, in the past, the Company and its subsidiaries were able to repay long-term loans from financial institutions in accordance with the repayment terms.

- **Deferred Tax-Net**

The Company and subsidiaries do not recognize temporary differences for accumulated losses expire in 2022 - 2026, and temporary differences that have not expired under current tax law as deferred tax assets. This is because there is still uncertainty that the Company and subsidiaries will have sufficient taxable profit to utilize the tax benefits for the transaction and it is not possible to estimate future leverage.

- **Provident Fund**

The change in the present value of non-current provisions for employee benefits for the years ended December 31<sup>st</sup>, 2024 and 2023 was 9.18 million baht and 13.05 million baht, respectively, or a ratio of 0.36 percent and 0.51 percent to total liabilities and equity, respectively. In 2024, there was a change in the present value of post-employment benefit liabilities. The Company and its subsidiaries recognized actuarial gains of 5.38 million baht in other comprehensive income.

### Shareholders' Equity

The Annual General Meeting of Shareholders on April 4, 2024 resolved to approve the decreasing of the Company's registered capital from 1,569,682,166 baht to the registered capital of 1,384,014,009 baht by cancelling unexercised AIE-W2 185,668,157 baht (185,668,157 shares with a par value of 1 baht per share). The Company proceeded with the decreasing of its registered capital with the Department of Business Development, Ministry of Commerce on April 10, 2024.

In 2024 and 2023, the Company allocated net profits as legal reserves of 12.70 million baht and 2.70 million baht, respectively. Therefore, as of December 31<sup>st</sup>, 2024 and 2023, the Company has accumulated profits and legal reserves of 62.40 million baht and 47.70 million baht, respectively. The Company must allocate reserves until the reserves are no less than 10 percent of the registered capital.

As of December 31<sup>st</sup>, 2024 and 2023, the Company and its subsidiaries had owner's equity of 2,348.63 million baht and 2,102.36 million baht, respectively, or a ratio of owner's equity to total liabilities and equity of 92.00 percent and 82.36 percent, respectively. The Company uses owner's equity and retained earnings as working capital.

### Cash Flows

The Company and its subsidiaries have increased cash and cash equivalents for 2024 and 2023 by 86.49 million baht and 66.04 million baht, respectively, from the following activities:

Cash flow from operating activities for 2024 and 2023 is 390.39 million baht and 51.15 million baht, respectively, which is an increase of 338.89 million baht, consisting of operating profit of 241.92 million baht and 40.27 million baht, respectively. Adjustments affecting profit for the year include depreciation and amortization, gains from adjustments in the value of unrealized investments, losses from sales and write-offs of assets, employee benefits, finance income, and finance costs. And income tax income, etc., were 136.33 million baht and 138.06 million baht, respectively. Cash flow from operations in terms of operating assets increased by 78.71 million baht and 95.62 million baht, respectively, including trade and other

receivables, inventories, other current assets, secured bank deposits, and other non-current assets, etc. And operating liabilities increased (decreased) by 89.15 million baht and (30.77) million baht, including trade and other payables, other current liabilities, etc. Total cash provided by operating activities was 388.69 million baht and 51.94 million baht, respectively, including cash received (paid) including employee benefits paid, interest received, income tax paid, and income tax refunded, totaling 1.35 million baht and 0.79 million baht, respectively.

Cash flow from investing activities for 2024 and 2023 were 303.40 million baht and 42.28 million baht, respectively, an increase of 261.12 million baht. The Company and its subsidiaries used cash in investing activities, including short-term investments, purchases of buildings, equipment and intangible assets, and cash received from sales of assets, etc., whereby cash used in short-term investments increased by 268.18 million baht and purchases of buildings, equipment and intangible assets decreased by 7.63 million baht. Cash received from sales of assets decreased by 0.56 million baht.

Net cash provided (used) from financing activities includes receipt of payment for common shares/increase in common shares, payment of liabilities under lease agreements, payment of dividends, payment of finance costs, etc. In 2024 and 2023, net cash provided (used) from financing activities was equal to (0.15) million baht and 57.17 million baht, respectively. In 2024 and 2023, cash (used) in financing activities from payment of liabilities under lease agreements, payment of dividends, and payment of finance costs totaled (0.14) million baht and (0.23) million baht, respectively. In 2023, cash provided by financing activities was from receipt of payment for additional common shares of 57.40 million baht.

From the cash flow statement, it shows that in 2024, the Company and its subsidiaries had cash flow from operations of 390.04 million baht, an increase of 338.89 million baht from 2023, cash flow used in investing activities of 303.40 million baht, an increase of 261.12 million baht from 2023, and cash flow used in financing activities of 0.15 million baht, a decrease of 57.32 million baht from 2023, resulting in the Company and its subsidiaries having cash and cash equivalents as of December 31<sup>st</sup>, 2024 of 254.87 million baht and as of December 31<sup>st</sup>, 2023 of 168.38 million baht, an increase of 86.49 million baht. Cash flow from operating activities, investing activities, and financing activities resulted in the Company having more cash flow and liquidity in 2024 than in 2023.

### Diagram of operational overview

Types of Revenue	Consolidated Financial Statement		Consolidated Financial Statement		Consolidated Financial Statement	
	2024		2023		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
<b>1. Palm oil business revenue</b>	<b>8,219.07</b>	<b>99.66</b>	<b>8,193.34</b>	<b>99.58</b>	<b>7,688.12</b>	<b>99.24</b>
1.1 Biodiesel	5,302.49	64.30	5,550.71	67.46	4,627.10	59.73
1.2 Edible Oil	280.79	3.40	187.43	2.28	68.21	0.88
1.3 Raw Materials and By-products	2,380.99	28.87	2,187.57	26.59	2,597.78	33.54
1.4 Refined Glycerine	254.80	3.09	267.63	3.25	395.03	5.10
<b>2. Production services revenue</b>	<b>19.84</b>	<b>0.24</b>	<b>27.78</b>	<b>0.34</b>	<b>36.87</b>	<b>0.48</b>
<b>Total revenues from sales and services</b>	<b>8,238.90</b>	<b>99.90</b>	<b>8,221.11</b>	<b>99.92</b>	<b>7,724.99</b>	<b>99.72</b>
<b>3. Other revenues</b>	<b>7.95</b>	<b>0.10</b>	<b>6.96</b>	<b>0.08</b>	<b>21.43</b>	<b>0.28</b>
<b>Total revenues</b>	<b>8,246.85</b>	<b>100.00</b>	<b>8,228.07</b>	<b>100.00</b>	<b>7,746.42</b>	<b>100.00</b>

Picture operation overview 1: total revenues

Cost of Sales and Services	2024			2023			2022		
	Thousand Baht	% / Sales	%	Thousand Baht	% / Sales	%	Thousand Baht	% / Sales	%
1. Cost of Sales									
Biodiesel	5,042,294	95.09	63.88	5,442,789	98.06	67.42	4,709,579	101.78	61.31
Edible oil	265,589	94.59	3.36	173,671	92.66	2.26	64,609	94.72	0.84
Raw material and By-products	2,398,845	100.75	30.39	2,201,218	100.62	28.66	2,629,179	101.21	34.23
Refined Glycerine	174,293	68.40	2.21	236,508	88.37	3.08	249,061	63.05	3.24
<b>Total Cost of Sales</b>	<b>7,881,021</b>	<b>95.89</b>	<b>97.62</b>	<b>8,054,186</b>	<b>98.30</b>	<b>99.76</b>	<b>7,652,429</b>	<b>99.54</b>	<b>99.62</b>
2. Cost of Production Contract									
Edible oil	12,184	61.42	0.15	19,177	69.04	0.25	1,463	89.44	0.02
Refined Glycerine	-	-	-	-	-	-	27,852	79.04	0.36
<b>Total Cost of Services</b>	<b>12,184</b>	<b>61.42</b>	<b>0.15</b>	<b>19,177</b>	<b>69.04</b>	<b>0.24</b>	<b>29,315</b>	<b>79.50</b>	<b>0.38</b>
<b>Total Cost of Sales and Services</b>	<b>7,893,205</b>	<b>95.80</b>	<b>100.00</b>	<b>8,073,364</b>	<b>98.20</b>	<b>100.00</b>	<b>7,681,744</b>	<b>99.44</b>	<b>100.00</b>

Picture operation overview 2: Cost of Sales and Services

## Analysis on the operation and financial condition

### Operating results and profitability

The Company and its subsidiaries (consolidated) recognized net profit (loss) for the years 2024, 2023 and 2022 in the amount of 241.92 million baht, 40.27 million baht and (22.13) million baht, respectively. In 2024, the Company (separate) had net profit (loss) for the years 2024, 2023 and 2022 in the amount of 253.74 million baht, 53.88 million baht and (20.25) million baht, respectively. When comparing the years 2024, 2023 and 2022, the Company's profit increased by 199.86 million baht or 370.92 percent and increased by 273.99 million baht or 1,353.02 percent, respectively. This was because in 2024, the selling price of biodiesel increased from 2023 in line with the increasing trend of CPO prices, while the sales volume of biodiesel decreased. In line with the policy of reducing the proportion of biodiesel blending from B7 to B5 to solve the problem of shortage of palm oil and higher prices, the company will return to recognizing profits in the fourth quarter of 2024.

#### Gross Profit (Loss) Margin

The Company has gross profit (loss) for 2024, 2023 and 2022 of 345.70 million baht, 147.73 million baht and 43.25 million baht, respectively, or a gross profit margin of 4.20 percent, 1.80 percent and 0.56 percent, respectively, which can be separated by business segment as follows: (Picture Profitability 1: Gross profit)

- Biodiesel has a gross profit (loss) margin for 2024, 2023 and 2022 of 4.91 percent, 1.94 percent and (1.78) percent, respectively. In 2024, the gross profit increased from 2023 and 2022 by 152.27 million baht and 415.45 million baht, respectively, because in 2024 the price of CPO increased, causing the Company realized stock gain over time.
- Edible oil has a gross profit (loss) margin for 2024, 2023 and 2022 of 5.41 percent, 7.34 percent and 5.28 percent, respectively. In 2024, the gross profit increased from 2023 and 2022 by 10.49 million baht and 321.78 million baht, respectively, because the Company uses a policy to produce according to the purchase orders of specific edible oil customers from the bidding and the Company orders raw materials according to the purchase order volume of the customer if the bid is won, which will be produced and delivered within the specified period. Therefore, the Company can control the raw material costs that vary according to the time period.
- Raw materials and by-products have gross profit (loss) rates for 2024, 2023 and 2022 of (0.75 percent), (0.62 percent) and (1.21 percent), respectively. In 2024, gross loss increased from 2023 and 2022 by 4.21 million baht and 31.40 million baht, respectively. The Company marked-to-market selling price and allocated into cost of each product and by-products. Thus, the market price has continually decreased, therefore the cost of goods sold is higher than the selling price.
- Refined glycerine has a gross profit (loss) margin for 2024, 2023 and 2022 of (0.75) percent, (0.62) percent and (1.21) percent, respectively, with a gross loss of 4.21 million baht and 13.54 million baht increased from 2023 and 2022, respectively.
- The gross profit (loss) margin for contract manufacturing work in 2024, 2023 and 2022 was 38.58 percent, 30.96 percent and 20.50 percent, respectively. In 2024, the gross profit increased (decreased) from 2023 and 2022 by (0.95) million baht and 0.10

million baht, respectively.

## Diagram of operating results and profitability

Gross profit (loss) margin	2024		2023		2022	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
<b>1. Sales</b>						
Biodiesel	260,195	4.91	107,923	1.94	(82,484)	(1.78)
Edible oil	15,199	5.41	13,756	7.34	3,603	5.28
Raw material and By-products	(17,855)	(0.75)	(13,646)	(0.62)	(31,399)	(1.21)
Refined Glycerine	80,507	31.60	31,118	11.63	145,970	36.95
<b>Gross profit (loss) from Sales</b>	<b>338,046</b>	<b>4.24</b>	<b>139,151</b>	<b>1.70</b>	<b>35,691</b>	<b>0.46</b>
<b>2. Production services</b>						
Edible oil	7,653	38.58	8,598	30.96	173	10.56
Refined Glycerine					7,385	20.96
<b>Gross profit (loss) from Production Service</b>	<b>7,653</b>	<b>38.58</b>	<b>8,598</b>	<b>30.96</b>	<b>7,557</b>	<b>20.50</b>
<b>Gross profit (loss) margin</b>	<b>345,699</b>	<b>4.20</b>	<b>147,749</b>	<b>1.80</b>	<b>43,248</b>	<b>0.56</b>

Picture Profitability 1: Gross profit

## Asset management capability

In 2024, 2023 and 2022, the Company and its subsidiaries had return on assets of 8.85 percent, 1.60 percent and (0.75) percent, respectively, return on fixed assets of 0.31 percent, 0.13 percent and 0.07 percent, respectively, and asset turnover of 3.03 times, 3.27 times and 2.85 times, respectively, indicating that the Company and its subsidiaries had the ability to utilize assets at a lower level than it should have been because the subsidiaries temporarily ceased their operations.

## Liquidity and capital adequacy

From the changes in current assets and current liabilities, the Company has a liquidity ratio for 2024, 2023 and 2022 of 3.10 times, 2.82 times and 2.31 times, respectively, a quick ratio of 2.13 times, 1.94 times and 1.38 times, respectively, and a cash flow ratio of 0.80 times, 0.11 times and 0.27 times, respectively. The increase in the liquidity ratio, quick ratio and cash flow ratio is a result of the increase in cash and cash equivalents and short-term investments from the increase in operating profit in 2024, resulting in the Company having more liquidity for operations than the previous year and being able to manage its capital adequately without receiving financial support from financial institutions.

In addition, the Company and its subsidiaries have trade receivable turnover ratios of 12.92 times, 13.58 times, and 13.44 times, respectively, average collection period of 28 days, 27 days, and 27 days, respectively, trade payable turnover ratios of 18.34 times, 20.08 times, and 15.81 times, respectively, and trade payable payment periods of 20 days, 18 days, and 23 days, respectively, indicating that the Company has a faster payment period than debt collection from trade receivables because the Company Received shorter credit terms than debt collection in line with the industry. The Company has finished goods turnover ratios of 48.42, 62.04, and 52.47, respectively. The average finished goods sales period is 8 days, 6 days, and 7 days, respectively. The inventory turnover ratio is 17.75, 20, and 15.46, respectively. The average sales period is 21 days, 18 days, and 24 days, respectively. As a result, the Company has a cash cycle of 29 days, 27 days, and 28 days, respectively. This shows that the Company has been able to manage its working capital steadily and adequately over the past 3 years.

### Liquidity

The Company and its subsidiaries had total current assets in 2024, 2023 and 2022 of 1,650.78 million baht, 1,234.50 million baht and 1,076.24 million baht, which increased by 416.28 million baht or 33.72 percent and 574.54 million baht or 53.38 percent, respectively. The main reasons for the increase in current assets from 2023 were the increase in cash and cash equivalents of 51.37 million baht, short-term investments of 271.79 million baht, an increase in inventories of 127.41 million baht, and a decrease in trade and other receivables of 69.61 million baht. The increase in current assets from 2022 was the

result of an increase in cash and cash equivalents of 152.53 million baht, short-term investments of 275.11 million baht, an increase in inventories of 82.17 million baht, and an increase in trade and other receivables of 82.17 million baht. 64.79 million baht. The Company and its subsidiaries' current liabilities increased by 94.67 million baht or 21.65 percent and increased by 66.08 million baht or 14.18 percent. In 2024, 2023 and 2022, current liabilities were 532.00 million baht, 437.32 million baht and 465.92 million baht, respectively, due to an increase in trade and other payables from the increase in CPO prices.

From the changes in current assets and current liabilities, the Company's liquidity ratio for 2024, 2023 and 2022 was 3.10 times, 2.82 times and 2.31 times, respectively, and its quick ratio was 2.13 times, 1.94 times and 1.38 times, respectively. The increase in the liquidity ratio and quick ratio was the result of the increase in cash and cash equivalents and short-term investments from the operating profit in 2024, resulting in the cash cycle of the Company and its subsidiaries of 29 days, 27 days and 28 days, respectively, which shows that the Company has the ability to manage its working capital at a constant rate. In 2024, 2023 and 2022, the collection period was 28 days, 27 days and 27 days, the debt repayment period was 20 days, 18 days and 23 days, and the sales period was 21 days, 18 days and 24 days, respectively.

## Debt obligations and management of off-balance sheet

The Company and its subsidiaries have contingent liabilities and liabilities in the fiscal year as of December 31st, 2024 and 2023 as follows:

1. The Company and subsidiaries have contingent liabilities from letters of guarantee issued by local financial institutions totaling 9.13 million baht and 8.55 million baht, consisting of; Letter of guarantee for electricity use, which the Company and subsidiaries have fixed deposits as collateral for full debt obligations.
2. The Company has capital expenditure commitments under the purchase, service and consultant contract agreements, which is service and consultant totaling 0.44 million baht and 0.36 million baht, buildings and equipment of 53.96 million baht and 2.55 million baht, material and instrument of 28.67 million baht and 33.73 million baht, and raw material of 225.67 million baht and 193.87 million baht, respectively.

## Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No  
to maintain financial ratios?

## 4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

### Significant factors or incidents that may materially affect the future financial condition or the operating results

The main factors affecting the Company's performance is the development and cooperation between government and private sectors in the supply and demand of biodiesel production from CPO, by promoting the cultivation of palm trees in more suitable areas according to the AEDP2018 plan and having the production capacity of CPO not less than 5.26 million tons per year with the OER of not less than 19% by 2020 and 23% by 2037. In 2024, there was CPO flowed to the market for 3.27 million tons which decreased from 2023 was 3.33 million tons. Due to lower OER from 18.3% to 17.6% and lower crop output in the end of season with flooded situation in southern part of Thailand during the 4<sup>th</sup> quarter of 2024.

While the furtherance on demand is the government measures of subsidized palm fruit price and the announcement of a government measures to increase the proportion of biodiesel in the energy sector in order to help palm fruit farmers. The goal is to create a sustainable balance of the entire palm oil system. However, in 2023, the Department of Energy Business (DOEB) has enforced Euro 5 standard oil (sulfur not more than 10 ppm) Hence, DOEB subject to reduce biodiesel blending in diesel mandate from B10 to B7 instead, which is the highest proportion that can be used with Euro 5 standard fuel that automakers accept and does not have an impact to the engine. Therefore, the designation of B10 as the basic diesel fuel of Thailand according to the AEDP 2018 plan has been discontinued for the reasons mentioned above. Also, the DOEB has been completed Oil Plan 2023 and is waiting for comments from a large group, which includes AEDP in the Oil Plan 2023. The plan sets the direction for operations over a 5-year period (2023-2027) by promoting biofuels, by 2024 aiming to regulate B7 diesel as the main diesel. In addition to factors related to the expansion of the EV market and government measures to support the EV manufacturing industry, such as the reduction of import taxes on batteries and other components or import duty on EVs, etc. The aforementioned factors are considered negative factors for the biodiesel industry both in the short and long term. Because it significantly negatives effects on the demand for biodiesel and diesel consumption. However, in 2024, the Company expects that the recovery of economic activity in the ASEAN region is a factor to stimulate demand. Although, the CPO demand tends to increase but still requires short-term measures from the government e.g. subsidy CPO exporting, international trade policies, and clarity from the government in renewing the Oil Fund Act B.E. 2562 to subsidize biofuel prices, which will expire in September 2026, so that demand is in line with the large supply in the market in the following year.

Besides, the price and quantity fluctuation of CPO, the biodiesel's industry is a downstream of palm oil industry where the government's policies are the important factor driving the industry. The main goal is to reduce dependence on imported fossil oil and create energy resource security including creating added value for agricultural products by impelling the use of bioenergy such as biodiesel. The main raw material used to produce biodiesel in Thailand is palm oil, such as CPO, RBD palm oil, and palm stearin. For the blending mandates, it was controlled by the government agency to balance the fluctuating in price and quantity of CPO. The government has used its policy to reduce the portion of B100 blended in Diesel such as lowered B7 to B5 when CPO national stock low and/or slowing down the rapid increase in CPO prices to solve the problem of shortage of edible oil for alleviating people's suffering, and also increased the ratio of biodiesel in diesel fuel when stocking of national CPO high. This is to control the amount of CPO used and focuses on the need of the general consumer in edible oil market. Also, price of palm fruit and crude palm oil has been controlled in case of fluctuation and use the policy to buy CPO from the market in case of crude palm oil over supply. The fluctuation of CPO price mentioned above had reflected the Company's business operation in the production and distribution of biodiesel from CPO industry, which is the inherent risk that significantly impact on the Company's performance. The risk of fluctuation in CPO price; mostly caused by the intervention of the government to determine the CPO pricing policy, economic change, government subsidies for exporting, climate change, demand and supply, and nation safety stocks outstanding.

## 4.3 Information from financial statements and significant financial ratios

### Information from financial statements

#### Summary of financial position statements

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Assets</b>			
Cash And Cash Equivalents (ThousandTHB)	102,335.97	168,379.48	254,868.05
Short-Term Investments - Net (ThousandTHB)	2,844.16	6,160.22	277,950.79
Trade And Other Receivables - Current - Net (ThousandTHB)	538,158.16	672,553.43	602,943.92
Inventories - Net (ThousandTHB)	426,304.75	381,059.64	508,471.52
Other Current Assets (ThousandTHB)	6,597.59	6,349.90	6,550.49
Other Current Assets - Others (ThousandTHB)	6,597.59	6,349.90	6,550.49
<b>Total Current Assets</b> (ThousandTHB)	<b>1,076,240.62</b>	<b>1,234,502.67</b>	<b>1,650,784.77</b>
Restricted Deposits - Non- Current (ThousandTHB)	56,397.20	60,548.20	59,126.70
Property, Plant And Equipment - Net (ThousandTHB)	1,346,278.23	1,254,054.85	1,160,232.54
Right-Of-Use Assets - Net (ThousandTHB)	247.17	59.61	730.20
Intangible Assets - Net (ThousandTHB)	442.40	1,399.41	1,125.97
Intangible Assets - Others (ThousandTHB)	442.40	1,399.41	1,125.97
Other Non-Current Assets (ThousandTHB)	1,644.46	2,169.23	18,485.55
Other Non-Current Assets - Others (ThousandTHB)	1,644.46	2,169.23	18,485.55
<b>Total Non-Current Assets</b> (ThousandTHB)	<b>1,405,009.46</b>	<b>1,318,231.30</b>	<b>1,239,700.95</b>

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Total Assets</b> (ThousandTHB)	2,481,250.08	2,552,733.97	2,890,485.72
<b>Liabilities</b>			
Trade And Other Payables - Current (ThousandTHB)	417,330.53	386,745.61	474,009.45
Current Portion Of Lease Liabilities (ThousandTHB)	195.25	65.49	144.90
Provisions For Employee Benefit Obligations - Current (ThousandTHB)	779.40	0.00	142.65
Other Current Liabilities (ThousandTHB)	47,610.44	50,512.49	57,701.19
<b>Total Current Liabilities</b> (ThousandTHB)	465,915.62	437,323.60	531,998.19
Non-Current Portion Of Lease Liabilities (ThousandTHB)	0.00	0.00	624.46
Provisions For Employee Benefit Obligations - Non- Current (ThousandTHB)	10,578.12	13,052.09	9,229.55
<b>Total Non-Current Liabilities</b> (ThousandTHB)	10,643.61	13,052.09	9,854.02
<b>Total Liabilities</b> (ThousandTHB)	476,559.23	450,375.69	541,852.21



	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Shareholders' equity</b>			
Authorised Share Capital (ThousandTHB)	1,326,613.42	1,384,014.01	1,384,014.01
Authorised Ordinary Shares (ThousandTHB)	1,326,613.42	1,384,014.01	1,384,014.01
Issued And Paid-Up Share Capital (ThousandTHB)	1,326,613.42	1,384,014.01	1,384,014.01
Paid-Up Ordinary Shares (ThousandTHB)	1,326,613.42	1,384,014.01	1,384,014.01
Premium (Discount) On Share Capital (ThousandTHB)	289,794.92	289,794.92	289,794.92
Premium (Discount) On Ordinary Shares (ThousandTHB)	289,794.92	289,794.92	289,794.92
Retained Earnings (Deficits) (ThousandTHB)	389,772.21	430,039.06	671,961.42
Retained Earnings - Appropriated (ThousandTHB)	47,000.00	49,700.00	62,400.00
Legal And Statutory Reserves (ThousandTHB)	47,000.00	49,700.00	62,400.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	342,772.21	380,339.06	609,561.42
Other Components Of Equity (ThousandTHB)	-1,489.70	-1,489.70	2,863.17
Other Components Of Equity - Others (ThousandTHB)	-1,489.70	-1,489.70	2,863.17
<b>Equity Attributable To Owners Of The Parent</b> (ThousandTHB)	2,004,690.85	2,102,358.28	2,348,633.52
<b>Total Equity</b> (ThousandTHB)	2,004,690.85	2,102,358.28	2,348,633.52
<b>Total Liabilities And Equity</b> (ThousandTHB)	2,481,250.08	2,552,733.97	2,890,485.72

## Summary of income statement

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Statement of Comprehensive Income</b>			
Revenue From Operations (ThousandTHB)	7,724,992.16	8,221,113.16	8,238,904.06
Revenue From Sales (ThousandTHB)	7,688,119.69	8,193,337.37	8,219,066.58
Revenue From Rendering Services (ThousandTHB)	36,872.47	27,775.78	19,837.48
Other Income (ThousandTHB)	21,434.07	6,954.36	7,948.94
<b>Total Revenue</b> (ThousandTHB)	<b>7,746,426.23</b>	<b>8,228,067.51</b>	<b>8,246,853.00</b>
Costs (ThousandTHB)	7,681,743.68	8,073,363.82	7,893,204.92
Cost Of Sales (ThousandTHB)	7,652,428.59	8,054,186.39	7,881,020.59
Cost Of Rendering Services (ThousandTHB)	29,315.09	19,177.42	12,184.33
Selling And Administrative Expenses (ThousandTHB)	107,841.69	114,416.76	112,716.19
Selling Expenses (ThousandTHB)	28,615.31	38,529.24	31,916.79
Administrative Expenses (ThousandTHB)	79,226.38	75,887.52	80,799.40
<b>Total Cost And Expenses</b> (ThousandTHB)	<b>7,766,949.79</b>	<b>8,187,780.57</b>	<b>8,005,921.11</b>
<b>Profit (Loss) Before Finance Costs And Income Tax Expense</b> (ThousandTHB)	<b>-20,523.56</b>	<b>40,286.94</b>	<b>240,931.89</b>
Finance Costs (ThousandTHB)	173.03	20.10	33.62
Income Tax Expense (ThousandTHB)	1,435.32	0.00	-1,024.09
<b>Profit (Loss) For The Period From Continuing Operations</b> (ThousandTHB)	<b>-22,131.90</b>	<b>40,266.84</b>	<b>241,922.36</b>
<b>Net Profit (Loss) For The Period</b> (ThousandTHB)	<b>-22,131.90</b>	<b>40,266.84</b>	<b>241,922.36</b>

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	-22,131.90	40,266.84	241,922.36
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	0.00	0.00	5,376.96
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	0.00	0.00	-1,024.09
<b>Other Comprehensive Income (Expense) - Net Of Tax</b> (ThousandTHB)	0.00	0.00	4,352.87
<b>Total Comprehensive Income (Expense) For The Period</b> (ThousandTHB)	-22,131.90	40,266.84	246,275.23
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	-22,131.90	40,266.84	241,922.36
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	-22,131.90	40,266.84	246,275.23
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b> (ThousandTHB)	-0.02	0.03	0.18
EBITDA (ThousandTHB)	102,664.04	173,189.85	376,605.11
Operating Profit (ThousandTHB)	-64,593.21	33,332.58	232,982.95
Normalize Profit (ThousandTHB)	-22,131.90	40,266.84	241,922.36

## Summary of cash flow statement

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Cash flow statement</b>			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (ThousandTHB)	-20,696.59	40,266.84	241,922.36
Depreciation And Amortisation (ThousandTHB)	123,187.60	132,902.91	135,673.22
(Gains) Losses On Fair Value Adjustments Of Investments (ThousandTHB)	-12.20	-38.71	-334.32
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	6,428.96	3,320.05	1,983.24
Dividend And Interest Income (ThousandTHB)	-279.73	-605.62	-1,723.73
Interest Income (ThousandTHB)	-279.73	-605.62	-1,723.73
Finance Costs (ThousandTHB)	173.03	20.10	33.62
Employee Benefit Expenses (ThousandTHB)	0.00	2,462.50	1,717.08
Other Reconciliation Items (ThousandTHB)	0.00	0.00	-1,024.09
<b>Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities</b> (ThousandTHB)	<b>77,027.42</b>	<b>178,328.07</b>	<b>378,247.38</b>
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	95,867.37	-134,395.27	70,346.96
(Increase) Decrease In Inventories (ThousandTHB)	137,777.50	42,579.99	-133,575.38
(Increase) Decrease In Other Operating Assets (ThousandTHB)	-2,704.19	-3,800.92	-15,480.15
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	-151,037.47	-33,670.87	81,959.56

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	-866.85	-767.93	-20.00
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	-10,968.84	2,902.05	7,188.70
<b>Cash Generated From (Used In) Operations</b> (ThousandTHB)	145,094.95	51,175.12	388,667.07
Interest Received (ThousandTHB)	279.73	605.62	986.28
Income Tax (Paid) Received (ThousandTHB)	-931.02	-627.17	384.74
<b>Net Cash From (Used In) Operating Activities</b> (ThousandTHB)	144,443.66	51,153.57	390,038.10
(Increase) Decrease In Short-Term Investments (ThousandTHB)	50,042.29	-3,277.35	-271,456.25
Payment For Purchase Of Fixed Assets (ThousandTHB)	-70,240.97	-39,568.35	-31,944.46
Property, Plant And Equipment (ThousandTHB)	-70,170.27	-38,360.16	-31,860.76
Intangible Assets (ThousandTHB)	-70.70	-1,208.19	-83.70
<b>Net Cash From (Used In) Investing Activities</b> (ThousandTHB)	-20,198.68	-42,284.96	-303,400.71
Repayments On Lease Liabilities (ThousandTHB)	-205.80	-205.80	-148.81
<b>Net Cash From (Used In) Financing Activities</b> (ThousandTHB)	-308,610.92	57,174.90	-148.81
<b>Net Increase (Decrease) In Cash And Cash Equivalent</b> (ThousandTHB)	-184,365.94	66,043.51	86,488.57
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	286,701.90	102,335.97	168,379.48

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Cash And Cash Equivalents, Ending Balance</b> <small>(ThousandTHB)</small>	102,335.97	168,379.48	254,868.05

## Key financial ratios

	2022	2023	2024
<b>Liquidity ratio</b>			
Current ratio (times)	2.31	2.82	3.10
Quick ratio (times)	1.38	1.94	2.13
Cash flow liquidity ratio (times)	0.27	0.11	0.80
Average account receivable turnover (times)	13.44	13.58	12.92
Average collection period (days)	27.16	26.88	27.16
Average finish goods turnover (times)	52.47	62.04	48.42
Average finish goods turnover period (days)	6.96	5.88	7.54
Average inventory turnover (times)	15.46	20.00	17.75
Average inventory turnover period (days)	23.61	18.25	20.57
Average account payable turnover (times)	15.81	20.08	18.34
Average payment period (days)	23.08	18.18	19.90
Average cash cycle (days)	27.68	26.95	28.92
<b>Profitability ratio</b>			
Gross profit margin (%)	0.56	1.80	4.20
Operating margin (%)	-0.56	0.48	2.90
Other income to total income (%)	0.28	0.08	0.10
Cash from operation to operating profit (%)	-342.85	153.56	167.43
Net profit margin (%)	-0.29	0.49	2.93
Return on equity (ROE) (%)	-1.02	1.96	11.07
<b>Financial policy ratio</b>			
Total debts to total equity (times)	0.24	0.21	0.23

	2022	2023	2024
Interest coverage ratio (times)	593.34	8,618.55	11,202.48
Interest bearing debt to EBITDA ratio (times)	0.00	0.00	0.00
Debt service coverage ratio (times)	525.81	2,644.40	2,599.12
Dividend payout ratio (%)	0.00	0.00	143.02
<b>Efficiency ratio</b>			
Return on asset (ROA) (%)	-0.75	1.60	8.85
Return On Fixed Assets (%)	0.07	0.13	0.31
Asset turnover (times)	2.85	3.27	3.03



## 5. General information and other material facts

### 5.1 General information

#### General information

#### Securities registrar

**Name of securities registrar** : Thailand Securities Depository Co., Ltd.  
**Address/location** : 93 Ratchadaphisek Road  
**Subdistrict** : Din Daeng  
**District** : Din Daeng  
**Province** : Bangkok  
**Postcode** : 10400  
**Telephone** : 02-009-9000  
**Facsimile number** : 02-009-9991

#### Auditing firm

**Name of auditing firm\*** : SIAM TRUTH AUDIT COMPANY LIMITED  
**Address/location** : -  
**Subdistrict** : SAM SEN NOK  
**District** : HUAI KHWANG  
**Province** : Bangkok  
**Postcode** : 10310  
**Telephone** : +66 2275 9599,+669 4559 3894  
**List of auditors** : Mr BUNJONG PICHAYAPRASAT  
**License number** : 7147  
**List of auditors** : Mr KRAISIT SILAPAMONGKONKUL  
**License number** : 9429  
**List of auditors** : Miss KHAYMANUNDT CHAICHUEN  
**License number** : 8260  
**List of auditors** : Miss WARAPORN KANJANARASSAMEECHOT  
**License number** : 9927  
**List of auditors** : Miss ORAWAN SUWANHIRANCHOT  
**License number** : 11145  
**List of auditors** : Mr CHAIWAT SAETIAW  
**License number** : 11042

#### Legal advisor or manager under management agreement

##### Name of legal advisor / manager under management agreement No. 1

**Name of legal advisor / manager under management agreement** : The Art of Law (Law Office) Co., Ltd.  
**Address/location** : 249/1 Soi Ladprao 87

Subdistrict : Chao Khun Sing  
District : Wang Thonglang  
Province : Bangkok  
Postcode : 10310  
Telephone : 02-932-0842

## Information of other key contacts

### Name of contact person or department No. 1

Name of contact person or department : Honor Audit and Advisory Co., Ltd.

Address/location : 518/5, 8th Floor Maneeya Center Building, Ploenchit Road

Subdistrict : Lumpini

District : Pathumwan

Province : Bangkok

Postcode : 10330

Telephone : 02-684-1299

Facsimile number : 02-652-0791

## 5.2 Other material facts

### 5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No  
making

### 5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

## 5.3 Legal disputes

### Legal disputes

Is there any legal dispute? : No

### Details of legal dispute

## 5.4 Secondary market

### Secondary market

Has the company's security been listed on a stock exchange in : No  
another country?

## 5.5 Financial institution with regular contact (in case of debt securities offeror)

### Financial institution with regular contact

Are there any debt securities offered? : No

## Part 2 Corporate Governance

## 6. Corporate governance policy

### 6.1 Overview of the policy and guidelines

#### Overview of the policy and guidelines

AI Energy Public Company Limited (“the Company”) has a policy to follow the principles of good corporate governance by disclosure information and news for the shareholders, investors, and stakeholders to make investment decisions through various channels for the long-term benefit. This includes establishing a Code of Business Ethics and Code of Conduct to guide the duties of directors and managements to comply with the Code of Best Practice for in order to comply with good corporate governance principles according to the guidelines of the Stock Exchange of Thailand.

Corporate governance policy and guidelines : Yes

#### **Principle 1: establish Leadership Role and Responsibilities of the Board**

##### **Principle 1.1**

The board will understand its leadership role, assume its responsibilities in overseeing the Company, and strengthen good governance, including:

- (1) defining objectives;
- (2) determining means to attain the objectives; and
- (3) monitoring, evaluating, and reporting on performance.

##### **Principle 1.2**

The board will exercise its leadership role and pursue the following governance outcomes:

- (1) competitiveness and performance with long-term perspective;
- (2) ethical and responsible business;
- (3) good corporate citizenship and develop less impact on environment; and
- (4) corporate resilience.

The board will adhere to the following practices for supervising the Company to lead to good corporate governance results.

1.2.1 In evaluating the performance of the Company, the board would not only consider the Company’s financial results but also consider non-financial performance such as its ethical and impact on stakeholders, society, and the environment.

1.2.2 The board assume a leadership role in creating and driving a culture of compliance and ethical conduct throughout the Company, and lead by example.

1.2.3 The board ensure the creation of written policies and guidelines, such as a corporate governance policy, business ethics, and code of conduct, applicable to all directors, managements, employees of the Company.

1.2.4 The board ensure effective implementation including regular communication of the Company’s policies and guidelines to all directors, management, employees. The board will apply adequate mechanisms are in place for monitoring, reviewing, and reporting compliance with the Company’s policies and guidelines.

##### **Principle 1.3**

The board will ensure that all directors and managements perform their responsibilities in compliance with their fiduciary duties, and that the Company operates in accordance with applicable law and standards. The board is responsible for the implementation of adequate systems and controls to ensure that the Company complies with applicable law and standards for specified matters and the shareholders meeting’s resolution, including material investment, related party transaction, acquisition/disposal of assets, and dividend payment decisions.

##### **Principle 1.4**

The board demonstrates a thorough understanding of the of the board’s scopes and responsibilities. The board is clearly defining the roles and responsibilities of managing director and monitor management’s proper performance of its duties.

1.4.1 The board has adopted a written policy so called “Charter” that that clearly sets out the roles and responsibilities of the board of directors for reference and review the Charter regularly at least once a year, including reviewing the individual of roles and duties of the board, managing director, and managements with the direction of the Company.

1.4.2 The board is responsible and accountable for the overall affairs of the Company but may delegate day-to-day management duties. The board must provide written directions to management that clearly set out management’s responsibilities and monitoring. The scope of the board, managing director, and management’s responsibilities are as follow; Matters for which the board has primary responsibility: Refers to matters for which the board is the primary responsibility for the proper implementation of the matters, the board may assign management to propose matters for consideration which includes the following



matters;

- a) Defining objectives and business plan.
- b) Developing culture of compliance and ethical conduct, and lead by example.
- c) Strengthening an effective board structure and practices conducive for achieving the Company's objectives.
- d) Ensuring suitable managing director selection, remuneration, development, and performance evaluation.
- e) Ensuring appropriate compensation structure that supports achievement of the Company's objectives.

**Matters involving shared responsibility of the board and management:**

Refers to matters that the board, managing director, and management will consider together by the management proposes to the board for approval. The board, then supervise the overall policy to be consistent with the Company's goal and objective. The board also assigns the management to be carried out the monitoring and report periodically as appropriate, which includes the following matters;

- a) Formulating and reviewing policies and strategies, plans and targets yearly.
- b) Ensuring robust system for risk management and internal control.
- c) Clearly defining management's responsibilities.
- d) Overseeing appropriate resource allocation and budgeting, for example HR and IT.
- e) Monitoring and evaluating financial and non-financial corporate performance.
- f) Ensuring integrity of financial and non-financial information disclosures.

**Matters that the board should not get involved with:**

Refers to matters that the board will oversee at the policy level and assign managing director and management as the main responsible for the implementation, which includes the following matters:

- a) Execution in accordance with strategies, policies, plans approved by the board. The board should leave the management in charge of decisions making such as procurement and recruitment, etc. in accordance with the established policy framework and monitoring results. Without interfering with the decision unless there is a need.
- b) Not getting involved in or influencing matters in which a director may have conflict of interests.

**Principle 2: Define Objectives that Sustainable Value Creation**

**Principle 2.1**

The board will define objectives that promote sustainable value creation and governance outcomes as a framework for the operation of the Company as well as for all stakeholders.

2.1.1 The board will ensure that the Company has clearly defined objectives that support the Company's business plan and company-wide communication of the objectives, for instance, in the form of the Company's vision and values, or principles and purposes.

2.1.2 When developing the business plan for sustainable value creation, the board should take into consideration the following factors:

- (1) The Company's ecosystem, including changes to business conditions and opportunities, and the Company's effective use of innovation and technology.
- (2) Customers and other stakeholders' satisfactions.
- (3) Available resources and competitiveness of the Company.
- (4) The Company's objectives.
- (5) The Company's main customers.
- (6) The Company's profitability and value proposition.
- (7) The Company's long-term sustainability considering opportunities and risks.

2.1.3 The Company's values should reflect characteristics of good corporate governance, such as accountability, integrity, transparency, and due consideration of social and environmental responsibilities, etc.

2.1.4 The board will promote a good corporate governance culture and strive to have the Company's objectives embedded in Company-wide decision-making and conduct through effective communication and leading by example.

**Principle 2.2**

The board will ensure that the Company's annual and medium-term objectives, goals, strategies, and plans are consistent with the long-term objectives, while utilizing innovation and technology effectively.

2.2.1 The board will ensure that the Company's annual objectives, goals, strategies, and plans correlate and align with the Company's long-term objectives, while considering the business environment, opportunities, and the Company's risk appetite. The board may ensure that the Company's medium-term (3 years) objectives, goals, strategies, and plans are annually reviewed and updated as appropriate.

2.2.2 The board may ensure that the Company's strategies and plans consider all relevant factors influencing the value chain, including the Company's ecosystem, risks, resources, competitiveness, and stakeholders. The board may ensure that a mechanism for stakeholder engagement is in place that;

(1) Clearly defines stakeholder engagement policies, procedures, and practices that enable the Company to identify and assess the interests of each stakeholder group.

(2) Clearly identifies both internal and external stakeholder groups including individuals, groups, and entities, such as employees, investors, customers, business partners, communities, society, environment, government agencies and regulators.

(3) Identifies, prioritizes, and addresses stakeholder concerns and expectations, considering their level of importance and potential impact on the Company.

2.2.3 When developing strategies and plans, the board may promote innovation and the use of technology to enhance competitiveness, respond to stakeholder concerns and expectations, and meet social and environmental responsibilities.

2.2.4 In considering the approval of the Company's plans (financial and non-financial), the board would ensure that they are suitable to the Company's business profile, and they do not cause the Company to engage in illegal or unethical conduct.

2.2.5 The board would ensure effective communication of the Company's objectives, goals, strategies, plans, and targets throughout the Company.

2.2.6 The board may ensure proper resource allocation and effective systems and controls, and monitor the implementation of the Company's strategies and plans.

### **Principle 3: Strengthen Board Effectiveness**

#### **Principle 3.1**

The board has responsibility in determining and reviewing the board structure, in terms of size, composition, and the proportion of independent directors to ensure its leadership role in achieving the Company's objectives.

3.1.1 The board may establish a skills matrix to ensure that the board consists of directors with appropriate and the necessary qualifications, knowledge, skills, experience, character traits, with an appropriate gender and age balance and diversity to achieve the objectives of the Company and stakeholder interests. At least one of the non-executive directors should be experienced and competent in the Company's main industry.

3.1.2 The board may determine the proper number of directors to function effectively. It must comprise at least 5 directors and more than half of the board reside in Thailand.

#### **The Board of Director's Structure**

The Board of Directors consists of 7 members who fully experienced and qualified, have significant role in established policy and strategy of the Company. As well as review and monitor the Company's performance as follows;

##### **1. Board of Directors**

The Board of Directors consists of 7 members who fully experienced and qualified, have significant role in business.

1.1 Executive Directors 4 persons;

1.1.1 Mr.Narong Thareratanavibool Chairman

1.1.2 Mr.Thanit Thareratanavibool Vice Chairman

1.1.3 Miss Pimwan Thareratanavibool Director

1.1.4 Mr.Pongsakon Thareratanavibool Director

1.2 Independent Directors and Non-Executive Directors 3 persons;

1.2.1 Mr.Damrong Joongwong Chairman of Audit Committee

1.2.2 Mr.Choti Sontiwattananont Audit Committee

1.2.3 Mr.Sampan Hunpayon Audit Committee

Directors have an important role in business operations; therefore, any important agendas and resolutions must be approved by the Board of Directors or the shareholders' meeting (Depending on the case). The Directors shall not entitle to vote on such transaction which they or persons have a conflict of interest.

3.1.3 The proportion between executive directors and non-executive directors should support proper checks and balances to prevent unfettered power of decision and authority by any one individual, whereby;

a) The majority of the board consist of non-executive directors, who exercise objective and independent judgement.

b) The number and qualifications of the independent non-executive directors should reflect applicable legal requirements. The independent directors and the entire board can fulfil its role and responsibilities efficiently and in the best interest of the Company while exercising judgement and expressing opinion freely.

3.1.4 The board may explicitly disclose in the Company's annual report and on the website its diversity policies and details relating to directors, including directors' age, gender, qualifications, experience, shareholding percentage, years of service as director, and director position in other listed companies and non-listed companies.

#### **Principle 3.2**

The board may select an appropriate person as the chairman and ensure that the board composition serves the best interest of the Company, enabling the board to make its decisions freely on corporate affairs.

3.2.1 The chairman's roles and responsibilities are different from those of the managing director. The board would clearly define the roles and responsibilities of both positions. To ensure effective checks and balances of power, the two positions are held by different individuals.

3.2.2 The chairman is responsible for leading the board. The chairman's duties are at least cover the following matters;

(1) Oversee, monitor, and ensure that the board efficiently carries out its duties to achieve the Company's objectives.

(2) Ensure that all directors contribute to the Company's ethical culture and good corporate governance.

(3) Set the board meeting agenda by discussing with the managing director which important matters should be included.

(4) Allocate sufficient time for management to propose topics and for directors to discuss important matters thoroughly. Encourage directors to exercise independent opinion in the best interest of the Company.

(5) Promote a culture of openness and ensuring constructive relations between executive and non-executive directors, and between the board and management.

3.2.3 The chairman is not an independent director, the chairman and the managing director are family members, the board may ensure the balance of power and authority of the board and between the board and management by;

(1) having the board comprise a majority of independent directors, or

(2) appointing a designated independent director to participate in setting the board meeting agenda.

3.2.4 The board has established the policy that the tenure of an independent director should not exceed a cumulative term of nine (9) years from the first day of service. Upon completing nine years, an independent director may continue to serve on the board, subject to the board's rigorous review of his/her continued independence.

3.2.5 The board may appoint relevant sub-committees to review specific matters, to screen information, and to recommend action for board approval; however, the board remains accountable for all decisions and actions.

3.2.6 The board may disclose the roles and responsibilities of the board and the sub-committees, the number of meetings and the number of directors participating in meetings in the previous year, board, and sub-committee performance.

### **Principle 3.3**

The board should ensure that the policy and procedures for the selection and nomination of directors are clear and transparent resulting in the desired composition of the board.

3.3.1 The board will set the nomination criteria and process consistent with the skills matrix approved and ensure that the candidate's profile meets the requirements set out in the skills matrix and nomination criteria. Upon proposal to and approval, the candidate is presented to the shareholders' meeting for election and appointment as a director. Shareholders may receive adequate prior notice and sufficient information about candidates up for election at the shareholders' meeting.

3.3.2 The board may review a description of the nomination criteria and process, and role and responsibilities of a particular appointment before nominating new directors. If the board nominates current directors, their performance should be considered.

3.3.3 If the board appoints any person as a consultant regarding to the nomination, relevant information about that consultant should be disclosed in the annual report, including information about independence and conflicts of interest.

### **Principle 3.4**

When proposing director remuneration to the shareholders' meeting for approval, the board may consider whether the remuneration structure is appropriate for the directors' respective roles and responsibilities, linked to their individual and Company performance, and provide incentives for the board to lead the Company in meeting its objectives, both in the short and long term.

3.4.1 The board is responsible for setting the remuneration policy.

3.4.2 The remuneration of the board shall be consistent with the Company's strategies and long-term objectives, and reflect the experience, obligations, scope of work, accountability and responsibilities, and contribution of each director. The remuneration is comparable to industry practice.

3.4.3 Shareholders must approve the board remuneration structure, both money-based and non-money compensation. The board may consider the appropriateness of each pay component, both in terms of fixed rates (such as monthly salary and attendance fee) and remuneration paid according to the Company's performance (such as bonus and rewards). The remuneration should reflect the values that the Company creates for shareholders, and the pay level should not be too high so as to avoid the board excessively focusing on the Company's short-term results.

3.4.4 The board shall disclose the directors' remuneration policy that reflects the duties and responsibilities of individual. The remuneration disclosed for each director should also include remuneration for what everyone receives from holding directorship at the Company's subsidiaries (if any).

3.4.5 If the board appoints any person to consult regarding to the remuneration, that consultant's information shall be disclosed in the annual report, including information regarding independence and any conflicts of interest.

**Noted:** There is no remuneration for sub-committees; the executive director committee and the risk management committee.

### **Principle 3.5**

The board may ensure that all directors are properly accountable for their duties, responsibilities and allocate sufficient time to discharge their duties and responsibilities effectively.

3.5.1 The board may ensure that there is a mechanism to support directors in understanding their roles and responsibilities expected from them.

3.5.2 The board may set and publicly disclose criteria limiting the number of director positions directors can hold simultaneously in other companies, and consider the effectiveness of directors who hold multiple board seats. The number of companies of which a person can simultaneously be a director should be appropriate to the nature and types of businesses involved but should not exceed five listed companies.

3.5.3 The board may ensure reporting and public disclosure of directors assuming or holding positions at other companies.

3.5.4 The board may ensure that the Company's policies prohibit and prevent a director from creating a conflict of interest with the Company, including by using the Company's assets, information, or opportunities for his or her own benefit, because of having or taking a director or management position, or having or creating vested interests, both directly and indirectly, in other companies. Information about a director's other directorships and positions should be reported to shareholders, as appropriate.

3.5.5 Each director will attend not less than 75 percent of all board meetings in any whole financial reporting year.

### **Principle 3.6**

The board may ensure that the Company's governance framework and policies extend to and are accepted by subsidiaries and other businesses in which it has a significant investment as appropriate.

3.6.1 The board may ensure that the Company's governance framework and policies extend to its subsidiaries, including written policies relating to;

(1) The authority to appoint subsidiary directors, managements, or others with controlling power. Generally, the board have the authority to appoint those persons, except that for smaller operating subsidiaries, the board may delegate this authority to the executive director committee.

(2) The duties and responsibilities of subsidiary directors, managements, and others with controlling power. They are to oversee the subsidiaries' operations to ensure compliance with applicable law and standards, and the subsidiaries' policies. If the Company's subsidiary has investors other than the Company, the board should require the Company's appointed representative to perform his/her role in the subsidiary's best interest and consistent with the governance framework and policies of the Company.

(3) The subsidiary's internal control systems are effective and that all transactions comply with relevant law and standards.

(4) The integrity and timely disclosure of the material information of the subsidiary, including its financial information, related party transactions, acquisition and disposition of assets and other important transactions, capital increases or decreases, and termination of a subsidiary.

3.6.2 For businesses that the Company has or plans to hold a significant investment in (such as between 20 percent and 50 percent of shares with voting rights), other than subsidiaries, the board shall ensure that shareholder agreements or other agreements are in place to enable the Company's performance monitoring and participation in the businesses' management, including for approval of significant transactions and decisions. This is to ensure that the Company has sufficient, accurate, and timely information for the preparation of its financial statements that conform with relevant standards.

### **Principle 3.7**

The board shall conduct a formal annual performance evaluation of the board, its sub-committees, and each individual director. The evaluation results will be used to strengthen the effectiveness of the board.

3.7.1 The board shall evaluate its performance at least once a year to facilitate consideration and improvement of the board's performance and effectiveness and resolution of any problems. Assessment criteria and process for the board's performance should be systematically set-in advance.

3.7.2 The annual assessment of the performance of the board as a whole and on an individual director should be based on self-evaluation, or alternatively, on cross-evaluation together with self-evaluation. The criteria, process, and results of the evaluation should be disclosed in the annual report.

3.7.3 The Company might appoint an external consultant to assist in setting guidelines and providing recommendations for a board assessment at least once every 3 years. This information should be disclosed in the annual report.

3.7.4 The evaluation results will be used for ensuring that the directors collectively possess the right combination of knowledge, skills, and experience.

### **Principle 3.8**

The board may ensure that the board and each individual director understand their roles and responsibilities, the nature of the business, the Company's operations, relevant law and standards, and other applicable obligations. The board shall support all directors in updating their skills and knowledge necessary to carry out their roles on the board.

3.8.1 The board will ensure that newly appointed directors receive a formal and proper induction and all information relevant to their responsibilities and performing their duties, including details about the Company's objectives, the nature of the business, and the Company's operations.

3.8.2 The board will ensure that directors regularly receive sufficient and continuous training and knowledge development. The courses the directors will participate at least should be those held by the Thai Institute of Directors, for examples, Directors Certification Program (DCP) and Directors Accreditation Program (DAP).

3.8.3 The board would have knowledge and understanding of relevant law and standards, and other applicable obligations, risk factors, and the Company's business environment. The board shall receive accurate, timely and clear information, including timely and regular updates.

3.8.4 The board shall disclose training and knowledge development of the board in the annual report.

### **Principle 3.9**

The board will ensure that it can perform its duties effectively and have access to accurate, relevant, and timely information. The board has appointed a company secretary with necessary qualifications, knowledge, skills, and experience to support the board in performing its duties.

3.9.1 The board's meeting schedule and agenda shall be set in advance and each director should receive sufficient notice to ensure attendance.

3.9.2 The number of board meetings should be appropriate to the obligations and responsibilities of the board and nature of the business, but the board shall meet at least five (5) times per financial year. If the board meetings are not held monthly, the board should receive a report on the Company's performance for the months in which the board does not hold a meeting, so that it can monitor management and Company performance continuously and promptly.

3.9.3 The board have a mechanism that allows each board member and management to propose the inclusion of relevant items on the meeting agenda.

3.9.4 Meeting documents should be sent to each director at least seven (7) days before the meeting, except in the case of urgent need to protect the rights or benefits of the Company, the meeting may be called by other methods and the meeting date may be set earlier.

3.9.5 The board may encourage the managing director to invite key managements to attend board meetings to present details on the agenda items related to matters that they are directly responsible for, and to allow the board to gain familiarity with key managements and assist succession plan.

3.9.6 The board shall have access to accurate, relevant, timely and clear information required for their respective roles from the managing director, company secretary, or designated management. If necessary, to discharge their responsibilities, the board may seek independent professional advice at the Company's expense.

3.9.7 Non-executive directors shall be able to meet, as necessary, among themselves without the management team to debate their concerns and inform the outcome of their meeting to the Company's managing director.

3.9.8 The board shall appoint a company secretary with the necessary qualifications, knowledge, skills, and experience for performing his/her duties, including providing advice on corporate governance, legal, regulatory, and administrative requirements, preparing board meetings and other important documents, supporting board meetings, and coordinating the implementation of board resolutions. The board may disclose the qualifications and experience of the company secretary in its annual report and on the Company's website.

3.9.9 The company secretary shall receive ongoing training and education relevant to performing his/her duties. The company secretary is also encouraged to enroll on a company secretary certified programmed.

## **Principle 4: Managements' Nomination and Development**

### **Principle 4.1**

The board may ensure that a proper mechanism is in place for the nomination and development of the managing director and key managements to ensure that they possess the knowledge, skills, experience, and characteristics necessary for the Company to achieve its objectives.

4.1.1 The board shall establish the criteria and procedures for nomination and appointment of the managing director.

4.1.2 The board shall ensure that the managing director appoints knowledgeable, skilled, and experienced key managements. The executive director committee together with the managing director shall establish the criteria and procedures for nomination and appointment of key managements.

4.1.3 To ensure business continuity, the board shall ensure that succession plans for the managing director and key

management are in place. The board shall annually request reporting on the implementation of the development and succession plans from the managing director.

4.1.4 The board shall promote continuous development and education of the managing director and key management that is relevant to their roles.

4.1.5 The board shall establish policies and guidelines for the managing director and key managements serving as a director in other companies. The policies should set out permissible appointments and the permissible number of companies in which they are allowed to simultaneously serve as a director.

#### **Principle 4.2**

The board shall ensure that an appropriate compensation structure and performance evaluation are in place.

4.2.1 The board has delegated the executive director committee to establish the compensation structure rewards individual performance, incentivizes the managements to act in support of the Company's objectives and values, and fosters long-term commitment.

4.2.2 The board has delegated the executive director committee to ensure that clear and predetermined performance evaluation criteria are in place for managements and monitoring the managing director evaluate the managements throughout the Company's objectives and values.

#### **Principle 4.3**

The board shall consider its responsibilities in the context of the Company's shareholder structure and relationships, which may impact the management and operation of the Company.

4.3.1 The board should understand the Company's shareholder structure and relationships, and consider their impact on the control over the Company, including shareholder agreements, or group company policies.

4.3.2 The board shall ensure that the Company's shareholder structure and relationships that stated in 4.3.1 do not affect the board's exercise of its duties and responsibilities, including in relation to succession planning, in the best interest of the Company.

4.3.3 The board shall oversee that information is properly disclosed when there are any conditions that have an impact on the control over the Company.

#### **Principle 4.4**

The board shall ensure the Company has effective human resources management and development programs to ensure that the Company has adequate knowledgeable, skilled, and experienced employees.

4.4.1 The board shall ensure that the Company is properly manage human resources management aligns with the Company's objectives and retain those knowledgeable, skilled, and experienced employees.

4.4.2 The board shall ensure that the Company establishes a provident fund or other plans, and require management to implement a training program for employees that promotes financial literacy, including on retirement savings, and educates employees on life path investments that are suitable for their age and risk appetite.

### **Principle 5: Nurture Innovation and Responsible Business**

#### **Principle 5.1**

The board should prioritize and promote innovation that creates value for the Company and its shareholders together with benefits for its customers, other stakeholders, society, and the environment, in support of sustainable growth of the Company.

5.1.1 The board shall prioritize and promote a corporate culture that embraces innovation and ensure management's inclusion of innovation in corporate strategy, operational development planning, and operation monitoring. The Company is part of the Roundtable on Sustainable Palm Oil (RSPO), producing sustainable and environmentally friendly palm oil. Palm fruit must be planted on land with right documents and strictly abide by labor laws. There is protection against soil, water, the environment, such as using chemicals sparingly as appropriate. The Company provides support by joining as a member and receiving RSPO certification, including purchasing some crude palm oil from trading partners and sell edible oil to customers who are also RSPO certified throughout the chain.

5.1.2 The board shall nurture innovation that enhances long-term value creation for the business in a changing environment. Such innovation may include designing innovative business models, products, and services, promoting research, improving production and operation processes, and collaborating with partners. Innovation should create benefits for the company, customers, business partners, the community, society, and the environment. In addition, innovation should not facilitate or result in unethical, non-compliant or illegal conduct. The Company is currently studying the possibility in developing production processes to reduce the maximum contamination value of 3-MCPD and Glycidyl fatty acid esters (GE) in palm oil that is directly consumed or used as an ingredient in other foods. In the criteria that The European Food Safety Authority (EFSA) establishes and accepts these substances are produced from the distillation process and processed at temperatures above 200 degrees Celsius to remove the color, odor, and acid, which are the causes of rancid odor. Both substances cause damage to the genetic material, especially the highest risk group is new-born baby group, which is likely to have high doses of 3-MCPD from the use of palm oil

in the production of infant formula.

#### **Principle 5.2**

The board shall encourage management to adopt responsible operations, and incorporate them into the Company's operations plan. This is to ensure that every department in the Company adopts the Company's objectives, goals, and strategies.

5.2.1 The board shall encourage management to ensure that the Company's operations reflect the Company-wide implementation of high ethical, environmental, and social standards and ensure that appropriate Company-wide policies and procedures are implemented to further the Company's objectives, goals and strategies in support of sustainable value creation. Policies and procedures shall at least cover;

(1) Responsibilities to employees and workers at least by adhering to applicable law and standards and providing fair treatment and respect for human rights, including a fair level of remuneration and other benefits, a level of welfare that is not less than the legal limit (but can be over the legal limit where appropriate), health care, and safety in the workplace, access to relevant training, potential skills development, and advancement.

(2) Responsibilities to customers at least by adhering to applicable law and standards, considering impact on health, safety of products and services, customer information security, sales conduct, after-sales service throughout the lifespan of products and services, and following up on customer satisfaction measurements to improve the quality of products and services. In addition, advertising and public relations should promote responsible consumption and must be done responsibly, avoiding taking advantage of misleading customers about the products and services offered by the Company.

(3) Responsibilities to business partners by engaging in and expecting fair procurement and contracting, including fair contract or agreement conditions, providing access to training, developing potential and enhancing production and service standards in line with applicable law and standards, and expecting business partners to respect human rights, social and environmental responsibilities, and treat their employees and workers fairly including ensuring that business partners have implemented sustainable and values-based business policies and procedures.

(4) Responsibilities to the community by applying business knowledge and experience to develop and follow upon the success of projects that can concretely add value to the community while respecting community interests.

(5) Responsibilities to the environment by preventing, reducing, and managing negative impact on the environment from all aspects of the Company's operations, including in the context of raw material use, energy use (in production, logistic, and office), water use, renewable resources use, waste management, and greenhouse gas emissions.

(6) Fair competition by promoting ethical business conduct and not using anti-competitive practices to gain or protect a market position.

(7) Anti-fraud and corruption by ensuring that the Company complies with applicable anti-fraud and corruption law and standards, and implements, announces, and reports on anti-fraud and corruption policies and practices to the public, including on its participation in private sector anti-corruption initiatives and certification programs. The board shall encourage the Company to collaborate with other companies and business partners to establish and implement anti-fraud and corruption measures.

#### **Principle 5.3**

The board shall ensure that management allocates and manages resources efficiently and effectively throughout all aspects of the value chain to enable the Company to meet its objectives.

5.3.1 The board shall have a thorough understanding of the Company's resource needs to support its business, and how available resources correlate.

5.3.2 The board shall have a thorough understanding of how the business model affects resources optimization in support of ethical, responsible, and overall sustainable value creation.

5.3.3 The board shall ensure that management continuously reviews, adapts, and develops the Company's use and optimization of resources, considering internal and external factors to meet the Company's objectives.

The types of resources that the Company should consider include financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital, and natural capital.

#### **Principle 5.4**

The board shall establish a framework for governance of enterprise IT that is aligned with the Company's business needs and priorities, stimulates business opportunities and performance, strengthens risk management, and supports the Company's objectives.

5.4.1 The board shall ensure that the Company has an IT resource allocation policy that ensures adequate and optimal investment in and allocation of IT resources.

5.4.2 The board shall ensure that the Company's risk management includes IT risk management.

5.4.3 The board shall ensure that IT security policies and procedures are in place. The Company's governance of enterprise IT should cover.

(1) Compliance with relevant IT law and standards.

(2) An information security system to safe guard against unauthorized access to information, measures to maintain the integrity and confidentiality of relevant data and ensure availability of critical data.

(3) Consideration of IT risks and risk mitigation policies, plans, and measures. For example, business continuity management, IT security, incident management, and IT asset management.

(4) Proper allocation and management of IT resources, including criteria to identify IT priorities, that takes into consideration the Company's business objectives and plans.

## **Principle 6: Strengthen Effective Risk Management and Internal Control**

### **Principle 6.1**

The Board shall ensure that the Company has effective and appropriate risk management and internal control systems that are aligned with the Company's objectives, goals and strategies and comply with applicable law and standards.

6.1.1 The board shall aware of and understand the nature and scope of the Company's principal and substantial risks and may approve the risk appetite of the Company.

6.1.2 The board shall establish and implement the risk management policies that are consistent with the Company's goals, objectives, strategies, and risk appetite. The risk management policies are supported the identification and prioritization of early warning signals of material risks. The risk management policies will be reviewed annually.

6.1.3 The board shall ensure that the Company's principal and substantial risks are identified through consideration of internal and external factors. The main risks that the board will pay attention to can be divided into Strategic Risk, Operational Risk, Financial Risk, and Compliance Risk, etc.

6.1.4 The board shall ensure that the impact and likelihood of identified risks are assessed and prioritized, and that suitable risk mitigation strategies and plans are in place.

6.1.5 The board may delegate the executive director committee and risk management committee to assist the board in its oversight functions related to guidelines no. 6.1.1 – 6.1.4 before the board consider.

6.1.6 The board shall regularly monitor the effectiveness of the Company's risk management quarterly.

6.1.7 The board must ensure and monitor that the Company complies with relevant and applicable law and standards, whether domestic and international.

6.1.8 In assessing the effectiveness of the Company's internal controls and risk management, the board shall consider the results of internal controls and risk management at its subsidiaries and businesses in which it has a significant investment (between 20 percent to 50 percent of shares with voting rights). The board will take part of the results of internal control system assessment and risk management as part of the consideration under nos. 6.1.1-6.1.7.

### **Principle 6.2**

The board has established an audit committee that can act effectively and independently.

6.2.1 The board has established an audit committee that comprises at least three (3) directors, all of whom must be independent directors, with required qualifications, and comply with applicable legal requirements, including those qualifications by the Securities and Exchange Commission and Stock Exchange of Thailand.

6.2.2 The board has clearly set out in writing the audit committee's duties and responsibilities, and include at least in the charter of audit committee.

6.2.3 The board shall ensure that procedures are established that allow the audit committee to fulfil its duties and responsibilities, including by having access to management, employees, professional advisers (such as external auditor), and information relevant and necessary to perform their duties.

6.2.4 The board has designated an internal auditor (outsourced), who is an independent internal auditor that is responsible for reviewing and improving the effectiveness of the risk management and internal control systems, and reporting review results to the audit committee quarterly. The result of the internal audit review must be disclosed in the Company's annual report. As well as, to consent the appointment and termination the internal auditors (outsourced).

6.2.5 The audit committee shall express its opinion on the adequacy of the Company's internal control and risk management systems, and disclose its opinion in the Company's annual report.

6.2.6 The audit committee shall review, select, and recommend to the board for nomination an independent party to be the Company's external auditor, consider and recommend the auditor's remuneration, and hold a meeting with the external auditor without the presence of management at least once a year.

6.2.7 The audit committee shall review related party transactions and other transactions that may create conflicts of interest, to ensure that they comply with applicable law, are reasonable, and carried out in the best interest of the Company.

### **Principle 6.3**

The board shall manage and monitor conflicts of interest that might occur between the Company, management, directors, and shareholders. The board also prevent the inappropriate use of corporate assets, information, and opportunities, including preventing inappropriate transactions with related parties.



6.3.1 The board has established an information security system, including appropriate policies and procedures, to protect confidentiality, integrity, and availability of business information, including market-sensitive information. The board shall monitor the implementation of the information security policies and procedures and the adherence to confidentiality requirements by insiders, including directors, managements, employees, and professional advisers, such as legal or financial advisers.

6.3.2 The board shall ensure management and monitoring of conflict-of-interest situations and transactions. The board should adopt an ethics and conflicts of interest policy consistent with applicable law and standards (including fiduciary duties), and establish clear guidelines and procedures for disclosure and decision-making in conflict-of-interest situations where any party who has a vested interest in a particular transaction, should disclose that interest, and not be involved in the decision-making.

6.3.3 The board has set requirements for all directors to report conflicts of interest in relation to any meeting agenda item at least before consideration of the matter at the meeting and record the reported conflict of interest in the meeting minutes. The board also ensure that all directors that have a conflict of interest in relation to an agenda item abstain from being present for discussion of or voting on that agenda item.

#### **Principle 6.4**

The board has established a clear anti-corruption policy and practices including communication and training, and strive to extend its anti-corruption efforts to stakeholders.

6.4.1 The board shall ensure Company-wide awareness and implementation of the Company's anti-corruption policy and practices, and compliance with applicable law and standards.

#### **Principle 6.5**

The board has established a mechanism for handling complaints and whistleblowing.

6.5.1 The board shall oversee that an effective mechanism is in place to record, track, resolve, and report complaints and feedback. The board shall ensure the availability of convenient complaint channels (more than one), and that stakeholders are made aware through the Company's website.

6.5.2 The board has a clear whistleblowing policy, including designated whistleblowing channels for reporting of suspected wrongdoing, such as through the Company's website, e-mail, designated independent directors or the audit committee. The board shall ensure proper and effective handling of whistleblowing complaints, including the investigation, any remedial action, and reporting to the board.

6.5.3 The board shall ensure that whistleblowers are protected from retaliation of their good faith whistleblowing activities.

### **Principle 7: Ensure Financial and Information Disclosure**

#### **Principle 7.1**

The board must ensure the integrity of the Company's financial reporting system and that timely and accurate disclosure of all material information regarding the Company is made consistent with applicable requirements.

7.1.1 The board shall ensure that any person (including accountant, internal auditor, company secretary, investors relation officer) involved in the preparation and disclosure of any information of the Company has relevant knowledge, skills and experience, and that sufficient resources, including staffing, are allocated.

7.1.2 When approving information disclosures, the board shall consider all relevant factors, including for periodic financial disclosures;

(1) The evaluation results of the adequacy of the internal control system.

(2) The external auditor's opinions on financial reporting, observations on the internal control system, and any other observations through other channels (if any

(3) The audit committee's opinions.

(4) Consistency with the Company's objectives, strategies, and policies.

7.1.3 The board shall ensure that information disclosures (including financial statements and Form 56-1 One Report) reflect the Company's financial status and performance accurately and fairly. The board shall promote the inclusion of the Management Discussion and Analysis (MD&A) in quarterly financial reports to provide to investors more complete and accurate information about the Company's true financial status, performance, and circumstances.

7.1.4 For disclosures related to any individual director, that director should ensure the accuracy and completeness of the information disclosed by the Company, including of shareholders' information and any shareholders' agreement.

#### **Principle 7.2**

The board shall monitor the Company's financial liquidity and solvency.

7.2.1 The board shall ensure that management regularly monitors, evaluates, and reports on the Company's financial status. The board and management should ensure that any threats to the Company's financial liquidity and solvency are promptly

addressed and remedied.

7.2.2 The board shall ensure that it does not consciously approve any transactions or propose any transactions for shareholder approval which could negatively affect business continuity, financial liquidity, and solvency.

### **Principle 7.3**

The board shall ensure that risks to the financial position of the Company or financial difficulties are promptly identified, managed, and mitigated, and that the Company's governance framework provides for the consideration of stakeholder rights.

7.3.1 In the event of financial risk or difficulties, the board shall enhance monitoring of the affairs of the Company, and duly consider the Company's financial position and disclosure obligations.

7.3.2 The board shall ensure that the Company has sound financial mitigation plans that consider stakeholder rights including creditor rights. The board should monitor management's handling of financial risk or difficulties and seek regular reports.

7.3.3 The board shall ensure that any actions to improve the Company's financial position are reasonable and made for a proper purpose. The indicators of financial risk or difficulties to the Company's sustainability;

- (1) ongoing losses
- (2) poor cash flow
- (3) incomplete financial records
- (4) lack of a proper or incomplete accounting system
- (5) lack of cash flow forecasts and budgets
- (6) lack of a business plan
- (7) liabilities greater than assets
- (8) inventories turnover or collecting debts

### **Principle 7.4**

The board shall ensure sustainability reporting, as appropriate.

7.4.1 The board shall consider and report data on the Company's compliance and ethical performance; including anti-corruption performance, its treatment of employees and other stakeholders (including fair treatment and human rights), and social and environmental responsibilities, using a report framework that is proportionate to the Company and meets domestic and international standards. The Company can disclose this information in the annual report or in separate reports, as appropriate.

7.4.2 The board shall ensure that the Company's sustainability reporting reflects material corporate practices that support sustainable value creation.

### **Principle 7.5**

The board has dedicated Investor Relations responsible for regular, effective and fair communication with shareholders and other stakeholders such as analysts and potential investors.

7.5.1 The board has established a communication and disclosure policy to assist the Company in meeting its disclosure obligations and to ensure that all information relevant and material to the Company's shareholders, the market and third parties is disclosed in an appropriate, equal, and timely manner, using appropriate channels, while protecting the Company's sensitive and confidential information. The board shall ensure company-wide communication and implementation on disclosure policy.

7.5.2 The board shall ensure the creation of an Investor Relations function responsible for regular, effective, and fair communication with shareholders and external parties. The Company's designated Investor Relations contact should be suitable for the role and have a thorough understanding of the nature of the Company's business, and its objectives and values.

7.5.3 The board shall ensure that management sets clear directions for and supports the investor relations such as through information disclosure policy, and clearly defines the roles and responsibilities of the investor relations, to ensure effective communication between the Company and other stakeholders.

### **Principle 7.6**

The board shall ensure the effective use by the Company of information technology in disseminating information.

7.6.1 In addition to the Company's mandatory periodic and non-periodic disclosure of information pursuant to applicable requirements, the board should consider regularly disclosing relevant information in both Thai and in English through other channels, such as the Company's website. Information to be disclosed on the Company's website includes;

- (1) the Company's objectives and values.
- (2) nature of the Company's business.
- (3) list of the Company's board of directors and managements.
- (4) Financial statements and reports about the financial status and the Company's financial and non-financial performance for current and previous year.
- (5) downloadable version of Form 56-1 One Report.
- (6) information and documents that the Company discloses to the investor, analyst, fund managers and financial media (if any).

- (7) shareholding structure, both direct and indirect.
- (8) the Company's group structure, including subsidiaries.
- (9) direct and indirect major shareholders, holding at least 5 percent of paid-in capital with voting rights.
- (10) Direct and indirect shareholdings in the Company held by directors, major shareholders, and key managements of the Company.
- (11) invitation letters to the shareholders' ordinary and extraordinary meetings.
- (12) the Company's regulations, and memorandum and articles of association.
- (13) the Company's Corporate Governance policy, Anti-corruption policy, IT security policy, Quality Security Safety Health and Environment policy, Sustainability Management policy, Environmental policy, Personal Data Protection policy, and Risk Management policy.
- (14) a charter or statement of duties and responsibilities, directors' qualifications, terms, and authority of the board.
- (15) the Company's code of ethics and conduct.
- (16) Contact information of department or person, phone number, and e-mail for complaints, investor relations and the company secretary.
  - Investor relation and company secretary's contact information;
    - Name: Miss Pimwan Thareratanavibool
    - Tel. 034-877-488 Ext.500, or LINE ID: AIE-IR
    - E-mail: [ir@aieenergy.co.th](mailto:ir@aieenergy.co.th)
  - Complaint's channel stated in "Anti-corruption Policy"

## **Principle 8: Ensure Engagement and Communication with Shareholders**

### **Principle 8.1**

The board shall ensure that shareholders could participate effectively in decision-making involving significant corporate matters.

8.1.1 The board shall ensure that significant corporate decisions are considered and/ or approved by the shareholders pursuant to applicable legal requirements. Matters that require shareholder approval should be included in the agenda for the shareholders' meeting and shareholders should be provided sufficient notice thereof.

8.1.2 The board shall support participation of all shareholders through reasonable measures, including;

(1) Establishing criteria that allow minority shareholders to propose agenda items for shareholders' meetings.

The board shall consider shareholders' proposals to be included in the agenda, and if the board rejects a proposal, the reasons should be given at the meeting.

(2) Establishing criteria for minority shareholders to nominate persons to serve as directors of the Company.

The board has notified both criteria of propose the agendas and nominate persons to the shareholders not less than 1 month in advance between 23 November 2023 to 28 December 2023.

8.1.3 The board shall ensure that the notice of the shareholders' meeting is accurate, complete, and sufficiently in advance for the shareholders to exercise their rights.

8.1.4 The board shall ensure that the Company arranges for the notice of the shareholders' meeting and related papers to be sent to shareholders at least seven (7) days before the meeting and posted the notice in Thai and English version on the Company's website at least 30 days before the meeting.

8.1.5 Shareholders was allowed to submit questions prior to the meeting not less than 1 month in advance between 23 November 2023 to 28 December 2023. The criteria were posted on the Company's website.

8.1.6 The notice of the shareholders' meeting and related papers should be fully translated into English and published at the same time as the Thai version. The notice of the shareholders' meeting must comply with applicable legal requirements and include the following;

(1) Date, time, and place of the meeting.

(2) Meeting agenda and matters to be proposed for information, consideration, or approval. The agenda should clearly specify each individual matter or item of information to be considered or approved, such as the separate listing of election of directors, and approval of directors' remuneration.

(3) Sufficient information, objectives, and board of directors' opinions each agenda, including as follows;

(A) Approval or rejection of dividend payment: dividend payment policy, proposed dividend payment rate, including reasons and supporting information, or reasons and supporting information for rejecting a dividend payment.

(B) Appointment of directors: name, age, education, experience, the number of listed companies and other companies where they each hold positions, the criteria and procedures for selection, and types of proposed directors. Where proposed directors are those who are re-entering the same position, information must be identified about participation in

meetings in previous years and the date of original appointment as a director.

(C) Approval of directors' remuneration: the policy and criteria for determining role-specific director remuneration and all monetary and non-monetary director's remuneration.

(D) Appointment of external auditors: auditor's name and the name of the auditor's audit firm, auditor's experience, independence, and audit and non-audit fees.

(4) Proxy form and supporting documentation using the form specified by the Ministry of Commerce.

(5) Other supporting information, including on voting procedures such as voting count and verification of voting results criteria, voting rights, details concerning independent directors proposed by the Company to act as proxies for shareholders, and meeting venue. Shareholders who are inconvenient to attend the meeting can download 3 proxy forms (Form A, Form B, and Form C) according to the Department of Business Development: Ministry of Commerce from the Company's website.

8.1.7 The Company has posted the notice of shareholder meeting invitation on ThunHood newspaper for a consecutive 3 days in the period of 19-21 March 2024, specified date, time, meeting venue as well as agendas.

8.1.8 The Company facilitates shareholder request a hardcopy of 56-1 One Report via the Company's email; [ir@aienergy.co.th](mailto:ir@aienergy.co.th). The Company shall send a hardcopy to shareholder by post as requested.

### **Principle 8.2**

The board shall ensure that the shareholders' meetings are held as scheduled and conducted properly, with transparency and efficiency, and ensure inclusive and equitable treatment of all shareholders and their ability to exercise their rights.

8.2.1 The board shall set the date, time, and place of the meeting by considering the interests of shareholders, such as allocating sufficient time for debate, and choosing a convenient location.

8.2.2 The board shall ensure that the Company does not set prerequisites prevent attendance by or places an undue burden on shareholders, including identification requirements that exceed applicable legal and regulatory requirements.

8.2.3 In the interest of transparency and accountability, the board shall promote the use of information technology to facilitate the shareholders' meetings, including for registration and vote counting.

8.2.4 The chairman of the board is the chairman of the shareholders' meeting with responsibility for compliance with applicable legal requirements and the Company's articles of association, allocating sufficient time for consideration and debate of agenda items, and providing opportunity to all shareholders who wish to share their opinions or ask questions related to the Company.

8.2.5 To ensure the right of shareholders to participate in the Company's decision-making process in relation to significant corporate matters by participating and voting at shareholder's meetings on the basis of sufficient notice and information, directors who are shareholder should not be allowed to add items to the meeting agenda that have not been duly notified in advance.

8.2.6 All directors and relevant managements shall attend the meeting to answer questions from shareholders on Company-related matters.

8.2.7 The attending shareholders should be informed of the number and the proportion of shareholders and shares represented at the meeting in person and through proxies, the meeting method, and the voting and vote counting methods before the start of the meeting.

8.2.8 There should not be any bundling of several items into the same resolution. For example, the appointment of each director should be voted on and recorded as separate resolution.

8.2.9 The board shall promote the use of ballots for voting on resolutions proposed at the shareholders' meeting and designate an independent party to count or to audit the voting results for each resolution in the meeting, and to disclose such voting results at the meeting by identifying the number of "approve," "disapprove" and "abstain" votes. The voting results for each proposed resolution should be included in the minutes of the meeting.

### **Principle 8.3**

The board shall ensure accurate, timely and complete disclosure of shareholder resolutions and preparation of the minutes of the shareholders' meetings.

8.3.1 The board shall ensure that the Company discloses the results of voting on proposed resolutions at the shareholders' meeting through the designated Stock Exchange of Thailand channels and through the Company's website between 12.30 – 13.00 o'clock or 17.00 – 22.30 o'clock if the meeting done in the morning and by 09.00 o'clock of the next business day if the meeting done in the afternoon.

8.3.2 The board shall ensure that minutes of the shareholders' meeting is submitted to the Stock Exchange of Thailand within 14 days from the shareholders' meeting date.

8.3.3 The board shall ensure that the Company promptly prepares the minutes of the shareholders' meeting, including the following information;

(1) attendance of directors, managements, and the proportion of attending directors.

(2) voting and vote counting methods, meeting resolutions, and voting results ("approve," "disapprove," and

“abstain”) for each proposed resolution.

(3) questions asked and answers provided during the meeting, including the identity of the persons asking and answering the questions.

8.3.4 The Company has a policy to use suggestions and feedbacks received from shareholders regarding the holding of shareholder meetings. To be used to evaluate the meeting and improve shareholder meeting next year.

Reference link for the full version of corporate governance policy and guidelines : [https://www.aienergy.co.th/storage/document/cogove/17374276634.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5%20\(%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99\)%2019.12.67%20translated%20version%20EN.pdf](https://www.aienergy.co.th/storage/document/cogove/17374276634.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5%20(%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99)%2019.12.67%20translated%20version%20EN.pdf)

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

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

Guidelines related to the board of directors : Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines regarding the board of directors

#### Board performance evaluation

The Company requires the board to assess their performance with a self-assessment. The assessment criteria are set up appropriately and consistent with good practice and good corporate governance principles of listed companies in 2017, the assessment results were presented to the board of directors' meeting. The results were used as information for considering various policies or determining the annual remuneration of directors. As for the sub-committees, there is no assessment because they are the same committees as all the board of directors.

#### Corporate governance of subsidiaries and associated companies

The Company manages its subsidiary companies according to the corporate group structure. The Company's board of directors has established principles for overseeing the operations of the subsidiary companies to safeguard the return on investment for the Company as follows:

(1) The Company's board of directors will consider and approve the appointment of individuals to serve as directors in each subsidiary companies to oversee compliance with laws, good corporate governance practices, and other company policies.

(2) The Company must receive quarterly reports on the subsidiary companies' operations and accompanying documentation for review, and the subsidiary companies must adhere to this diligently.

(3) If a subsidiary company engages in a transaction or activity that falls within the scope of market regulator announcements related to the acquisition or disposition of assets or other related announcements, the Company is required to seek approval from the Company's board of directors and/or disclose the information to the stock exchange of Thailand before proceeding. Subsidiary companies can proceed with transactions or activities only after obtaining the specified approvals.

Additionally, if a subsidiary company anticipates a transaction or event that requires disclosure to the stock exchange of Thailand based on the prescribed criteria, the subsidiary's board must immediately notify the Company's managing director.

(4) The Company establishes policies for the disclosure of its subsidiary directors' interests and related parties that may give rise to conflicts of interest. Subsidiary directors must not participate in decisions concerning matters in which they have a direct or indirect interest or a conflict of interest, whether financial or otherwise.

(5) In case of significant concerns or issues identified by the Company, the subsidiary companies can be required to provide explanations and submit documents for consideration.

Reference link for the corporate governance of subsidiaries and associated companies policy and guidelines : <https://www.aienergy.co.th/storage/document/cogove/17001161151.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%>

## Other guidelines related to the board of directors

### Board of Director's Charter

#### 1. Objectives

The Board of Directors (“the Board”) acts as representatives of the shareholders and plays a crucial role in making decisions related to the important policies and strategies of the Company. They have duties and responsibilities in overseeing the Company's operations, ensuring that the management executes the policies and strategies as prescribed and in alignment with the Company's objectives and goals, for the maximum benefit of the shareholders based on social responsibility, considering the impact on the environment, and adhering to the corporate governance and anti-corruption policies of the Company, while acting in accordance with the law, the objectives, the Company’s bylaws, and the resolution of the Board and the Shareholders meetings. The Board acts with full knowledge, capabilities, honesty, integrity, and responsibility towards the shareholders.

Therefore, the Board has resolved to establish this Board Charter and corporate governance practices for the Board, considering the principles of good corporate governance as set forth in the Corporate Governance Code for Registered Companies B. E. 2560 issued by the Securities and Exchange Commission, to apply them appropriately to the Company's business context. This ensures that all Board members are aware of their duties, responsibilities, and leadership roles in carrying out their duties correctly and appropriately.

#### 2. Components and Qualifications

The Board is composed of members with suitable qualifications, consisting of a mix of executive directors and non-executive directors in proportions that ensure a diverse range of knowledge and expertise relevant to the business. There shall be a balanced distribution of powers within the Board of Directors of the Company to allow all directors to express their opinions freely. The Board shall consist of a minimum of five (5) directors, with at least half of the total number of directors being resident in the Kingdom of Thailand. The directors of the Company may or may not be shareholders of the Company, and there shall be at least one-third (1/3) of the total number of directors who are independent directors, but not less than three (3) directors. Directors of the Company shall be appointed and must possess the following qualifications:

2.1 Must possess all qualifications and not have any disqualifications as prescribed by the Public Limited Companies Act, the requirements of the Office of the Securities and Exchange Commission, and the requirements of the Stock Exchange of Thailand.

2.2 Must possess knowledge, skills, and experience that can be of great benefit to the Company, and be able to dedicate sufficient time to fulfill their responsibilities. Must have a broad and far-reaching vision, possess moral and ethical values.

2.3 Must perform their duties and exercise independent judgment when making decisions on various matters. Each director has the duty and freedom to ask questions, express opinions, or object in cases of conflicting views to manage the Company for the maximum benefit of the Company, shareholders, and stakeholders.

2.4 May hold directorships in other companies, but such directorships must not impede the performance of their duties as directors of the Company, and must comply with the guidelines of the Securities and Exchange Commission and the Stock Exchange of Thailand. Additionally, the total number of directorships held in other registered companies, when combined, shall not exceed 5 companies.

Independent directors must possess qualifications related to independence as defined by the Company and in accordance with the announcements of the Capital Market Supervisory Board and international standards. They must also be capable of safeguarding the interests of shareholder equally, without causing any conflicts of interest. Additionally, they must be able to participate in board meetings and express their opinions independently.

1. Hold no more than 1% of the total voting shares of the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, including shares held by related parties of such independent directors.

2. Not be, or have ever been, a member of management, an employee, a regular salaried consultant, or a person with authority in the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company unless exempted from such characteristics for a period of at least 2 years before assuming the position. This prohibition also applies to independent directors who were formerly government officials or consultants to government agencies that are major shareholders or controlling persons of the Company.

3. Not be a person with blood relationships, or related under the law; in the capacity of a parent, spouse, sibling, child, or the spouse of a child, of directors, major shareholders, controlling persons, or persons proposed to be managements or persons with authority in the Company or its subsidiary.

4. Not have or have ever had a business relationship with the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, in a manner that may hinder their independent judgment, and not be or have been a shareholder with significant influence or a person with control over individuals who have a business relationship with the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the company unless exempted from such characteristics for a period of at least 2 years before assuming the position.

5. Not be or have ever been an auditor of the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, and not be a shareholder with significant influence, a person with control, or a partner of an accounting firm that has individuals who serve as auditors of the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, unless exempted from such characteristics for a period of at least 2 years before assuming the position.

6. Not be or have ever been a professional service provider, including legal or financial advisory services, that received fees exceeding 2 million baht per year from the Company, its parent company, subsidiary company, affiliated company, major shareholder, or controlling person of the Company, and not be a shareholder with significant influence, a person with control, or a partner of such professional service provider, unless exempted from such characteristics for a period of at least 2 years before assuming the position.

7. Not be appointed as a representative of the Company's directors, major shareholders, or shareholders related to major shareholders.

8. Not engage in a business that is identical or in competition with the Company or its subsidiaries, nor hold shares with significant influence in a partnership or be a director with management involvement, employee, salaried consultant, or hold shares exceeding 1% of the total voting shares of another company engaged in a business that is identical or in competition with the Company or its subsidiaries.

9. Not have any other characteristics that would prevent them from providing an independent opinion on the Company's operations.

Independent directors who possess the qualifications above may be appointed by the Company's board of directors to make decisions regarding the Company, its parent company, subsidiaries, affiliated companies, subsidiaries of the parent company, major shareholders, or those with controlling power, with decisions made collectively.

### **3. Appointment, Term of Office, and Removal from Position**

#### **3.1 Appointment**

The appointment of directors must comply with the Company's bylaws and relevant laws. The selection process should be transparent and clear. The Company has no Nomination and Remuneration Committee. Therefore, the selection process is solely composed of individuals who are appointed to hold positions as directors and executives of the Company. These individuals must meet the qualifications as stipulated in Section 68 of the Public Limited Companies Act B.E. 2535 and in accordance with the Securities and Exchange Commission's Announcement Tor.Jor 28/2551 regarding requests for permission and permission for new share offerings dated December 15, 2008. The appointment of directors should consider a diversity of qualifications, including; gender, age, and information related to the educational background and professional experience of the individual. This information should encompass specific skills in areas such as business, industry, management, finance, law, and corporate governance.

At shareholder meetings, directors shall be appointed based on the following criteria and procedures:

1. Each shareholder shall have one (1) vote per one (1) share held.
2. Each shareholder may use all their votes in accordance with No. 1 to elect one or more individuals as directors. In the case of electing multiple individuals as directors, the votes shall be distributed among them equally.
3. The individuals receiving the highest number of votes in descending order shall be elected as directors, up to the number of directors to be appointed or elected at that meeting. In cases where individuals receiving votes have an equal number of votes and it exceeds the number of directors to be appointed or elected, the Chairman of the meeting shall cast the deciding vote.

In the election of directors, each position shall be considered separately, with votes equal to the total number

of shares held, without dividing the votes. The individual receiving the highest number of votes for each position shall be elected as a director for that position.

The Board shall appoint one (1) person as the Chairman of the Board. In cases where the board deems it appropriate, they may elect one (1) or more persons as Vice Chairman. The Vice Chairman shall perform duties as specified in the bylaws of the Company, as assigned by the Chairman.

In cases where a director's position becomes vacant for reasons other than the expiration of the term, the Board shall appoint an individual who possesses the qualifications and does not have any disqualifications as specified by the Public Limited Companies Act or the law governing securities and stock markets, to act as a director until the next board meeting, unless the term of the director to be replaced is less than two (2) months. Decisions of the Board shall require a vote of not less than three-fourths (3/4) of the remaining directors.

### **3.2 Term of Office**

Directors of the Company shall serve for a term of approximately 3 years. At the end of their term, they may be considered for re-election. If shareholders continue to have confidence in their election for the next term, this shall be in accordance with the Public Limited Companies Act.

Independent directors shall serve consecutive terms for a maximum of 9 years from the date of their appointment, unless the shareholders' meeting considers reasons and necessity as proposed and approved by the Company and elects independent directors to serve consecutive terms exceeding 9 years.

### **3.3 Removal from Position**

3.3.1 At annual general meeting of shareholders, one-third (1/3) of the directors shall retire from office. The directors to retire in the first and second years following the registration of the Company shall be determined by drawing lots. In subsequent years, the director who has served the longest shall retire, unless the number of directors to be retired does not divide evenly by three (1/3), in which case, the director closest to one-third (1/3) shall retire. Directors who retire may be re-elected.

3.3.2 In addition to retiring at the end of their terms, directors shall resign when they decease, voluntarily resign, lose qualifications, or are disqualified by law relating to the Public Limited Companies Act and/or securities and stock market law, or when resolved to relieve from the office by a shareholders' meeting or ordered by a court.

3.3.3 Any director who wishes to resign shall submit their resignation letter to the Company. The resignation shall take effect from the date the resignation letter is received by the Company. The resigning director may also notify the Company's registrar of their resignation.

3.3.4 At shareholders' meeting, directors may be resolved to relieve before the end of their terms by a vote of not less than three-fourths (3/4) of the total votes of the shareholders present and eligible to vote, with the total shares represented at the meeting being not less than half (1/2) of the total shares held by the attending shareholders who have the right to vote.

## **4. Scope of Duties and Responsibilities**

The Company's Board of Directors has the following roles and responsibilities:

1. Perform duties in accordance with the law, the Company's objectives, regulations, and resolutions of the shareholders' meetings.
2. Establish the Company's vision, objectives, business policies, goals, business strategies, mandates, and annual budgeting through an analysis of the business environment, changes in factors affecting the business, and stakeholders' interests. Supervise the management to ensure that operations are conducted efficiently and effectively, maximizing the benefits for the Company and its shareholders, considering stakeholders' interests, and environmental impacts, with transparency and fairness, under the framework of legal requirements and business ethics.
3. Establish, formulate, and adhere to corporate governance policies, business ethics, and codes of conduct in the workplace. This includes anti-corruption policies and various related practices of the Company. Regularly review and evaluate these policies and practices in response to changing factors.
4. Set risk management policies, assess key risk factors that may arise, establish guidelines for managing these risks, and monitor the performance of risk prevention measures for each department at least quarterly.
5. Review and approve the Company's quarterly and yearly financial performance against plans and budgeting.
6. Ensure the existence of a reliable accounting system, financial reporting, and auditing that adequately reflects the financial status and operational results. Oversee the adequacy of internal control systems and internal audit for efficiency and effectiveness, providing opinions on the sufficiency of internal control systems and risk management.
7. Establish information management disclosure policies to prevent data leaks, maintain the confidentiality of sensitive information, and ensure the disclosure of information that may affect stocks prices.
8. Support and promote innovation, as well as utilize innovation and technology to create added value for the business.
9. Consider the appointment and define the duties and mandates of various subcommittees, such as the Audit Committee,



Executives Committee, and Risk Management Committee, for efficient and beneficial operations for shareholders.

10. Consider the appointment of executives committee and managing director from within the Company's Board members, while specifying their scope of authority, duties, and responsibilities. Also, establish approval authority and review and revise these mandates as needed for appropriateness.

11. Develop a Succession Plan to ensure readiness if existing executives are unable to perform their duties.

12. Determine and amend the names of individuals with the authorized persons of the Company.

13. Appoint other individuals to manage the Company's operations under the Board's control, or delegate authority to them, within a timeframe determined by the Board. The board may revoke, withdraw, modify, or amend such authority as deemed necessary.

14. Consider and approve any acquisition or disposal of assets unless such transactions require approval from the shareholders' meeting. In considering such approval, it shall be in accordance with the announcements, regulations, and/or rules related to the securities market.

15. Consider and approve related-party transactions unless such transactions require approval from the shareholders' meeting. In considering such approval, it shall be in accordance with the announcements, regulations, and/or rules related to the securities market.

16. Consider and approve the payment of interim dividends to shareholders when the Company has earned sufficient profits to do so, and report such dividend payments to the next shareholders' meeting.

17. Promote understanding and adherence to the law, regulations, corporate ethics, and work-related policies, including the anti-corruption policy, among all directors, managements, and employees of the Company.

18. Establish clear procedures for individuals who wish to report misconduct or individuals who have concerns (whistleblower) through the Company's website or by reporting directly to the Company. Define channels for reporting misconduct through the Company's audit committee and instruct that data be verified according to the Company's established processes.

19. Oversee subsidiary companies by considering the suitability of individuals to be appointed as directors in the subsidiary companies. This is to ensure that management aligns with the Company's policies and conducts transactions in compliance with the law.

In this regard, it is stipulated that directors who have a vested interest or any other conflict of interest with the Company shall not be involved in the decision-making process and shall not have the right to vote on such matters.

Furthermore, in the following cases, approval must be obtained from the board meeting and the shareholders' meeting, with a majority vote of not less than three-fourths (3/4) of the total votes of the attending shareholders with voting rights.

- (a) The sale or transfer of the entire or significant part of the Company's business to another person.
- (b) The purchase or acquisition of the business of private or other public limited companies by the Company.
- (c) Making, amending, or canceling contracts related to leasing the entire or significant part of the Company's business, appointing others to manage the Company's business, or merging the Company's business with other entities for the purpose of profit or loss sharing.
- (d) Amendment or addition to the Articles of Association or bylaws of the Company.
- (e) Increase or decrease of the Company's registered capital.
- (f) Company dissolution.
- (g) Issuance of convertible debentures by the Company.
- (h) Merger of the Company's business with another company.
- (i) Any other matters stipulated under the Securities and Exchange Act and/or the regulations of the Stock Exchange of Thailand, requiring approval from the shareholders' meeting by the above-mentioned voting criteria, such as the disposal or acquisition of assets, related transactions, and more.

Reference link for the other policy and guidelines : <https://www.aienergy.co.th/en/director>

## 6.1.2 Policy and guidelines related to shareholders and stakeholders

Besides focusing on the success of the Company's objectives. The Company has always attached importance to the form and method of operation that will ensure such success by adhering to code of conduct and ethics. This includes equal consideration for the interests of all stakeholders. The Company has set out the expected practices for directors, executives and employees of the Company to acknowledge, understand and adhere to in the performance of their duties in accordance with the vision, objectives and goals that lead to value creation in business operations of the Company in a sustainable manner.

Are there policy and guidelines and measures related to : Yes  
shareholders and stakeholders

Guidelines and measures related to shareholders and stakeholders : Shareholders, Employee, Customer, Business competitors, Suppliers, Creditors, Government agencies, Community and society

## Shareholders

### Responsibility to Shareholders

1. Treat shareholders fairly, equitably and equally for the best interests of shareholders as a whole.
2. Disclosure of information in timely manner to shareholders.
3. Regularly report on the status of the Company to maintain benefits of shareholders.
4. Provide information to shareholders equally about the future trends of the Company, which is based on feasibility, there is sufficient information to support and reasonable.
5. Supervise directors, executives and employees do not seek benefits for themselves and those involved by providing any information of the Company which has not yet been disclosed to the public to third parties and or take any action in a manner that causes a conflict of interest with the Company.

Reference link for the policy, guidelines and measures related to shareholders : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

## Employee

### Responsibility to Employees

1. Treat employees with politeness and respect for individuality, human dignity, and to be fair.
2. Provide fair compensation to employees and pay attention to the welfare of employees.
3. Maintain the working environment to be safe for employees' lives and properties at all times.
4. Employees are acted in good faith and based on the knowledge, abilities and suitability of the employees.
5. Give importance to knowledge development of employees by providing thorough and consistent opportunities.
6. Listen to comments and suggestions, which is based on the professional knowledge of employees.
7. Strictly comply with the laws and regulations related to employees.

Reference link for the policy, guidelines and measures related to employee : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

## Customer

### Responsibility to Customers

1. Deliver products and service meet the needs of customers at a fair price.
2. Contact customers politely, effective, and gain trust from customers, provide a system and process for customer complaints including the speed of response or delivery products and services.
3. Maintain customer's confidentiality and do not use it for the benefit of oneself or others involved wrongly.
4. Provide advice on how to use the Company's products and services in the most efficient way for the benefit of customers.
5. Not asking for or not receiving or paying any benefits dishonest in trading with customers.
6. Comply with various conditions strictly agreed.

Reference link for the policy, guidelines and measures related to customer : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

## Business competitors

### Responsibility to Competitors

1. Cooperate in the competition in accordance with the rules of good competition.
2. Not seeking confidential information of competitors by dishonest or inappropriate means.
3. Do not damage the reputation of competitors by making malicious accusations.
4. No bullying or causing competitors to lose unfair opportunities.

Reference link for the policy, guidelines and measures related to business competitors : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

## Suppliers

### Business Ethics for Partners

The Company is committed to conducting business sustainably, in line with good corporate governance principles, and with a sense of social and environmental responsibility. The Company places importance on the sustainable development of its supply chain,

fairness in trade, and business integrity, including compliance with human rights principles, occupational health and safety, and environmental impact. Therefore, the Company has established business ethics for its partners to serve as standards and guidelines for conducting business with the Company, in accordance with the Company's business ethics principles, with the aim of mutual growth and sustainability.

The business ethics guidelines for partners are divided into 3 aspects:

#### 1. Business Ethics

##### The integrity of the business and compliance with various laws and regulations:

The Company conducts its business with integrity, honesty, transparency, and ethics. It adheres to the laws and regulations set forth by the government diligently and does not demand any unfair advantages from business partners. The Company strictly follows the agreed-upon terms and conditions and ensures fair procurement and contracting processes. It maintains a sense of responsibility to all creditors, including financial institutions.

##### Fairness:

The Company conducts its business with responsibility, based on compliance with rules and ethics. It deals fairly with competitors and business partners, does not seek confidential business information through unethical means, and does not engage in any practices that unfairly distort competition. Business decisions are made on fundamental criteria, such as price, product quality, service quality, trustworthiness, and verifiability.

##### Confidentiality:

The Company maintains the confidentiality of its business partners and uses personal information appropriately. It does not disclose or provide the confidential information of business partners and related parties to unrelated third parties, which could cause harm to the business partners. The Company also refrains from using such information for its own benefit unless required by legal obligations.

##### Anti-Corruption:

The Company conducts business with transparency and supports the private sector's anti-corruption efforts in Thailand. The Company is not involved in any form of corruption, coercion, or extortion, including but not limited to making promises, offering, giving, or receiving money or other incentives from partners, government agencies, or private sector organizations. The Company provides channels for reporting or complaints in case business contact with the Company is not transparent, lacks fairness, or goes against anti-corruption policies. The reporting or complaints should be directed to:

##### Chairman of the Audit Committee

AI Energy Public Company Limited 55/2 Moo 8 Sethakit 1 Rd., Khlong Maduea, Krathum Baen, Samut Sakhon, 74110

Phone: +(66) 0-34877488 Fax: +(66) 0-34877491-2 E-mail : [ac@aienergy.co.th](mailto:ac@aienergy.co.th)

##### Product Delivery and Quality:

The Company is committed to providing customer satisfaction by delivering products that meet legal standards or agreed-upon requirements. We deliver products within the agreed-upon timeframes and efficiently meet customer needs. Aftersales service and product lifespan management are also integral to our business operations. We continuously measure customer satisfaction to improve our products and services. Additionally, we engage in responsible advertising and sales promotion, ensuring that we do not mislead or take advantage of customer misunderstandings. The Company undergoes inspections and certifications from various organizations to assure consumers that our products and services are safe, consumer-focused, and environmentally responsible.

##### Risk Management:

The Company closely evaluates risk factors from current economic, social, environmental, and other situations that may impact business operations in the short and long term. We establish risk management guidelines at a level that the Company can accept and consistently monitor risk management practices.

#### 2. Labor Practices and Human Rights

##### Respect for Human Rights and Non-discrimination:

The Company respects fundamental human rights, including human dignity, equality, and fairness, without benefiting or discriminating against employees based on factors such as gender, religion, race, nationality, original ethnicity, sexual orientation, marital status, social status, pregnancy status, or disability. In employment and job performance, the Company emphasizes mutual respect, appropriate behavior, compliance with Company rules, and customary traditions.

##### Employee Welfare:

- The Company does not hire employees under the age of 18 for regular [work](#).
- [It](#) provides pregnant female employees with protection and benefits as required by law.
- The employment of foreign labor follows legal requirements.
- The Company does not use forced labor, bonded labor, or engage in any form of human trafficking or [violence](#).
- [It](#) promotes appropriate workplace conditions and ensures employees receive legal protection.

- A grievance mechanism is established for employees who may be negatively affected by the Company's business operations.

**Fair Treatment of Employees:**

- Compensation and other benefits are fairly determined according to the law under the principle of 'Fair work, Fair Pay.' Employee compensation depends on the nature of the job, knowledge, abilities, and work experience.
- Employee health and safety are ensured, and knowledge is continuously provided to enhance competence and promote progress. Opportunities are provided for employees to develop their skills in various areas.
- Unfair termination of employee contracts is avoided, and proper termination procedures are followed in compliance with labor laws.

**3. Safety, Occupational Health, Society, and Environment**

The Company is committed to being socially responsible, emphasizing safety, occupational health, and environmental preservation as integral components of its business operations.

**Workplace Safety and Environmental Conditions:**

- The Company ensures the safety of employees and visitors in its premises by providing a safe and health-conscious working environment. It reduces and controls the risks of accidents and health impacts resulting from work.
- It promotes and supports continuous development and improvement of quality management, safety, occupational health, and environmental systems. This aligns with the Company's operations while meeting legal standards, international standards, and other applicable requirements to build a safety culture and raise employee awareness and involvement.
- The Company manages risks and prevents losses that may arise from accidents, emergencies, epidemics, work-related injuries, and property damage with robust safety standards and by fostering a safety culture through projects like 'Zero Accident' and safety management programs, caring for the safety of all stakeholders.
- Appropriate personal protective equipment is provided based on the specific risk associated with each job task. These are adequately maintained, available, and monitored for proper use.

**Environmental and Social Management:**

- The Company acknowledges the importance of assessing, controlling, preventing, and reducing environmental impacts and environmental management systems in various areas of operation. It focuses on managing pollutants at their sources, such as air quality, water quality, waste management, and improving the efficient and sustainable use of resources. Additionally, the Company is dedicated to reducing greenhouse gas emissions and moving towards a low-carbon society.
- The Company places importance on conducting business responsibly toward society, communities, the environment, and all stakeholders. It complies with the relevant laws and regulations related to social responsibility, refrains from actions that harm the environment beyond legal requirements, and actively participates in community development.
- It fosters awareness among employees to be conscious of and participate in environmental management. It recognizes the importance of assessing, controlling, preventing, and reducing environmental impacts and environmental management systems arising from Company operations.
- The Company provides channels for stakeholders and related parties to voice their opinions on Company operations and file complaints in cases where they feel they have been treated unfairly by the Company. These channels are specified in the Anti-Corruption Policy.

Reference link for the policy, guidelines and measures related to suppliers : <https://www.aienergy.co.th/en/business-ethics-partners>

## Creditors

**Supply Chain Management Policy**

The Company places importance on responsibly managing the value chain to those stakeholders involved in the business value chain, a critical factor that influences the efficient delivery of products from the production process to customers. Therefore, the Company's business value chain management encompasses activities ranging from selecting potential partners, managing partners, to providing services and delivering products to customers, aiming to create satisfaction for all stakeholders throughout the value chain. This includes analyzing and assessing the impacts on the social and environmental aspects throughout the supply chain to increase opportunities, reduce risks, enhance transparency, and strengthen the long-term relationships with partners and business allies.

**Guidelines for Supply Chain Management:**

The Company establishes a supply chain management policy that aligns with socially and environmentally responsible business operations. It adheres to business ethics strictly for partners, aiming to prevent unfair partner selection, trade restrictions, and unfair competition, as well as preventing corruption in each supply chain. The following are the key

points:

### **1. Partners:**

#### Partner Selection Process:

The Company has a procurement process and fair contract terms, and it selects, registers, and monitors partners equally through a standardized evaluation process. The evaluation criteria include partner performance in quality, safety, financial, social, and environmental responsibility, human rights, fair employment, and business continuity. Once selected, partners are registered in the Approved Vendor Lists, categorized into 3 categories; raw materials, services, and others, ensuring that the Company receives efficient inputs for its operations.

#### Performance Evaluation of Partners:

The Company conducts regular evaluations of its raw material partners to track their performance and promote sustainable business development. The supplier evaluation covers social and environmental issues. If a supplier is found to have a high risk that may affect the quality of raw materials or the ability to deliver them, the Company develops a corrective action plan to address the issues, providing guidance for the partner to understand and implement measures to reduce risks in future business operations.

### **2. Customers:**

The Company is committed to producing products and services with responsibility towards customers, ensuring that consumers receive goods and services that are of high quality, safe, and meet their maximum requirements. This is done in compliance with relevant laws and standards, taking into consideration health, safety, fairness, customer data protection, after-sales service throughout the product lifespan, and monitoring customer satisfaction to improve and enhance products and services. The Company has been audited and certified with ISO9001, ISO14001, ISO45001, ISO22000, FSSC22000, and RSPO by various certified bodies, assuring customers that our products and services are of high quality, safe, and support palm oil sustainability.

### **3. Environment:**

The Company demonstrates environmental responsibility by preventing, reducing, managing, and ensuring that it does not create or contribute to negative environmental impacts. This covers the use of raw materials, energy consumption (for production, transportation, or office use), water usage, circular resource utilization, emissions, and waste management resulting from business operations.

Reference link for the policy, guidelines and measures related to creditors : <https://www.aienergy.co.th/en/supply-chain-policy>

## **Government agencies**

### Sustainability Management Policy

The Company has set up a policy to operate its business in accordance with ESG guidelines, namely the environment, Social and Governance in order to create business growth together with sustainable social responsibility. The Company has established guidelines for business operations by taking into account the potential impacts on communities, society, environment and all groups of stakeholders. This includes shareholders, investors, employees, business partners, customers, communities, government agencies, and competitors.

The key attributes of the policy are as follows:

- Impose the corporate sustainable development strategy covering good governance and corporate risk management;
- Adhere to merit and transparency in running business as well as compliance with the law, regulations, methods and standards specified by the regulatory agencies and accepted internationally;
- Uphold and comply with guidelines and procedures specified in the Company's Code of Conduct as well as related policies, regulations, announcements, and orders including corporate governance policy, risk management policy, accounting and financing policy, notification on shareholder policy, employee policies, environmental and social policy, anti-corruption policy, QSHE, and information system security;
- Seek guidelines to develop and continuously improve efficiency for all business activities by defining the goal, evaluation methods, monitoring and sustainability assessment of the activity;
- Encourage and embed culture on safety, environmental protection and social responsibility on continual and consistent basis;
- Set "Zero Accident" goal at work by developing, improving and upgrading the Company's safety measures and standard beyond regulatory requirement. Additionally, safety training shall appropriate provided to employees in order to strengthen the occupational health and safety in the workplace;
- Treat all employees and workers in a fair and equal manner, and appropriate compensation. The employment is prohibited

labor aged below 18 years and illegal labor. This principle is also enforced among employees and workers of suppliers and/or stakeholders;

- Take care and protect safety of employees, workers and the Company's asset by taking into account the others' rights and safety, with concern over personal right, confidentiality and information disclosure;
- Respect right of employees and workers, and treat them with equality and human dignity manner and serve as an ethical and non-discriminating company, based on equality and human rights principles;
- Respond to customers' needs and gain their satisfaction in products and services quantity and quality aligned with contractual agreement;
- Collaborate with public sector, industrial associations, business partners, and other stakeholders in developing and/or applying sustainability standard and practices generally accepted by industry and/or relevant sectors;
- Manage the environmental quality according to the legal requirements and specified regulations as well as investing, developing and improving the environment management system, new applicable methodology ensuring higher efficiency of environment quality management and control;
- Create and seek approaches and methods of reduction of energy, emission, waste (water and air) in order to protect, control and minimize impacts to environment, community and society;
- Disclose the Sustainability Management Policy to all managements, employees, workers and stakeholders for their acknowledgement and implement the compliance in their business operation and while doing business with the Company;

Reference link for the policy, guidelines and measures related : <https://www.aienergy.co.th/en/sustainability>  
to government agencies

## Community and society

### Environmental Management Policy

The Company are committed to sustainable business operations based on environmental responsibility. By recognizing and giving importance to minimizing environmental impacts from its business operations, the Company has formulated a policy to develop manufacturing processes in order to minimize environmental impacts which may occur. The Company has aligned its business policy in accordance with environmental laws and regulations, international standards, and sustainability standards. The Company creates awareness among employees to be aware of and take part in the Company's environmental culture. The Company comprehend the

importance of evaluating, controlling, preventing and reducing environmental and ecological impacts from the Company's operations, which focuses on the management of pollution prevention at the source integrated in the aspects of air, water, waste management and improving energy efficiency using resources efficiently and sustainably to enhance environmental culture and increase the capacity to adapt to climate change and to reduce greenhouse gas towards a low-carbon society.

The Company's production process is designed as a closed production system to reduce the evaporation of methanol and chemicals used as raw materials in production are released to the atmosphere. The Company manages the environment systematically and in accordance with the prescribed laws and regulations, using indicators set out in ISO14001:2015 to achieve the Company's target, which has the main goal to reduce the impact on the environment, community, and society as much as possible. Therefore, the Company has taken various actions to achieve the amount of waste from productions to landfill to be zero, namely, efficient use of resources, waste reduction, and reuse. Moreover, the Company encourage all employees to represent commitment to the environment and to offer internationally certified ISO14001:2015 standard to all stakeholders.

Reference link for the policy, guidelines and measures related : <https://www.aienergy.co.th/en/oshe-policies>  
to community and society

## 6.2 Business code of conduct

### Business code of conduct

Business code of conduct : Yes

In conducting the Company's business, in addition to emphasizing the achievement of operational objectives, the Company places great importance on the manner and methods of conducting business that lead to success. This is guided by the principles of ethics, including fairness and integrity, in all transactions and interactions with all stakeholders. Business ethics are practices that the Company expects all directors, managements, and employees to acknowledge, understand, and adhere to in their roles.

#### Conflicts of Interest

1. Avoid engaging in transactions that may result in conflicts of interest with the Company.
2. Treat such transactions as if they were with external parties. Director, managements, or employees with a vested interest in the transaction should refrain from participating in the approval process.
3. Do not use opportunities or information obtained as a directors, managements, or employee for personal gain or in business activities that compete with the Company or its related ventures.
4. Do not use internal information for personal benefit in trading the Company's stocks or provide internal information to others for their benefit in stock trading.

#### Responsibility to Shareholders

1. Act fairly, equitably, and impartially toward shareholders to maximize their collective benefit.
2. Disclose information honestly and promptly to shareholders.
3. Regularly and comprehensively report the Company's status to safeguard the interests of shareholders.
4. Provide information to shareholders that is equitable regarding the Company's future trends, based on credible and sufficient information.
5. Ensure that directors, managements, and employees do not seek personal or related party benefits by disclosing any information about the Company that has not been made public, revealing confidential company information to external parties, or engaging in activities that create conflicts of interest with the Company.

#### Policy and Practices for Employees

1. Treat employees with politeness and respect their individuality and human dignity with fairness.
2. Provide fair compensation to employees and prioritize their welfares.
3. Maintain a safe working environment for the safety of employees' lives and properties.
4. Appointments, transfers, rewards, and penalties for employees are carried out with integrity based on the knowledge, abilities, and appropriateness of the employees.
5. Prioritize the training and development of employees' knowledge and skills by offering opportunities regularly.
6. Listen to feedback and suggestions from employees, based on their professional knowledge.
7. Comply with all laws and regulations related to employees diligently.

#### Policy and Practices for Customers

1. Deliver quality products and services at a fair price and meeting customers' requirements.
2. Communicate with customers politely, efficiently, and reliably, providing a system and processes for customers to receive their concerns and feedbacks and ensuring prompt responses and service delivery.
3. Keep customer confidentiality and refrain from using it for personal or unauthorized benefits, either for oneself or others.
4. Offer efficient and useful guidance on the use of the Company's products and services, maximizing customer benefits.

#### Policy and Practices for Business Partners

1. Do not call for or accept any benefits that are not ethical in business dealings with business partners.
2. Abide by the agreed-upon conditions diligently.
3. In case any agreed conditions cannot be fulfilled, provide prior notice to collectively consider corrective actions.

#### Policy and Practices for Competitors

1. Collaborate in competitive activities within the framework of fair competition regulations.

2. Do not seek confidential information from business competitors through unethical or inappropriate means.
3. Do not tarnish the reputation of business competitors through false accusations.
4. Avoid any form of harassment or unfair actions against business competitors.

#### Responsibility to Society

1. Conduct business that is beneficial to the economy and society while prioritizing environmental stewardship.
2. Care for the Company's operations to prevent pollution and adverse impacts on the environment and society.
3. Collaborate with all stakeholders in the community to contribute to the creation of a better society.
4. Share knowledge and income with individuals in the community by providing opportunities to work together with the Company.

Reference link for the full version of business code of conduct : <https://www.aienergy.co.th/en/code-conduct-principles-ethics>

## Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of misuse of inside information, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Gift giving or receiving, entertainment, or business hospitality, Information and assets usage and protection, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

## Prevention of misuse of inside information

Conflict of interest refers to situations where employees of the Company engage in personal business or invest in any business that may influence decision-making at work or recommend individuals, preventing employees from acting for the benefit of the Company. Actions that constitute a conflict of interest include the use of the Company's assets or one's position in the Company to seek personal, unauthorized benefits, transferring the Company's resources or benefits to oneself or relatives, engaging in negotiations or transactions for oneself or relatives that are contrary to the Company's interests, and investing in companies or factories that are competitors of the Company. The following principles apply:

1. Employees of the Company must avoid actions that constitute a conflict of interest with the Company. Any actions taken must be reasonable and based on the Company's best interests, not in violation of laws and regulations. If any actions or events fall under a conflict of interest, employees have a duty to report such conflicts through the Human Resources and Corporate Support Manager or supervisors.
2. Employees of the Company can recommend individuals to work for the Company. These individuals must be capable of benefiting the Company and should not use personal relationships to secure such employment. They should not be involved in decisions related to the hiring of relatives, spouses, parents, children, or close associates. If an employee brings in new hires, the HR department must ensure that these employees do not work in the same department under the same supervisor to minimize the risk of bias in work, such as performance evaluation, overtime work beyond the actual work hours. Hiring decisions should be based on qualifications, skills, and experience.
3. Employees of the Company are not allowed to work as employees, representatives, consultants, or in any other role for other companies in the same business at the same time as they work for the Company.
4. Employees of the Company must always be aware of and avoid conflicts of interest that may arise and should not engage in investment or activities that may affect the Company's business interests.
5. Employees of the Company should not seek any benefits from their positions in the Company to recommend, sell, or act as intermediaries for products or services that the Company does not provide for personal gain.
6. If employees of the Company suspect that a business investment or activity they are involved in or planning to participate in may conflict with the Company's interests, they should inquire and disclose information to their department managers for approval. Subsequently, they should inform the Human Resources and Corporate Support Manager in writing before investing in the activity.
7. While working for the Company and after leaving the employment, employees must not disclose information that is considered confidential to the benefit of anyone, whether it is electronic information, financial information, work-related information, business information, plans of the Company, and others.
8. The Company's board of directors, managements, and personnel holding management positions within the meaning of the SEC and related individuals must report conflicts of interest that may arise to the Chairman of the Executives Committee and Managing Director in the 'Conflict of Interest Reporting Form' annually and interim if there are any changes that could result in conflicts of interest. Reports must include related items in accordance with the Securities and Exchange Act (No. 4) B.E. 2535



(Revised) effective from August 31, 2008, Section 89/12. Furthermore, the Company prohibits personnel with conflicts of interest related to procurement processes and will penalize those who do not report conflicts of interest promptly.

Reference link for prevention of conflicts of interest : [https://aienergy.co.th/storage/document/cogove/1737442728%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B9%88%E0%B8%99\\_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%2014-11-25%20translated%20version%20EN.pdf](https://aienergy.co.th/storage/document/cogove/1737442728%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B9%88%E0%B8%99_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%2014-11-25%20translated%20version%20EN.pdf)

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## Anti-corruption

The Company recognizes the important of a transparent business operation and embrace the principle of good corporate governance for effectiveness and equitably with responsibility to society and stakeholders. As well as to prevent corruption that may occur, hence the Company has declared the intention of anti-corruption that do not support the activities of groups or individuals acting in wrongful exploitation. In order to be entrusted in undertaking a no fraud operation, the Company has proclaimed the anti-corruption policy as the guidelines for the Board of Directors, management, and employees to strictly comply. The Company has participated in the declaration of intention to become a collective action coalition of the Thai private sector in anti-corruption and was already certified as member by the Private Sector Collective Action Coalition Council (CAC) to express the intention and commitment to combat all forms of corruption and corruption. This policy applies to the Board of Directors, Sub-Committees, Senior Management and employees at all levels of AI Energy Public Company Limited and all subsidiaries (together called "Company Personnel"). This policy also applies to agents, intermediaries, contractors and consultants acting on behalf of the Company.

### Anti-Corruption Policy

1. Restricted the Board of Directors, management, and employees of the Company claim, perform, or accept corruption in all forms; both directly and indirectly. The Company has determined the reviewing of the anti-corruption policy's implementation regularly. Moreover, the roles and responsibilities of the parties involved to comply with the policies and operations of the Company.
2. The Company Personnel shall not ignore or neglect to raise concerns or report any suspected instance of fraud or corruption in relation to The Company. Company Personnel shall report to the designated personnel any suspected instance of fraud or corruption and provide support to the investigation process.
3. The Company Personnel shall encourage good values and awareness in working honestly, ethically and transparently, without fraud and corruption, as part of the organizational culture.
4. The Company personnel shall operate in compliance with all related laws and regulations, especially the laws in relation to anti-fraud and corruption in every country in which Company operates.
5. The Company Personnel shall operate with transparency, accuracy, and fairness under the applicable regulations, policies, procedures and guidelines of Company, especially for marketing and sales, procurement, and accounting and finance processes.
6. Any act breaching this Anti-Fraud & Corruption Policy shall be considered for disciplinary action in accordance with Company's Procedures which may include termination if deemed appropriate by Management. Additionally, any Personnel found to be in violation of this Policy may be subject to the law if the act is proven to be a violation of related Laws.
7. Company shall provide fair treatment and protect Personnel. Personnel will not suffer demotion, penalty or other adverse consequences for refusing involvement in any acts of fraud or corruption, even if such refusal may result in the Company's loss of business's opportunities.

### Anti-corruption Operational Guidelines

Directors, management, and employees at all levels of company and its subsidiaries must strictly follows the Company's policy and practice and no involvement in corruption in any cases; directly or indirectly. Nevertheless, the policy also including the anti-corruption within the procurement procedure; suppliers or contractors.

1. Employees must not neglect or ignore whenever encounter an act of possible corruption related to the Company and must notify the incident to the superior or the responsible person through various available channels (as presented below in this policy statement) and provide good cooperation when fact findings are needed.
2. Employees who commit, conspires with, or connects to corruption must face disciplinary punishment and related legal

penalties.

3. The Company will ensure fairness and provide protective measures to complainants or whistleblowers for collaboration in reporting malpractice and corruption.

4. The Company puts emphasis on publicizing, communicating and training in order to constantly educate employees the Anti-Corruption Policy

5. The Head of Internal Audit has duty and responsibility to monitor, review to report to the Audit Committee whether implementation of the anti-corruption is in accordance with the policy and operational guidelines with an attempt to ensure suitability and adequacy against risk of potential corruptions.

Reference link for anti-corruption : [https://www.aienergy.co.th/storage/document/cogove/173751997%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%00%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B9%88%E0%B8%99\\_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%2014-11-2567%20translated%20version%20EN.pdf](https://www.aienergy.co.th/storage/document/cogove/173751997%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%00%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B9%88%E0%B8%99_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%2014-11-2567%20translated%20version%20EN.pdf)

## Whistleblowing and Protection of Whistleblowers

### Complaints and Reporting of Wrongdoings and Misconduct Policy

The Company recognizes the importance of conducting business transparently, adhering to principles of good corporate governance to ensure efficient and fair business operations, social responsibility, and prevention of corruption and corporate malpractice. The Company, therefore, establishes a code of conduct that does not support the activities of groups or individuals acting in ways inconsistent with seeking benefits in order to earn the trust of conducting business without corruption. The Company has formulated this policy for whistleblowing and reporting to serve as a guideline for the board, managements, and employees to strictly adhere to and to instill confidence that reporting or complaining will not lead to repercussions. Mechanisms have been established to protect complainants or information providers, to support the board, managements, consultants, and employees of the Company, as well as its subsidiaries, and stakeholders in reporting and disclosing corruption-related misconduct safely and effectively. This policy aims to prevent corruption within the Company and its subsidiaries, promote the positive image and ethical values of the Company.

### Guidelines for Practicing on the Complaints and Reporting of Wrongdoings and Misconduct

Directors, managers, and employees at all levels of the Company and its subsidiaries must strictly adhere to the policy on complaints and reporting of wrongdoings and misconduct.

1. Employees must not overlook or ignore acts that fall within the scope of corruption and misconduct related to the Company. They are required to report such actions to superiors or designated individuals through specified channels and cooperate in the fact-checking process.

2. Individuals engaging in corruption or misconduct and those with knowledge or involvement in such activities will face disciplinary action according to the Company's regulations and legal penalties.

3. The Company will ensure fairness and implement protective measures for complainants or individuals providing information regarding corruption.

4. The Company emphasizes the dissemination, communication, and regular training to impart knowledge about the policy on complaints and reporting of wrongdoings and misconduct to employees consistently.

5. The internal audit is responsible for examining and verifying compliance with this policy and related practices, conducting audits, and reviewing the facts while tracking the investigation outcomes. They prepare reports for presentation to the audit committee.

### Reporting of Misconduct or Complaints about Wrongdoings

Matters reported as misconduct or complaints can involve actions that violate Company regulations, policies, or laws, leading to damage to the Company's assets and reputation. The information and evidence must be sufficiently comprehensive for investigative purposes, including complete details such as names of involved parties, date and time of occurrence, event specifics, etc. The details of the misconduct that employees are required to report include:

1. Acts or behaviors seeking undeserved benefits, including but not limited to embezzlement, corruption, paying

bribes, hiring state officials with controllable powers, and collusion.

2. Actions that violate Company regulations, business ethics, or have an impact on the Company's internal control system, raising suspicions of potential misconduct.
3. Actions causing losses or harm to the Company's interests and reputation.
4. Actions resulting in conflicts of interest.
5. Actions violating laws, ethics, and business morality.
6. Deceptive practices, fraudulent financial reporting, intentionally misleading others through false messages, or covering up the truth that should be disclosed.
7. Operations that raise suspicions related to money laundering, accounting, finances, procurement, or any improper conduct leading to damage to the Company.

#### Protection of Complainants, Whistleblowers, and Confidentiality

##### **1. Protection of Complainants, Whistleblowers, and Related Parties:**

Due to the honest and sincere nature of complaints and information provided, which ultimately benefit both the Company and its employees, those who submit complaints, provide information, state facts, or testify regarding complaints, and those who evaluate complaints will be protected. Even if their actions lead to genuine difficulties, they will be assured protection against termination, suspension, penalties, or any adverse actions.

The Company has a policy to treat individuals equally and fairly, as per the Company's regulations. Protection will be extended to complainants, and the information related to the complaint will be kept confidential. In cases where an employee discloses information without good faith, such as disclosing private complaints or intentionally providing false information or evidence related to a complaint, and where such actions lead to internal divisions within the Company and its subsidiaries or provide false information with the intention of defaming an accused employee, such actions will be considered disciplinary offenses. Investigations will be conducted, and if found guilty, disciplinary action will be taken according to the Company's regulations.

##### **2. Confidentiality and Name Redaction:**

Employees or external complainants may choose not to disclose their names when reporting the misconduct of other employees. However, the Company encourages employees to identify themselves when making a report for easier contact and investigation. Upon receiving a report from an employee or external complainant, the receiving unit takes appropriate measures to protect and prevent any form of retaliation against the reporting individual. If any directors, managements, employees, or related parties believes they are being threatened, intimidated, or coerced, they can report findings of corruption, whistleblowing, or complaints to the Company's committee through the complaint channels.

The Company recognizes the importance of having a policy for receiving complaints and reporting misconduct and corruption to reduce the risk of damage to the Company's assets and reputation. It also aims to instill confidence in business partners, customers, and shareholders by being perceived as a well-governed Company. The Company is confident that this policy will contribute to the development and growth of the Company.

Reference link for whistleblowing and protection of whistleblowers : <https://www.aienergy.co.th/storage/document/cogove/17375353453.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%A3%E0%B9%89%E0%B8%AD%E0%B8%87%E0%B9%80%E0%B8%A3%E0%B8%B5%E0%B8%A2%E0%B8%99%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B9%81%E0%B8%88%E0%B9%89%E0%B8%87%E0%B9%80%E0%B8%9A%E0%B8%B2%E0%B8%B0%E0%B9%81%E0%B8%AA%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%A3%E0%B8%B0%E0%B8%97%E0%B8%B3%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B9%81%E0%B8%A5%E0%B8%B0%E>

## **Preventing the misuse of inside information**

### Control of Internal Information

The resolution included the regulations on the use of internal information in order to adhere to the principles of Good Corporate Governance of the company as follows.

1. Directors, executive, and employees of the Company shall abide the following.

- a) Maintain the confidentiality and/or internal data within the Company.
- b) No disclosure of secret information and/or internal data of the Company shall be carried out to seek own benefits or the benefit of any other persons either directly or indirectly, and either receive or not receive the return.
- c) Neither selling, nor transfer of securities of the Company by sign confidential and/or internal data shall be conducted, and/or entering into any other transactions by using confidential and /or internal data that may cause damage to the Company either directly or indirectly.

However, the directors, executive, management and employees of the Company are receiving the internal information of the Company should avoid or refrain from trading securities of the Company during a period of one month prior to the public disclosure of financial statements. Such regulations shall include the spouse and immature children of directors, executives, management, and employees of the Company. Any violation of such regulations shall be deemed to have committed a serious offense.

2. Company’s directors and executives, including the external auditors of the Company shall report the change in holdings the securities in their own companies, including the spouse and immature children, to the Securities and Exchange Commission and the SET pursuant to Section 59.

3. Such regulations shall be declared to the directors, executives, management, and employees accordingly.

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

The Company has a policy that prohibits its managements and employees from receiving or giving gifts, souvenirs, or hospitality from or to business partners and government officials.

1. The Company prohibits the acceptance of any gifts, presents, souvenirs, or rewards, even if they are merely for welcoming, expressing goodwill, or various cultural and festive occasions. However, if employees, directors, and related parties are in situations where refusal is not possible, they should act in accordance with the anti-corruption risk management guidelines published by the Company.

2. Giving gifts for welcoming, expressing goodwill, and various cultural, traditional, or customary rituals, or as part of building good relationships is acceptable, as long as it does not have a significant impact on business decision-making. The value should not exceed 3,000 Baht per item. The recipient individuals must not have the authority to approve employment or issue licenses, and there should be no negotiation or competitive bidding during their tenure. Nevertheless, if the organization, legal entity, or person is not involved in competitive bidding, they can still offer gifts.

Reference link for gift giving or receiving, entertainment, or business hospitality : [https://www.aienergy.co.th/storage/document/cogove/1737519997%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%00%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B9%88%E0%B8%99\\_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%2014-11-2567%20translated%20version%20EN.pdf](https://www.aienergy.co.th/storage/document/cogove/1737519997%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%00%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B9%88%E0%B8%99_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%2014-11-2567%20translated%20version%20EN.pdf)

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## Information and assets usage and protection

### Information Disclosure Policy

The Company is responsible for communicating and disclosing essential information that may impact investment decisions to all stakeholders, including related investors. This is to ensure that communication and disclosure to external parties are done through appropriate channels, protecting confidential information and data with potential effects on security prices.

#### **Objectives**

This policy is established to facilitate suitable information disclosure to external parties, ensuring equality and timeliness in accordance with relevant laws and regulations. The policy applies to the Company's board of directors, managements, and employees responsible for communication and disclosure of the Company's information. It aims to align communication practices across the organization to comply with this policy.

#### **Communication Policy:**

1. The Company shall oversee the managements to establish a unit or personnel responsible for investor relations to communicate with shareholders and other relevant investors promptly and equally.
2. The Company shall ensure that individual personnel handling external communication are suitable for the role, understanding the Company's business, objectives, values, and communication capabilities with the capital market.

3. Managements shall guide and support investor relations in establishing practices for information disclosure, defining roles and responsibilities to ensure effective communication and information disclosure.
4. Key information disclosed to the public by investor relations must be certified and supervised by the Company's board of directors or managing director, or delegated personnel to ensure accuracy and timeliness for the benefit of shareholders.
5. External feedback from investor relations can be presented to the Company's board of directors to improve management efficiency, strategy, and direction.

**Disclosure Policy:**

1. Directors, managements, and employees dealing with information that cannot be disclosed to the public or is considered trade secrets, such as internal information not disclosed to the stock market yet, research data, etc., must prioritize the protection and security of such information to achieve the Company's current and future objectives and ensure workforce operational stability. All personnel are responsible for maintaining the confidentiality and security of data to prevent unintentional disclosure. The secrecy of such information may be divided into levels according to importance from least to greatest, including information that can be disclosed to the public, information for internal use, concealed information, secret information, and secret information. Sharing of inside information must be within only to the duties and responsibilities assigned to them.
2. Approval from managing director or the Company's board of directors' designated individuals is required for disclosing Company-specific confidential trade information to external parties or the public. This includes information about planned projects, financial data, and research and development details, among others, to prevent potential harm to the Company.
3. The Company classifies and restricts access to confidential information, allowing only authorized personnel to access such data.
4. The Company establishes a central information unit responsible for providing information to the public; Investor Relations, and coordinating with data owners to summarize information before approval by the managing director or designated personnel before publication.
5. The Company imposes a 30-days blackout period before financial disclosures, during which it will not engage with institutional investors, financial analysts, or other capital market representatives, ensuring that information is not prematurely disclosed.
6. The Company's personnel must not respond to questions or provide comments to external parties unless delegated or assigned to do so. If not assigned, polite rejection is encouraged, and individuals are advised to direct inquiries to the managing director or the Company's designated and authorized personnel.

Reference link for information and assets usage and protection : <https://www.aienergy.co.th/storage/document/cogove/1700723729%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%B7%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B2%E0%B8%A3%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B9%80%E0%B8%9B%E0%B8%B4%E0%B8%94%E0%B9%80%E0%B8%9C%E0%B8%A2%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%A1%E0%B8%B9%E0%B8%A5%2018.02.64%20translated%20version%20EN.pdf>

## Information and IT system security

### Information Technology Security Policy

#### 1. Principles

AI Energy Public Company Limited (“The Company”) and its affiliated companies recognize the importance of information technology and communication technology as factors that promote business operations, enhance efficiency, ensure security, and allow for continuous operations. This includes preventing problems that may arise from improper use of information technology systems and guarding against various threats to align with good corporate governance principles, as well as relevant laws, to suit the context of business operations.

The Company, therefore, establishes policies and guidelines to provide a framework for overseeing and managing information technology security systems (“The Policy”). However, it is crucial for all users, system administrators, and individuals involved in the Company's information technology systems to cooperate in implementing the policy and guidelines provided by employees and external parties.

## 2. Objectives

To ensure that the Company's information technology systems are efficiently and stably managed and aligned with business operations and risk management, allowing the Company to achieve its objectives and main goals. This is done through appropriate resource utilization and risk management in accordance with good governance practices, providing a framework to guide and support security operations for the organization's information to comply with or align with business requirements, laws, and relevant regulations.

## 3. Scope of Enforcement

This policy applies to all employees, managements, and directors of the Company and its affiliated companies, as well as external individuals who work for the Company, to recognize the importance of maintaining security when using information technology systems within the Company and to respond to the Company's mission and policies. By referencing the ISO/IEC 27001:2013 standard, the Company ensures that managements and employees at all levels, and external individuals working for the Company are aware of and strictly follow this policy. Violations or breaches of this policy may result in appropriate corrective actions or penalties. Regular monitoring and reviewing of operations are conducted to ensure compliance with relevant laws and regulations, emphasizing managing the information technology systems to be continuously operational and updating policies and practices in information technology security to align with technological changes.

## 4. IT Risk Management Policy

The Company specifies that IT risk management must align with the Company risk management policy and encompass the following aspects;

**4.1 Defining Roles and Responsibilities for IT Risk Management:** The IT managers are responsible for studying, acquiring methods or IT guidelines to mitigate and manage existing risks. They present these to the management for consideration in risk management regarding information technology systems.

### 4.2 Identification of Information Technology Related Risks:

- **Physical and Environmental Risks:** This includes the Data Center Room, which houses servers, network equipment, and other devices. Control measures should be in place for access, exit, and usage, along with system monitoring, such as temperature and fire alert systems.

- **Risks Related to Computer Program Usage:** To prevent the use of insecurely downloaded and installed programs, safeguards should be established, including preventing unauthorized downloads or installations, especially malicious software like viruses that can attack computers within the network.

- **Network System Usage Risks:** There should be checks and monitoring of internal network usage and internet systems. Security measures, such as firewalls and email data filtering, should be implemented to safeguard servers and client computers used by employees.

- **Personnel Risks:** Access rights and permissions for computer systems, network equipment, data, and personal information must be appropriately assigned to prevent unauthorized access, usage, modification, or misuse.

**4.3 Comprehensive Risk Assessment:** The Company should assess the likelihood and impact of risks to prioritize risk management. These risks can be categorized into four (4) types:

4.3.1 Technical Risks related to computer and equipment attacks.

4.3.2 Operational Risks arising from operational errors in users' management, causing unauthorized access to data and damages in IT processes data.

4.3.3 Risks from Disasters and Emergency Situations arise from disasters or natural events, including other situations like power outages, protests, and more.

4.3.4 Management and Operational Risks stem from existing policies or the application of policies that may not align with potential risks.

**4.4 Defining Methods or Tools for Risk Management:** The Company aims to maintain risks at an acceptable level. It creates a detailed risk description table that includes risk title, risk type, risk characteristics, risk factors, and impact. It also specifies the probability and severity of risk events, along with creating a risk map.

**4.5 Information Technology Risk Indicators:** The Company establishes indicators and monitoring systems to report results to responsible parties. This ensures effective and timely risk management.

## 5. IT Security Policy

To prevent actions that violate the IT security policy regarding information technology security.

### Guidelines:

- Prohibit the use of computer resources and networks for unlawful activities or actions contrary to societal norms, such as conducting commercial activities or disseminating illegal or unethical content.

- Do not access computer systems and data using another user's account, password, or identity confirmation data without permission.
- Prohibit unauthorized interference with, deletion, addition, copying, or any other action on computer systems and data that are protected by the Company's access control mechanisms or any action exceeding one's authority.
- Refrain from disclosing another person's information, organization's data, or any personal information without permission.
- Do not disrupt, impede, or engage in any activities that cause damage to or render the Company's computer resources and networks unusable or inoperable, such as sending malicious commands, injecting programs causing computer or network devices to deny service, etc.
- Do not covertly intercept or receive data within the Company's computer network and data transmission processes.
- Before using portable storage, media or opening attached files in emails or files downloaded from the internet, there must be a check for malicious code, such as viruses, through antivirus programs every time.
- Users must not permit others to use their user accounts and passwords, which the Company has assigned for individual use only.
- Users must comply with measures to control the use of the internet system within the Company.

Reference link for information and IT system security : <https://www.aienergy.co.th/storage/document/cogove/17345975315.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A1%E0%B8%B1%E0%B9%88%E0%B8%99%E0%B8%84%E0%B8%87%E0%B8%9B%E0%B8%A5%E0%B8%AD%E0%B8%94%E0%B8%A0%E0%B8%B1%E0%B8%A2%E0%B8%AA%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%99%E0%B9%80%E0%B8%97%E0%B8%A8%20Rev.05%2019-12-2024%20%20translated%20version%20EN.pdf>

## Environmental management

### Environmental Management Policy

The Company are committed to sustainable business operations based on environmental responsibility. By recognizing and giving importance to minimizing environmental impacts from its business operations, the Company has formulated a policy to develop manufacturing processes in order to minimize environmental impacts which may occur. The Company has aligned its business policy in accordance with environmental laws and regulations, international standards, and sustainability standards. The Company creates awareness among employees to be aware of and take part in the Company's environmental culture. The Company comprehend the

importance of evaluating, controlling, preventing and reducing environmental and ecological impacts from the Company's operations, which focuses on the management of pollution prevention at the source integrated in the aspects of air, water, waste management and improving energy efficiency using resources efficiently and sustainably to enhance environmental culture and increase the capacity to adapt to climate change and to reduce greenhouse gas towards a low-carbon society.

The Company's production process is designed as a closed production system to reduce the evaporation of methanol and chemicals used as raw materials in production are released to the atmosphere. The Company manages the environment systematically and in accordance with the prescribed laws and regulations, using indicators set out in ISO14001:2015 to achieve the Company's target, which has the main goal to reduce the impact on the environment, community, and society as much as possible. Therefore, the Company has taken various actions to achieve the amount of waste from productions to landfill to be zero, namely, efficient use of resources, waste reduction, and reuse.

Moreover, the Company encourage all employees to represent commitment to the environment and to offer internationally certified ISO14001:2015 standard to all stakeholders.

Reference link for environmental management : <https://www.aienergy.co.th/storage/document/cogove/1700116529%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1>

## Human rights

### Human Rights and Non-Discrimination Policy

The Company emphasizes the importance of respecting, supporting, and honoring human rights and fundamental freedoms for all individuals associated with the Company, including employees, partners, communities, and all stakeholders. The Company, therefore, establishes a Human Rights and Non-Discrimination Policy in line with the United Nations Guiding Principles on Business and Human Rights (UNGP), which addresses the principles of protecting, respecting, and remedying human rights impacts resulting from human rights violations. This policy reflects the Company's commitment to conducting business responsibly, respecting human rights, and refraining from discrimination against any individual, following international principles and practices, including conducting Human Rights Due Diligence (HRDD) throughout its business operations, assessing risks and human rights impacts, and implementing preventive and remedial measures when human rights violations occur.

The Board of directors, management, employees, and all individuals involved in the Company's supply chain must adhere to, respect, and comply with the Human Rights and Non-Discrimination Policy collectively, demonstrating mutual respect and equal treatment regardless of differences in gender, age, religion, ethnicity, nationality, place of origin, skin color, educational level, cultural differences, disability, political beliefs, economic and social status, and any other characteristic. This commitment extends to individuals with vulnerabilities or at risk of human rights violations, such as women, pregnant women, children, LGBTQI+ individuals, international migrant workers, subcontractors, partners, and customers, resulting from the Company's business operations. The Company is dedicated to preventing and not supporting any form of human rights violation, including child labor, forced labor, illegal international labor migration, human trafficking, violence, sexual harassment, and discrimination.

1. Treat employees and stakeholders fairly and equitably under fair employment agreements that comply with the law, do not discriminate, and acknowledge the value and diversity of individuals. Provide support for appropriate skills development through training for career advancement and establish fair compensation based on abilities and job performance.
2. Promote a work environment free from intimidation, harassment, abuse, and any actions that create an undesirable work environment, ensuring no negative impact on human rights and non-discrimination.
3. Conduct thorough human rights due diligence to analyze the risks and impacts of human rights in business operations, including providing remedial measures when human rights violations occur, considering fairness and human rights principles, to ensure the Company protects against human rights violations.
4. Encourage the Company's partners throughout the supply chain to treat their employees and stakeholders with respect for human rights and non-discrimination to prevent negative impacts that may arise from business operations.
5. Provide human rights training for employees and those entering the Company's areas to raise awareness and understanding of human rights practices, fostering participation in responsible and respectful business practices.
6. Establish channels for reporting or complaints related to human rights violations and non-discrimination that may occur from Company's businesses and operations and implement protective measures for complainants while maintaining confidentiality.

Reference link for human rights : <https://www.aienergy.co.th/en/human-rights-and-non-discrimination-policy>

## Safety and occupational health at work

### **Quality Security Safety Health and Environment Policy (“QSHE”)**

The Company is committed to conducting its business responsibly, with a focus on Corporate Social Responsibility (CSR). Therefore, Quality, Stability, Safety, Occupational Health, and Environmental (QHSE) considerations are crucial components of the Company's business operations. The Company has established guidelines to ensure that employees are aware of and manage QHSE risks rigorously. This is done to deliver products and services to customers and stakeholders while striving for excellence in line with good Corporate Governance principles. These guidelines include:

1. Complying diligently with QHSE laws, standards, regulations, and other requirements of the Company and relevant industry standards, treating them as fundamental guidelines.
2. Producing high-quality products and delivering them in accordance with customer agreements to meet customer satisfaction and managing operations in an environmentally friendly manner.
3. Promoting and supporting the continuous development and improvement of quality, stability, safety, occupational health, and environmental management in alignment with legal requirements, international standards, and other applicable requirements to foster a safety culture where safety is everyone's first responsibility.
4. Managing risks and preventing losses arising from accidents, emergencies, epidemics, injuries, or illnesses resulting from work and property damage, using stringent safety standards and measures. This includes creating a safety culture



through Zero Accident initiatives and managing safety in the production process through the 5S project to ensure safety for all stakeholders.

5. Supporting and promoting occupational health and a conducive working environment because the Company values all employees as its valuable resources.

6. Recognizing the importance of evaluating, controlling, preventing, and reducing the environmental impacts from the Company's operations, focusing on comprehensive pollution control in air, water, waste management, and energy efficiency using efficient and sustainable resources to strengthen the environmental culture and enhance adaptability to climate change and greenhouse gas reduction, aiming for a low-carbon society.

7. Building awareness among employees about the Company's safety and environmental culture, allowing all employees to provide feedback and cooperate in improving working conditions and work methods to ensure that the QSHE policy truly benefits everyone.

8. Communicating the QSHE policy and performance in terms of quality, stability, safety, occupational health, and the environment to all stakeholders and being ready to listen to their needs and suggestions for review and improvement of operations. Management and employees at all levels are involved in implementing the QSHE policy in conjunction with their operational responsibilities to achieve the Company's goals.

Reference link for safety and occupational health at work : <https://www.aienergy.co.th/storage/document/cogove/17001163433.%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%B8%E0%B8%93%E0%B8%A0%E0%B8%B2%E0%B8%9E%20%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A1%E0%B8%B1%E0%B9%88%E0%B8%99%E0%B8%84%E0%B8%87%20%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%9B%E0%B8%A5%E0%B8%AD%E0%B8%94%E0%B8%A0%E0%B8%B1%E0%B8%A2%20%E0%B8%AD%E0%B8%B2%E0%B8%8A%E0%B8%B5%E0%B8%A7%E0%B8%AD%E0%B8%99%E0%B8%B2%E0%B8%A1%E0%B8%B1%E0%B8%A2%20%E0%B9%81%E0%B8%A5%E0%B8%B>

## Promotion of compliance with the business code of conduct

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

The Company places importance on responsibly managing the value chain to those stakeholders involved in the business value chain, a critical factor that influences the efficient delivery of products from the production process to customers. Therefore, the Company's business value chain management encompasses activities ranging from selecting potential partners, managing partners, to providing services and delivering products to customers, aiming to create satisfaction for all stakeholders throughout the value chain. This includes analyzing and assessing the impacts on the social and environmental aspects throughout the supply chain to increase opportunities, reduce risks, enhance transparency, and strengthen the long-term relationships with partners and business allies.

1. The Company has a procurement process and fair contract terms, and it selects, registers, and monitors partners equally through a standardized evaluation process. The evaluation criteria include partner performance in quality, safety, financial, social, and environmental responsibility, human rights, fair employment, and business continuity. Once selected, partners are registered in the Approved Vendor Lists, categorized into 3 categories; raw materials, services, and others, ensuring that the Company receives efficient inputs for its operations.

2. The Company conducts regular evaluations of its raw material partners to track their performance and promote sustainable business development. The supplier evaluation covers social and environmental issues. If a supplier is found to have a high risk that may affect the quality of raw materials or the ability to deliver them, the Company develops a corrective action plan to address the issues, providing guidance for the partner to understand and implement measures to reduce risks in future business operations.

3. The Company is committed to producing products and services with responsibility towards customers, ensuring that consumers receive goods and services that are of high quality, safe, and meet their maximum requirements. This is done in compliance with relevant laws and standards, taking into consideration health, safety, fairness, customer data protection, after-sales service throughout the product lifespan, and monitoring customer satisfaction to improve and enhance products and services. The Company has been audited and certified with ISO9001, ISO14001, ISO45001, ISO22000, FSC22000, and RSPO by various certified bodies, assuring customers that our products and services are of high quality, safe, and support palm oil sustainability.

4. The Company demonstrates environmental responsibility by preventing, reducing, managing, and ensuring that it does not create or contribute to negative environmental impacts. This covers the use of raw materials, energy consumption (for production, transportation, or office use), water usage, circular resource utilization, emissions, and waste management resulting from business operations.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.aienergy.co.th/en/supply-chain-policy>

### Diagram of promotion of compliance with the business code of conduct

Indicators	Targets (%)	Results (%) year 2024
Sending Business Ethics for Partners to Suppliers (Raw material) and Customers	50	100
Partners who have acknowledged the Business Ethics for Partners	100	100

Targets and Results

### Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)  
CAC membership certification status : Certified

## 6.3 Material changes and developments in policy and corporate governance system over the past year

The Board of Directors has announced good corporate governance policy since 2013 as part of the business policy and has reviewed the said policy to be current and in line with the Good Corporate Governance Principles for Listed Companies in 2017 of the SEC Office as follows:

- In 4<sup>th</sup> quarter of 2024, the Board of Directors has resolved to approve the review of corporate governance policy to comply with the current principles of good corporate governance. To create awareness by taking into account all stakeholders.

In this regard, the Company attaches great importance and declares its intention to fight against corruption by announcing the intention to set an anti-corruption policy in writing including communicating a letter in Google's form: Business ethics for partners; to customers and business partners responding to Google's form to acknowledge the intention of the Company in order to operate the business in the same direction. The Company was certified and joined the Thai Private Sector Collective Action Against Corruption (CAC) in order to support and encourage all directors, executives and employees to have a sense of consciousness against all forms of corruption.

In addition, the Company operates its business on the basis to create value for all groups of stakeholders, resulting in the year 2024 the Company received the AGM Checklist of the 2024 Annual General Meeting of Shareholders (AGM Checklist) for Thai Investors Association with a score of 99 out of 100 points.

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

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

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

The Company reviews its corporate governance policies and practices by the Board of Directors once a year. In 2024, there were no significant amendments because the policies and practices set out are complete and appropriate for the Company's current situation.

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

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

The Company has been complying with the code of good corporate governance for listed companies. In 2024, the Company operated its business in accordance with the corporate governance code as detailed below;

#### Principle 1: Establish Leadership Role and Responsibilities of the Board of Directors as the Leader in a Sustainable Organization

##### 1. Define Policy, Strategy and Business Director

The board of directors reviewed business operations, business plans, visions, missions and budgets to be consistent with the current market and economic conditions. Also assign the managing director and the management team to set indicators to achieve goals and continuous follow-up and report the results to the board of directors quarterly.

##### 2. Good Corporate Governance and Code of Business Conduct

The Board of Directors has established principles of good corporate governance and business ethics for directors, managements and employees of the Company to adhere to as guidelines for efficiency, transparency, accountability and taking into account the interests of all groups of stakeholders. In this regard, in 2021, the Company has registered and announced the good corporate governance policy and business ethics for directors, managements and employees to acknowledge and agree to practice.

##### 3. Internal Control and Internal Audit

The board of directors and the audit committee emphasizes on internal control by trying to determine the Company to have a standardized internal control system of acceptable risk level by assigning an outsource internal auditors to review and follow up on the results of internal control on a quarterly basis and report to the audit committee and the board of directors.

##### 4. Risk Management

The board of directors has assigned the risk management committee is responsible for policy stipulation and determine risks that have a significant impact on the Company's operations. Also monitor, improve, and put in place measures to mitigate risks to an acceptable level. The risk management committee is also reporting the risk management reports to the board of directors for acknowledgment on a quarterly basis.

### **Principle 2: Define Objectives that Promote Sustainable Value Creation**

The board of directors has reviewed the 2024 business plan, which contains the direction and strategy of the Company's business operations for the next 5 years to ensure that the business plan can respond to the current and future economic and social conditions.

### **Principle 3: Strengthen Board Effectiveness**

The board of directors has determined the appropriate number of directors with the proportion of independent directors to lead the organization to the objectives and goals. The current board of directors consists of 7 members, comprising 4 executive directors and 3 independent directors, representing half of the entire board of directors.

The chairman and the managing director must not be the same person and engage in different roles. The chairman duties to the board are described below;

1. Supervision, follow up and ensure that the Board of Directors has efficiently perform their duties and achieve the objectives and goals of the organization.
2. Ensuring that all directors are involved in fostering an ethical corporate culture and good corporate governance.
3. Determining the agenda of the board of directors meeting together with the assigned director and managing director and has measures to ensure that important matters are included in the meeting agenda.
4. Allocating sufficient time for the management to make a presentation and enough for the directors to discuss important issues thoroughly. Encouraging directors to use prudent discretion freely express opinions.
5. Strengthening of good relationship between executive directors and non-executive directors and between the board and the management.

The managing director is highest commanding in chief of the Company, who is responsible for managing policies, business plans and budgets as assigned and authorized by the board of directors. However, the Company's chairman and managing director are considered to be a member of the same family. Therefore, according to the resolution of the board of directors Meeting No. 3/2021 held on 13 August 2021, has appointed Mr.Damrong Joongwong to be an independent director and chairman of audit committee representative participate in determining the agenda for the board of directors' meeting to promote the balance of power between the board and the management.

## 7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

### 7.1 Corporate governance structure

#### Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2024

#### Corporate governance structure diagram



## 7.2 Information on the board of directors

### 7.2.1 Composition of the board of directors

**The Board of Directors Composition** – as of December 31<sup>st</sup>, 2024

The Board of Directors consists of 7 members consist of 3 independent directors, 4 executive directors, all of whom are experienced and capable and are highly qualified. They play an important role in determining business policies and strategies, as well as being responsible for monitoring and supervising the Company's performance.

#### Changes in the Board of Directors in 2024

The 2024 Annual General Meeting of Shareholders on 4 April 2024 resolved to appoint Mr. Pongsakon Thararatanavibool as director of the Company.

#### Composition, Appointment and Removal of Directors

The Company does not have a specific nomination committee. Therefore, the nomination, appointment, dismissal or termination of the position of the person who will serve as the Company's director must be a person who has all the qualifications under Section 68 of the Public Company Act B.E. 2535 and the Notification of the Capital Market Supervisory Board No. TorJor. Date 15 December 2008 and has been stipulated in the regulations and good corporate governance policy as follows:

1. The Board of Directors consists of no fewer than five and at least half of the entire board must have residency in the Kingdom of Thailand. All directors must possess required qualifications and have no prohibited characteristics stipulated by laws. Directors of the Company may or may not be shareholders of the Company.

2. Shareholders at shareholders' meeting shall elect director(s) through majority voting according to the following rules and procedures:

2.1 Each shareholder shall have one vote per share held;

2.2 Each shareholder exercises all votes applicable under (2.1) in electing one or more persons as directors, provided that no vote is divisible;

2.3 The candidates with the most votes are to be appointed directors up to the number open at the meeting. If more candidates receive equal votes than the number of directors required, the Chairman of the meeting must cast a deciding vote.

3. In every Annual General Meeting (AGM), one-third of the Directors must retire. If this number is not a multiple of three, then the number nearest to one-third. Directors who vacate office may be re-elected and directors who must retire from office in the first and second year after the Company's registration to draw lots for later years. The director who has been in office for the longest time shall retire.

4. Any Director who wishes to resign from directorship must tender his or her resignation to the Company. Such resignation will take effect from the date the resignation letter reaches the Company.

5. In case of voting to remove any director from the directorship before the completion of his or her term, a three-quarter (3/4) vote of eligible shareholders present at the meeting is required and at least half of the total number of shares represented by the eligible shareholders present at the meeting is also required.

6. In the event a director's position is vacant due to other reasons besides term completion, the board of directors may elect a qualified person without the prohibited characteristics under the laws to fill the vacancy at the next board meeting, except if the remaining term of the vacated director is less than two months. The elected director can stay in office only for the remaining term of the predecessor. The elected director must secure at least three-quarter (3/4) of the votes by the remaining directors.

7. The board of directors shall elect one director to be the chairman of the board and in the case where the directors deem it appropriate one or more directors may be elected as vice Chairperson. The vice chairman has duties in accordance with the regulations in the business assigned by the chairman.

	Number (persons)	Percent (%)
<b>Total directors</b>	7	100.00
Male directors	6	85.71
Female directors	1	14.29
Executive directors	4	57.14

	Number (persons)	Percent (%)
Non-executive directors	3	42.86
Independent directors	3	42.86
Non-executive directors who have no position in independent directors	0	0.00

### 7.2.2 The information on each director and controlling person

According to the Company's Articles of Association and the Certificate of Company Registration issued by the Department of Business Development, Ministry of Commerce, the number and name of authorized directors are two of these three directors, Mr. Narong Thareratanavibool, Mr. Thanit Thareratanavibool, Miss Pimwan Thareratanavibool, and Mr. Pognsakon Thareratanavibool, jointly signing with the Company's seal affixed.

All directors play an important role in business operations. However, at various meetings if there are any important resolutions, it must be approved by the board of directors' meeting or the shareholders' meeting (As the case may be). The Company's directors will not be able to approve any transaction affecting oneself or having a conflict of interest with stakeholders in that transaction.

In order to ensure that the composition of the board of directors is in accordance with the principles of good corporate governance because the Company has a Chairman and Managing Director belong to the same family and the Chairman of the Board is a member of the Executive Committee. To create a balance of power between the board and the management. The Board of Directors Meeting No. 3/2021, held on August 13, 2021, resolved to appoint Mr. Damrong Joongwong, an independent director and Chairman of Audit Committee, to jointly consider the agenda of the board of directors' meeting.

#### List of the board of directors <sup>(4)</sup>

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. NARONG THARERATANAVIBOOL  Gender: Male  Age : 74 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 7,446,944 Shares (0.538069 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 12,125,690 Shares (0.876125 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Mr. Narong Thareratanavibool is holding 21.29% of AI's registered capital.</p>	<p>Chairman of the board of directors  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>4 Oct 2006</p>	<p>Leadership, Business Administration</p>



List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. THANIT THARERATANAVIBOOL  Gender: Male  Age : 67 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 11,148,864 Shares (0.805546 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 5,287,737 Shares (0.382058 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Mr. Thanit Thareratanavibool is holding 5.06% of AI's registered capital.</p>	<p>Vice-chairman of the board of directors  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>4 Oct 2006</p>	<p>Engineering, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. SAMPAN HUNPAYON  Gender: Male  Age : 72 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>9 Apr 2013</p>	<p>Law</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. CHOTI SONTIWATTANANONT  Gender: Male  Age : 69 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 104,400 Shares (0.007543 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Mr. Choti Sontiwattananont is holding 0.00015% of AI's registered capital</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	31 May 2013	Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. DAMRONG JOONGWONG  Gender: Male  Age : 79 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	5 Apr 2021	Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. PIMWAN THARERATANAVIBOOL  Gender: Female  Age : 39 years  Highest level of education : Master's degree  Study field of the highest level of education : International Business  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 2,036,000 Shares (0.147108 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Miss Pimwan Thareratanavibool is holding 0.00002% of AI's registered capital.</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>17 May 2017</p>	<p>Accounting, Business Administration, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. Pongsakon Thareratanavibool  Gender: Male  Age : 31 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Analytics: Operational Research and Risk Analysis  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Parent company, Authorized Controller, and principal shareholder of the Company whereas Asian Insulators Public Company Limited (AI) is holding shares accounting for 58.38 percent of the Company have registered capital. Mr. Pongsakon Thareratanavibool is holding 0.00003% of AI's registered capital.</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	4 Apr 2024	Petrochemicals & Chemicals, Engineering, Business Administration

Additional explanation :

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

(1) Dishonest act or gross negligence

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

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

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

Remark : <sup>(4)</sup> (1) The Board of Directors' Meeting No.2/2021 held on 12 May 2021 appointed Mr.Damrong Joongwong as Chairman of Audit Committee with effect from 12 May 2021, whom he was appointed as director (non-executive) on 9 April 2013.

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. NARONG THARERATANAVIBOOL	Chairman of the board of directors	✓				✓
2. Mr. THANIT THARERATANAVIBOOL	Vice-chairman of the board of directors	✓				✓
3. Mr. SAMPAN HUNPAYON	Director		✓	✓		
4. Mr. CHOTI SONTIWATTANANONT	Director		✓	✓		
5. Mr. DAMRONG JOONGWONG	Director		✓	✓		
6. Ms. PIMWAN THARERATANAVIBOOL	Director	✓				✓
7. Mr. Pongsakon Thareratanavibool	Director	✓				✓
<b>Total (persons)</b>		<b>4</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>4</b>

### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Petrochemicals & Chemicals	1	14.29
2. Law	1	14.29
3. Accounting	2	28.57
4. Finance	2	28.57
5. Engineering	2	28.57
6. Leadership	1	14.29
7. Business Administration	5	71.43

### Information about the other directors

The chairman of the board and the highest-ranking executive : No  
are from the same person

The chairman of the board is an independent director : No

The chairman of the board and the highest-ranking executive : Yes  
are from the same family

Chairman is a member of the executive board or taskforce : Yes

The company appoints at least one independent director to : Yes  
determine the agenda of the board of directors' meeting

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

The measures for balancing the power between the board of directors and the Management	: Yes
Methods of balancing power between the board of directors and Management	: Appointing an independent director to jointly consider the agenda of the board of directors' meeting

The Company's chairman and managing director are considered to be a member of the same family. Therefore, according to the resolution of the board of directors Meeting No. 3/2021 held on 13 August 2021, has appointed Mr.Damrong Joongwong to be an independent director and chairman of audit committee representative participate in determining the agenda for the board of directors' meeting to promote the balance of power between the board and the management.

Reference link for the measures for balancing the power between the board of directors and the management : <https://www.aienergy.co.th/en/good-cg-code>

Page number of the reference link : 7

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

#### Scope of Authority, Duties, and Responsibilities of the Board of Directors

The Board of Directors are responsible in lieu of Company's shareholders, each director is a representative of shareholders and is involved in providing advice and complying with the regulations set out by the Company independently for the public interests of shareholders and stakeholders. Duties and responsibilities of the Board of Directors include the following.

1. Perform their duties in accordance with the laws, objectives and regulations of the company, as well as the resolutions of the shareholders' meeting.
2. Consider and approve the business plans, target, action plan, business strategic, and budgeting.
3. Consider the appointment of a person who is qualified and not disqualified as defined in the Public Company Act BE 2535 and the Securities and Exchange Act, including regulations and/or rules related to the position of director in case of vacancy for reasons other than retirement.
4. Consider the appointment of executive director chosen from company's directors, and define the authority and responsibilities of the executive directors.
5. Consider the appointment of independent director and audit committee by considering the qualifications and the prohibited qualifications for independent directors and audit committee according to the Securities and Exchange Act, including announcement and/or regulations related to the Stock Exchange, or propose to the shareholders' meeting to further consider the appointment of an independent director and audit committee of the Company.
6. Consider, determine, and change the names of directors who have duly authorized signatory.
7. Appoint any other person to operate the Company under the control of the board, or delegate authority to such persons and / or within the period as the board deems appropriate, provided that the board may revoke or modify such a power.
8. Consider and approve the acquisition or disposition of assets, unless such transactions must be approved by the meeting of shareholders. Such approval must be in accordance with the announcement, rules and / or regulations related to the SET.
9. Approve the related transactions unless such transactions must be approved by the meeting of shareholders. Such approval must be in accordance with the announcement, rules and / or regulations related to the SET.
10. Approve paying an interim dividend to shareholders as the Company deems reasonable, and report such payment to the meeting of shareholders in the next meeting.

However, the director who has any conflict of interest or any other conflict of interest with the Company shall not entitle to vote on such respective matter. In addition, in any of the following cases, it shall be approved by the board of directors meeting, and the meeting of shareholders with votes of not less than 3 out of 4 of the total votes of shareholders attending the meeting and entitled to vote.

- (a) Sale or transfer of either whole or substantial part of the Company to any other person
- (b) Purchase or acquisition of a private company or other public company
- (c) Amend or cancel the contract relating to the leases of the Company either whole or substantial part, assign any other person to manage the businesses of the Company, or a merger and acquisition with another person for the purpose of sharing profit and loss
- (d) Amend or add the Articles of Association or Company's regulations
- (e) Increase or decrease of the registered capital
- (f) Dissolution
- (g) Issue of the debentures
- (h) Company's merger with another company.



(i) Any other matters as set forth under the provisions of the Securities and Exchange Act, and/or the terms of the Stock Exchange of Thailand, which it shall be approved by the meeting of the shareholders with votes mentioned above, acquisition or disposition of assets and related transactions, etc.

### **Independent Directors**

The Board of Directors is required to consist of independent directors at least one-third of the Board of Directors but not less than 3 persons holding office for a term of 3 years from the date of appointment by resolution. The independent directors must be knowledgeable, capable, and have qualifications as required by the Securities and Exchange Act, including the announcements, regulations and/or regulations of the Stock Exchange of Thailand and can express their opinions at the meeting freely. To ensure that there is no conflict of interest between the Company and the directors, executives and all stakeholders. The independent directors of the Company have qualifications in accordance with the SEC criteria as follows:

1. Hold less than 1% of the total ordinary shares of the Company, subsidiaries, and affiliated. The count must be inclusive of shares belong to the independent director's associates.
2. Has not involve in management, or has never held position as executive director, employee, consultant with fixed salary or controlling shareholders of the Company and was received salary, the parent company's, subsidiary's, affiliates, or same level subsidiary's authorized person, majority shareholders or the Company's authorized person, except being exempt from the above characteristic for at least 2 years prior to submitting the permit to the Securities and Exchange Commission Office. The above prohibited characters exclude the independent director who is a government employee or consultant who is majority shareholders or authorized director of the Company.
3. Don't have a relationship directly or legally married to executives, majority shareholders, authorized person or person who has been nominated an executive position or subsidiary, including not being parents, siblings, children, and being in-law of such person as stated above.
4. Never or used to have business relationship with the Company, the Parent Company, subsidiary, majority shareholders, affiliate, majority shareholders or the Company's authorized person of which obstructed independent judgment, including not being or used to be significant shareholders or an authorized person having business relationship with parent company, subsidiary, affiliate, majority shareholders or the Company's authorized person, except being exempt from the above characteristics at least two years before submitting application to Securities and Exchange Commission Office.
5. Never or used to be the Company's, parent company's, subsidiaries', affiliates', major shareholders' or authorized person's external auditor. Never or used to be major shareholder, authorized person, or partner of any auditor firms that the Company's, parent company's, subsidiaries', affiliates', or major shareholders' external auditors are in, except for being exempt from the above characteristic for at least 2 years before submitting application to Securities and Exchange Commission Office.
6. Never or used to be a professional service provider whose business includes legal or financial adviser, who receives more than THB 2 million per annual service fee from the Company, parent company, subsidiary, affiliates, major shareholders or authorized person of the Company and not a majority shareholders, authorized person or partner of the professional service provider, except for being exempt from the above characteristic for at least 2 years before submitting application to Securities and Exchange Commission Office.
7. Not an appointed committee by the representative of the Company's director, major shareholders or shareholders who associate with majority shareholders of the Company.
8. Not operate the same business and a significant competitive business with the Company or subsidiary or not a significant partner in partnership or an executive director of such business, employees or consultant who earn fixed salary or hold more than 1% of ordinary share of another company which operates the same business and be a significant competitor with the Company or subsidiary.
9. No other characteristics preventing the independent opinion on the Company's operation.
10. The independent directors may be assigned by the board of directors to decide on the operation of the Company, the parent company, subsidiary, affiliates, and subsidiary of the same level, major shareholders or authorized person of the Company in collective decision form.

### **Board of Directors' Term of Service**

Under the Articles of Association, the term of each director is approximately 3 years, a retiring director is eligible for re-election. In every Annual General Meeting of Shareholders, one-third of the Board or the number nearest to one-third, shall retire from office by choosing directors who have served the longest are most eligible to retire. Moreover, each elected director is highly qualified with respected for being knowledgeable, moral, and effective; therefore, the Company does not set a limit on consecutive terms of service for directors or independent directors if the shareholders are confident in such re-elected directors.

### **Duties and Responsibilities of the Chairman**

1. Jointly consider setting the agenda of the board of directors' meeting with representatives of independent directors who have been appointed to participate in consideration and arrange the meeting by assigning the company secretary to arrange for delivery of notices of meetings and documents to ensure that the board receives sufficient information in a timely manner.

2. Chairman of the board of directors meeting.
3. Chair at the shareholders meetings and ensure that the meetings are conducted in accordance with the Articles of Associations of the Company and the agenda specified.
4. Ensure efficient communication between the directors and the shareholders.
5. Perform duties specified by law as the duties of a chairman.

### **The Directors Meeting Attendance**

In 2024, the Company held 5 board of directors' meetings and 1 shareholders' meeting, in which all directors attended the meetings.

Board charter : Yes

The Board of Directors acts as representatives of the shareholders and plays a crucial role in making decisions related to the important policies and strategies of the Company. They have duties and responsibilities in overseeing the Company's operations, ensuring that the management executes the policies and strategies as prescribed and in alignment with the Company's objectives and goals, for the maximum benefit of the shareholders based on social responsibility, considering the impact on the environment, and adhering to the corporate governance and anti-corruption policies of the Company, while acting in accordance with the law, the objectives, the Company's bylaws, and the resolution of the Board and the Shareholders meetings. The Board acts with full knowledge, capabilities, honesty, integrity, and responsibility towards the shareholders.

Therefore, the Board has resolved to establish this Board Charter and corporate governance practices for the Board, considering the principles of good corporate governance as set forth in the Corporate Governance Code for Registered Companies B. E. 2560 issued by the Securities and Exchange Commission, to apply them appropriately to the Company's business context. This ensures that all Board members are aware of their duties, responsibilities, and leadership roles in carrying out their duties correctly and appropriately.

Reference link for the board charter : <https://www.aienergy.co.th/en/director>

## 7.3 Information on subcommittees

The Company has 3 sub-committees, namely the Audit Committee, the Executive Committee and the Risk Management Committee.

### 7.3.1 Information on roles of subcommittees

#### Audit Committee

The Company's audit committee comprises of 3 independent directors with 3 years term, whose qualifications comply with SEC's TorJor. 25/2551. The audit committees are knowledgeable with diverse experience to support their performing duties with great efficiency, such as in law, business management and accounting. It was established to support the performance of the board of directors in good corporate governance, especially in the financial reporting process, internal control, verification process and compliance with laws and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Committee is appointed Miss Radtika Ngamniyom as secretary of the Audit Committee. The Chairman of the Audit Committee does not perform duties in other sub-committees. Moreover, audit committee who has knowledge and experience in reviewing the reliability of financial statements, namely Choti Sonthiwattanon who received a bachelor's degree of Business Administration in Accounting, Ramkhamhaeng University and Master of Business Administration, Kasetsart University. Received a Certificate of Director Certification Program (DCP) Class 178/2013 with adequate knowledge and experience in accounting to perform the auditing on the reliability of financial statements.

The Audit Committee is able to perform its duties and express its opinions independently in accordance with the tasks assigned by the board of directors. In performing the review to ensure the Company has accurate financial reports and in accordance with accounting reporting standards and related laws without any person or group of persons having influence over the performance of that mission including reviewing anti-corruption guidelines. The Company is a member of the CAC against corruption and is responsible for following up on the results of the investigation of complaints (Whistleblower) in order to build trust among stakeholders.

#### Executive Committee

The Executive Director Committee comprises of 4 executive directors with 3 years term, who must be a director of the Company and/or executives of the Company which was appointed by the board of directors as deems appropriate and appoint one to perform as the committee's chairman.

The Company has approved the establishment of the Executive Committee to be responsible for directing, planning and formulating policies, business strategy is consistent with the economic and competitive conditions. To propose to the Board of Directors for consideration, approval and supervision of the Company's business operations in accordance with the policy or business plan, including business strategies.

#### Risk Management Committee

The Risk Management Committee consist of 4 members with 3 years term, are responsible for assessing risks in various areas to cover all business operations to be more efficient.

### Roles of subcommittees

#### Audit Committee

##### Role

- Audit of financial statements and internal controls

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

1. Review and make sure that the Company's financial report is accurate and sufficient.
2. Review and make sure that the Company provides appropriate and effective internal control and internal audit, and consider the independence of the internal audit unit, as well as approve the appointment, transfer, dismissal of the Head of the Internal Audit, or any other agencies that are responsible for internal audit.
3. Review and ensure of the Company's compliance with the Securities and Exchange Act, SET requirements, and laws relating to the Company's business.
4. Consider, select and nominate an individual who is independent to act as external auditor of the Company, and offer the remuneration for such a person, including attending meetings with the auditors without management at least 1 time per year.
5. Consider the related-party transactions or transactions that may have conflict of interest to ensure of the compliance with the laws and regulations of the SET and to ensure that such transactions are reasonable with maximum benefits to the Company.

6. Prepare a report of the Audit Committee to be disclosed in the 56-1 One Report of the Company. Such report must be signed by the Chairman of Audit Committee and must contain at least the following information.

7. Other functions assigned by the board of directors with the approval of the Audit Committee.

**Reference link for the charter**

<https://www.aienergy.co.th/en/audit>

## Executive Committee

**Role**

• Other

• Directing, planning and formulating policies, business strategy and supervision of the Company's business operations in accordance with the policy or business plan and strategies that the Board of Directors has approved, is consistent with the economic and competitive conditions.

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

1. Direct, plan, and set the policies and strategies for the operations of the Company in accordance with the economic and competitive conditions and submit the Board of Directors for approval.
2. Supervise the operations of the Company in accordance with the policy or business plan, including business strategy which has been approved or determined by the Board of Directors.
3. Propose investment plan and / or funding for the Company that it shall be approved by the Board of Directors and / or the shareholders' meeting as the case may be.
4. Establish policies, business plans and business strategies of the Company under the scope of the objectives.
5. To approve fund investments as set forth in the annual budget that has been approved by the Board of Directors, or in accordance with the Board of Directors' resolution that has been approved in the principle.
6. Authorized to buy, sell, procure, rent, lease, hire-purchase, possess, occupy, improve, use or manage any assets, including investments in accordance with plan that has been approved by the Board of Director.
7. Authorized to approve the purchase of property, or any payment due to the company's operations as to the contract and / or agreements with suppliers as detailed in the mandate set forth by the Board of Director.
8. Within the limits authorized by the Board of Director, the Executive Committee is authorized to approve the purchase, hire, lease, hire-purchase any properties, and authorized to make investment, and spending any expenses necessary to the operation of the Company as detailed in the mandate approved by the Board of Director.
9. Within the limits authorized by the Board of Director, the Executive Committee is authorized to approve loans and overdraft from financial institutions or other institutions for supporting operation of the Company as specified in the Company's Approval Mandate, which was approved by the Board of Director.
10. Authorized to determine the employees' welfare and benefits in accordance with the conditions and economic status.
11. Execute other matters to support the implementation mentioned above or as assigned by the Board of Director at each time.

The delegation of powers, duties and responsibilities of the Executive Committee as mentioned above does not include powers and/or sub-authorizations to approve any transaction that he or she has or subordinate or persons who may have conflicts of interest (as defined in the Notification of the SEC) or interests in any other manner contrary to the Company. The approval of such transactions must be proposed to the Board of Directors' meeting and/or the shareholders' meeting (As the case may be) to consider and approve the said transaction according to the Company's Articles of Association or the relevant laws.

**Reference link for the charter**

<https://www.aienergy.co.th/en/executive>

## Risk Management Committee

### Role

- Risk management

### Scope of authorities, role, and duties

1. Monitor, develop and participate in the analysis of the risk management strategy of the organization yearly.
2. Review the risk management policy and approve the improvement of the Risk Management Committee's charter to be in line with the COSO ERM, Corporate Risk, Operational Risk and Mitigation Plan guidelines.
3. Develop and screen the risk levels permissible to the organization.
4. Provide direction and overseeing method to the supervisors and staffs in each department.
5. Assess the significant risks and report to the Managing Director.
6. Assess and report the risk of the Company.
7. Review the practical results compared to yearly targets and company plans.
8. Follow-up meeting on practical results within each Department monthly and report to the Executive Committee, Audit Committee, and the Board of Director quarterly.

### Reference link for the charter

<https://www.aienergy.co.th/en/risk-management>

## 7.3.2 Information on each subcommittee

### List of audit committee <sup>(5)</sup>

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. DAMRONG JOONGWONG  Gender: Male  Age : 79 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : No</p>	<p>Chairman of the audit committee  (Non-executive directors, Independent director)   Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	5 Apr 2021	Business Administration
<p>2. Mr. SAMPAN HUNPAYON  Gender: Male  Age : 72 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : No</p>	<p>Member of the audit committee  (Non-executive directors, Independent director)   Director type : Existing director</p>	9 Apr 2013	Law
<p>3. Mr. CHOTI SONTIWATTANANONT<sup>(*)</sup>  Gender: Male  Age : 69 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : Yes</p>	<p>Member of the audit committee  (Non-executive directors, Independent director)   Director type : Existing director</p>	31 May 2013	Accounting, Finance

Additional explanation :

(\*) Directors with expertise in accounting information review

Remark : <sup>(5)</sup> - The Committee is appointed Miss Radtika Ngamniyom as Secretary of the Audit Committee.

- In 2024, audit committee no. 1-3 attended the audit committee meeting 8 of 8 times of the meeting.

## List of executive committee members <sup>(6)</sup>

List of directors	Position	Appointment date of executive committee member
1. Mr. NARONG THARERATANAIVIBOOL Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	4 Oct 2006
2. Mr. THANIT THARERATANAIVIBOOL Gender: Male Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	4 Oct 2006
3. Ms. PIMWAN THARERATANAIVIBOOL Gender: Female Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : International Business Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 May 2017
4. Mr. Pongsakon Thareratanavibool Gender: Male Age : 31 years Highest level of education : Master's degree Study field of the highest level of education : Business Analytics: Operational Research and Risk Analysis Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	14 May 2024

Remark : <sup>(6)</sup> - In 2024, executive committee no. 1-3 attended the executive committee meeting 19 times, and no. 4 attended 12 times of 19 times of the meeting.

## Other Subcommittees <sup>(7)</sup>

Subcommittee name	Name list	Position
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Subcommittee name	Name list	Position
Risk Management Committee	Mr. THANIT THARERATANAVIBOOL	The chairman of the subcommittee
	Mr. CHOTI SONTIWATTANANONT	Member of the subcommittee (Independent director)
	Ms. PIMWAN THARERATANAVIBOOL	Member of the subcommittee
	Mr. Pongsakon Thareratanavibool	Member of the subcommittee

Remark : <sup>(7)</sup> - In 2024, risk management committee no. 1-3 attended the risk management committee meeting 4 times, and no. 4 attended 2 times of 4 times of the meeting.



## **7.4 Information on the executives**

The Company has a management team to manage and supervise the business operations efficiently and in accordance with the policy that the Board of Directors has set the direction which consists of executives from department manager level and above under the supervision and control of the Managing Director with powers and duties to manage the Company in accordance with the plans and budgets approved by the Board of Directors.

### **7.4.1 List and positions of the executive**

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Ms. PIMWAN THARERATANAVIBOOL<sup>(*)</sup>  Gender: Female  Age : 39 years  Highest level of education : Master's degree  Study field of the highest level of education : International Business  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : No</p>	<p>MANAGING DIRECTOR /  Procurement Manager (Acting)  (The highest-ranking executive)</p>	17 May 2017	Accounting, Business Administration, Finance
<p>2. Ms. Piyanart Namphairoj<sup>(**)</sup>  Gender: Female  Age : 52 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : Yes</p>	Accounting and Finance Manager	30 Apr 2015	Accounting, Finance
<p>3. Mr. Chainarong Saenphuwa  Gender: Male  Age : 42 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Science  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	Operational Excellence Manager	30 Apr 2015	Petrochemicals & Chemicals

List of executives	Position	First appointment date	Skills and expertise
<p>4. Mr. Pongsakon Thareratanavibool</p> <p>Gender: Male</p> <p>Age : 31 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Analytics: Operational Research and Risk Analysis</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Business Development and Corporate Strategy Manager	12 May 2021	Petrochemicals & Chemicals, Engineering, Business Administration
<p>5. Mr. Jirasak Sae-tung</p> <p>Gender: Male</p> <p>Age : 41 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Depot and Logistic Manager	3 Jan 2023	Transportation & Logistics
<p>6. Ms. Radtika Ngamniyom</p> <p>Gender: Female</p> <p>Age : 38 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Public Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	HR and Corporate Support Manager	15 May 2024	Human Resource Management, Corporate Management

List of executives	Position	First appointment date	Skills and expertise
7. Ms. Chollakan Songchum Gender: Female Age : 38 years Highest level of education : Bachelor's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Commercial and Planning Manager	15 May 2024	Procurement, Commerce
8. Mr. Wuttisak Muneekaew <sup>(***)</sup> Gender: Male Age : 33 years Highest level of education : Bachelor's degree Study field of the highest level of education : Safety Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Safety, Occupational Health and Environment Manager	2 Jan 2025	Sustainability, Corporate Social Responsibility, Risk Management

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

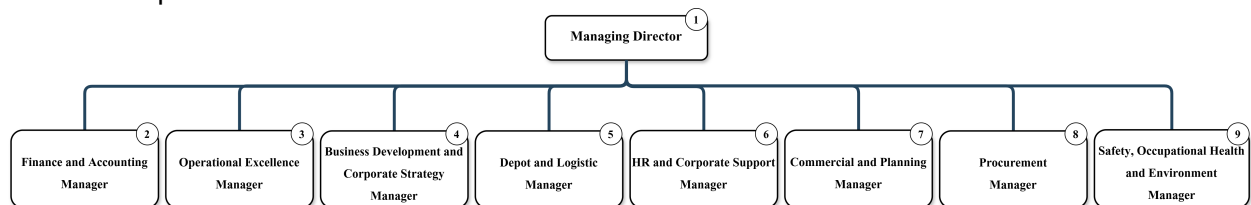
(\*\*) Accounting supervisor

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

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

Organization structure of the highest-ranking executive and the : 31 Dec 2024  
next four executives as of date

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



No.	Name	Position
1	Miss Pimwan Thareratanavibool	Managing Director / Procurement Manager (Acting)
2	Miss Piyanart Namphairoj	Manager - Finance and Accounting
3	Mr. Chainarong Saenphuwa	Manager - Operational Excellence
4	Mr. Pongsakon Thareratanavibool	Manager - Business Development and Corporate Strategy
5	Mr. Jirasak Sae-tung	Manager - Depot and Logistic
6	Miss Radtika Ngamniyom	Manger - HR and Corporate Support
7	Miss Chollakan Songchum	Manager - Commercial and Planning
8	Mr. Wuttisak Muneekaew	Manager - Safety, Occupational Health and Environment

Management Team

## 7.4.2 Remuneration policy for executive directors and executives

### Directors' remunerations policy

The Company determines the remuneration policy for the Company's directors fairly and reasonably in awareness of the appropriateness and accord with the responsibilities of the directors, financial position of the Company, and in the reference to the companies in the same industry. The remuneration shall set at appropriate level and sufficient to motivate and retain qualified directors to present to the Board of Directors and the shareholders' meeting for approval. The Company does not have a Nomination Committee, in which persons appointed to hold positions of directors and executives of the Company shall qualify under Section 68 of the Public Company Act B.E. 2535. The Company has determined the remuneration for the Board of Directors and the Audit Committee only, which the 2024 Annual General Meeting of Shareholders held on April 4<sup>th</sup>, 2024 approved for the year 2024 of not exceeding 3,000,000 Baht with details as follows;

#### 1. Monthly Remuneration

- Chairman of the board 18,000 Baht / Person / Month
- Director / audit committee 15,000 Baht / Person / Month

#### 2. Meeting Allowance.

- Chairman of the board / committee 18,000 Baht / Person / Time
- Director / audit committee 15,000 Baht / Person / Time

#### 3. Other Remuneration

- None

The Sub-Committees; the Executive Committee and the Risk Management Committee of the Company does not receive any remuneration as an Executive Director and Risk Management Committee from the Company. The Company's directors and executives do not receive any remuneration from the subsidiary.

### Management's compensation policy

The Company has established a policy on compensation for the Company's managements under SEC's definitions in relation to the responsibility of the management and the performance of the Company. In addition, the compensation structure for managements is set by comparing with references to companies in the same industry from the JobsDB 'Salary Survey2023', which such compensation must be at the level of appropriate and sufficient to motivate and retain quality executives. The Company assesses the performance of executives and employees annually by using performance indicators (KPIs) and the Company's performance. Moreover, managing director receives compensation and benefits as the Company's management of the Company apart from director remuneration and the managements does not receive any compensation and benefits from the subsidiary.

Does the board of directors or the remuneration committee : No  
 have an opinion on the remuneration policy for executive  
 directors and executives

### 7.4.3 Remuneration of executive directors and executives

#### Directors' remunerations

As of December 31<sup>st</sup>, 2024, the directors' remunerations and meeting allowances has been paid to directors for 2,307,000 Baht and no other non-monetary remuneration.

#### Management's compensation

As of December 31<sup>st</sup>, 2024, the managements were received compensations and benefits of 15,401,357.50 Baht, which divided into;

- Salary, Bonus, Other welfare benefits of 14,679,334.50 Baht
- Provident Fund, Social Security Fund of 722,023.00 Baht.

The Company has arranged other non-monetary remuneration such as the accident insurance, life insurance, and health insurance for managements. This is also including providing retirement benefits to employees according to Thai labor law, in 2024, the Company recorded these as expenses in the amount of 0.09 million Baht.

#### Monetary remuneration of executive directors and executives

	2022	2023	2024
<b>Total remuneration of executive directors and executives (baht)</b>	15,485,252.25	12,740,530.00	17,043,334.50
Total remuneration of executive directors (baht)	2,112,000.00	2,112,000.00	2,307,000.00
Total remuneration of executives (baht)	13,373,252.25	10,628,530.00	14,736,334.50

#### Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht) <sup>(8)</sup>	476,314.00	534,054.00	665,023.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Remark : <sup>(8)</sup> The Company has provided a provident fund for managements, with the Company contributing at a rate of 3%, 5%, 7% of salary, depending on managements saving ratio. In 2024, the Company paid a provident fund contribution to a total of 7 managements.

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

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

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

## 7.5 Information on employees

### Information on the company's employees

As of December 31<sup>st</sup>, 2024, the Company had 179 employees in total, divided into 8 departments.

#### Employees

	2022	2023	2024
<b>Total employees</b> (persons)	220	228	212
Male employees (persons)	166	168	166
Female employees (persons)	54	60	46

#### Number of employees by position and department

##### Number of male employees by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	164	165	163
Total number of male employees in management level (Persons)	2	3	3

##### Number of female employees by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	50	57	42
Total number of female employees in management level (Persons)	3	2	3
Total number of female employees in executive level (Persons)	1	1	1

##### Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees
Finance and Accounting	15
Operational Excellence	114
Business Development and Corporate Strategy	20
Depot and Logistic	32
HR and Corporate Support	10
Commercial and Planning	6
Procurement	4

Department / Line of work / Unit / Business group	Number of employees
Safety, Occupational Health and Environment	11
<b>Total number of employees</b>	<b>212</b>

### Significant changes in the number of employees

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

### Information on employee remuneration

The Company has set the employee compensation policy which reflects the Company's performance along with a comparison with companies in the same industry from the JobsDB 'Salary Survey2023'. Each employee's annual salary rises are based on employee KPIs and assessment of individual performance, and at the level which appropriate and sufficient to motivate and retain qualified employees. The Company is continually considering the improvement of employee welfare.

In 2024, the Company paid compensation to employees in the amount of 84,088,664.85 Baht, which included salary, overtime, COLA, bonus, retirement, social security, and provident fund contributions, etc., and paid group insurance premiums in the amount of 460,659.21 Baht.

### Employee remuneration

	2022	2023	2024
<b>Total employee remuneration (baht)</b>	54,592,724.25	60,802,199.55	59,977,234.10
Total male employee remuneration (Baht)	42,486,729.10	48,343,354.80	48,342,078.55
Total female employee remuneration (Baht)	12,105,995.15	12,458,844.75	11,635,155.55

### Provident fund management policy

Provident fund management policy : Have

The Company encourages the Company's Provident Fund Committee to select fund managers who comply with the Investment Governance Code for Institutional Investors (I Code) and who manage investments responsibly. This is because the Provident Fund is considered a retirement savings fund for employees, which strictly adheres to the Investment Governance Code. This is an investment guideline that leads to the best benefits of the fund members, which are the Company's employees, in the long term. This fund is a joint provident fund with multiple investment policies (master pooled) and invests appropriately according to the age range of the members in each age range.

The Company has determined that employees have the right to apply for membership from the day they pass the probationary period and are hired as permanent employees of the Company, and must have worked for at least 3 years and it is voluntary. Employees can choose to pay savings into the fund at a rate of 3-15 percent of their monthly salary on the day the Company pays their salary, by agreeing that the employer deducts such savings from their salary and sends it to the fund, and can change the rate of savings into the fund once a year.

The Company shall pay contributions to the fund at the same percentage as the employee's chosen salary savings, but the maximum contribution rate shall not exceed the following conditions of employment length:

- Less than 5 years, contribution rate 3%
- 5 years but less than 10 years, contribution rate 5%
- 10 years or over, contribution rate 7%

When an employee ceases to be a member for any reason, the fund shall pay the full amount of the accumulated money and the benefits of the accumulated money within 30 days from the date of termination of membership, and the fund shall pay the contribution and the benefits of the contribution within 30 days from the date of termination of membership under the following



conditions:

- Less than 5 years, 0% of contribution fund and benefits
- 5 years but less than 10 years, 50% of contribution fund and benefits
- 10 years or over, 100% of contribution fund and benefits

The Fund shall not pay contributions and benefits thereof to a member if that member leaves his/her job in any of the following cases:

**Case 1** A member may leave work in one of the following cases:

- (1) Being dishonest in performing duties or intentionally committing a criminal offense against the employer.
- (2) In the event that the employer suffers serious damage, whether intentionally or negligently.
- (3) Violating work regulations or the employer's lawful and just regulations or orders in a serious matter.

**Case 2** Members resign from the fund without leaving their jobs.

## Provident fund for employees (PVD)

The Company has determined that employees have the right to apply for membership from the day they pass the probationary period and are hired as permanent employees of the Company, and must have worked for at least 3 years and it is voluntary. Employees can choose to pay savings into the fund at a rate of 3-15 percent of their monthly salary on the day the Company pays their salary, by agreeing that the employer deducts such savings from their salary and sends it to the fund, and can change the rate of savings into the fund once a year.

The Company shall pay contributions to the fund at the same percentage as the employee's chosen salary savings, but the maximum contribution rate shall not exceed the following conditions of employment length:

- Less than 5 years, contribution rate 3%
- 5 years but less than 10 years, contribution rate 5%
- 10 years or over, contribution rate 7%

When an employee ceases to be a member for any reason, the fund shall pay the full amount of the accumulated money and the benefits of the accumulated money within 30 days from the date of termination of membership, and the fund shall pay the contribution and the benefits of the contribution within 30 days from the date of termination of membership under the following conditions:

- Less than 5 years, 0% of contribution fund and benefits
- 5 years but less than 10 years, 50% of contribution fund and benefits
- 10 years or over, 100% of contribution fund and benefits

The Fund shall not pay contributions and benefits thereof to a member if that member leaves his/her job in any of the following cases:

**Case 1** A member may leave work in one of the following cases:

- (1) Being dishonest in performing duties or intentionally committing a criminal offense against the employer.
- (2) In the event that the employer suffers serious damage, whether intentionally or negligently.
- (3) Violating work regulations or the employer's lawful and just regulations or orders in a serious matter.

**Case 2** Members resign from the fund without leaving their jobs.

In 2024, the Company paid contributions to the provident fund for employees in the amount of 1,367,751 Baht.

	2022	2023	2024
Number of employees joining in PVD (persons)	100	99	92
Proportion of employees who are PVD members (%)	46.73	44.59	44.88
Total amount of provident fund contributed by the company (baht)	1,309,933.00	1,356,422.00	1,367,751.00

## 7.6 Other significant information

### 7.6.1 Assigned person

#### List of persons assigned for accounting oversight

The Company has assigned Miss Piyant Namphairoj as finance and accounting manager to control and supervise the Company's bookkeeping in accordance with relevant standards, rules and regulations by the qualifications of Chief Accountant in the Appendix 1.

General information	Email	Telephone number
1. Ms. Piyant Namphairoj	piyant@aienergy.co.th	034877488

#### List of the company secretary

In Compliance with section 89/1 and section 89/16 of the Securities Exchange of Thailand Act (No.4) B.E. 2551, the board of directors appointed Miss Pimwan Thareratanavibool as company secretary, effective from May 17, 2017 by the qualifications of company secretary in the Appendix 1 to perform the duties as required under the laws in preparing and maintaining key corporate documents such as the meeting of the board of directors and of the annual general meeting of shareholders (AGM). Corporate secretary also oversees the arrangements for the board of directors' meetings and AGM, and assist to best corporate governance. Also, conducting as a coordinator to follow the subsequent actions in accordance with the Board's resolutions as the followings;

1. To advise the Company's Articles of Association, regulations and informs significant changes to the Board subsequently.
2. To arrange the Shareholders and the Board meetings in accordance with laws and regulations.
3. To take minutes of the Shareholders and the Board meetings and follow the subsequent actions are in accordance with such resolutions.

4. To disclosure all public information in accordance with regulations, and the SEC's and SET's regulations.

5. To filed all records of the Company's important documents such as directors' registration, invitation to the meetings, minutes of meetings, annual reports, invitation to shareholders' meetings and reports on directors' and management's conflict of interest.

General information	Email	Telephone number
1. Ms. Pimwan Thareratanavibool	pimwan@aienergy.co.th	034877488

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

The Company has appointed Honor and Advisory Co., Ltd. to be an internal auditor for year 2024 by having Miss Piyamas Ruangsangrob is as primarily responsible for examine and evaluate the efficiency of internal control as well as overviewed and followed up the correcting and improving the internal controls to be more appropriate and effective. Then, the internal auditor required to quarterly report the audit results to the Audit Committee. The Audit Committee has carefully considered the qualifications of Honor and Advisory Co., Ltd. and Miss Piyamas Ruangsangrob, who independently appropriated and experience to perform internal audit duties, internal audit's detail in the Appendix 3.

General information	Email	Telephone number
1. Ms. Piyamas Ruangsangrob	piyamas@honoraudit.com	026520898

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

The Company has designated Ms. Pimwan Thareratanavibool, who holds the position of Managing Director and Company Secretary, to supervise the Company's compliance.

General information	Email	Telephone number
1. Ms. Pimwan Thareratanavibool	pimwan@aienergy.co.th	034877488

## 7.6.2 Head of investor relations

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

### List of the head of investor relations

General information	Email	Telephone number
1. Ms. Pimwan Thareratanavibool	pimwan@aienergy.co.th	034877488

## 7.6.3 Company's auditor

The Company has appointed Siam Truth Audit Company Limited as the Company's auditors in 2024, who were consented by the audit committee. The auditors from Siam Truth Audit Company Limited are qualified for the Public Limited Companies Act and Securities Commission and the Stock Exchange stipulated and has no relationship with the Company, Subsidiaries, Management, Controlling Shareholders, or related party that preventing the independent opinion.

In the event the designated auditor is unable to perform their duties; Siam Truth Audit Company Limited is authorized to assign another of its auditors to perform the duties in place of them. The 2024 audit fee was not over 3,300,000 Baht.

### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
SIAM TRUTH AUDIT COMPANY LIMITED SAM SEN NOK HUAI KHWANG Bangkok 10310 Telephone +66 2275 9599,+669 4559 3894	3,300,000.00	-	<p>1. Mr. BUNJONG PICHAYAPRASAT Email: bunjong@siamtruth.com License number: 7147</p> <p>2. Mr. KRAISIT SILAPAMONGKONKUL Email: kraisit@siamtruth.com License number: 9429</p> <p>3. Ms. KHAYMANUNDT CHAICHUEN Email: khaymanundt@siamtruth.com License number: 8260</p> <p>4. Ms. WARAPORN KANJANARASSAMEECHOT Email: waraporn@siamtruth.com License number: 9927</p> <p>5. Ms. ORAWAN SUWANHIRANCHOT Email: orawan@siamtruth.com License number: 11145</p> <p>6. Mr. CHAIWAT SAETIAW Email: chaiwat@siamtruth.com License number: 11042</p>

### Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
SIAM TRUTH AUDIT COMPANY LIMITED SAM SEN NOK HUAI KHWANG Bangkok 10310 Telephone +66 2275 9599,+669 4559 3894	130,000.00	-	1. Mr. KRAISIT SILAPAMONGKONKUL Email: kraisit@siamtruth.com License number: 9429

#### 7.6.4 Assigned personnel in case of a foreign company

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

## 8. Report on key operating results on corporate governance

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

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

The Company has been complying with the code of good corporate governance for listed companies. In 2024, the Company operated its business in accordance with the corporate governance code as detailed below;

#### Principle 1: Establish Leadership Role and Responsibilities of the Board of Directors as the Leader in a Sustainable Organization

##### (1) Define Policy, Strategy and Business Director

The board of directors reviewed business operations, business plans, visions, missions and budgets to be consistent with the current market and economic conditions. Also assign the managing director and the management team to set indicators to achieve goals and continuous follow-up and report the results to the board of directors quarterly.

##### (2) Good Corporate Governance and Code of Business Conduct

The Board of Directors has established principles of good corporate governance and business ethics for directors, managements and employees of the Company to adhere to as guidelines for efficiency, transparency, accountability and taking into account the interests of all groups of stakeholders. In this regard, in 2021, the Company has registered and announced the good corporate governance policy and business ethics for directors, managements and employees to acknowledge and agree to practice.

##### (3) Internal Control and Internal Audit

The board of directors and the audit committee emphases on internal control by trying to determine the Company to have a standardized internal control system of acceptable risk level by assigning an outsource internal auditors to review and follow up on the results of internal control on a quarterly basis and report to the audit committee and the board of directors.

##### (4) Risk Management

The board of directors has assigned the risk management committee is responsible for policy stipulation and determine risks that have a significant impact on the Company's operations. Also monitor, improve, and put in place measures to mitigate risks to an acceptable level. The risk management committee is also reporting the risk management reports to the board of directors for acknowledgment on a quarterly basis.

#### Principle 2: Define Objectives that Promote Sustainable Value Creation

The board of directors has reviewed the 2024 business plan, which contains the direction and strategy of the Company's business operations for the next 5 years to ensure that the business plan can respond to the current and future economic and social conditions.

#### Principle 3: Strengthen Board Effectiveness

The board of directors has determined the appropriate number of directors with the proportion of independent directors to lead the organization to the objectives and goals. The current board of directors consists of 7 members, comprising 4 executive directors and 3 independent directors, representing half of the entire board of directors.

The chairman and the managing director must not be the same person and engage in different roles. The chairman duties to the board are described below;

(1) Supervision, follow up and ensure that the Board of Directors has efficiently perform their duties and achieve the objectives and goals of the organization.

(2) Ensuring that all directors are involved in fostering an ethical corporate culture and good corporate governance.

(3) Determining the agenda of the board of directors meeting together with the assigned director and managing director and has measures to ensure that important matters are included in the meeting agenda.

(4) Allocating sufficient time for the management to make a presentation and enough for the directors to discuss important issues thoroughly. Encouraging directors to use prudent discretion freely express opinions.

(5) Strengthening of good relationship between executive directors and non-executive directors and between the board and the management.

The managing director is highest commanding in chief of the Company, who is responsible for managing policies, business plans and budgets as assigned and authorized by the board of directors. However, the Company's chairman and managing director are

considered to be a member of the same family. Therefore, according to the resolution of the board of directors Meeting No. 3/2021 held on 13 August 2021, has appointed Mr.Damrong Joongwong to be an independent director and chairman of audit committee representative participate in determining the agenda for the board of directors' meeting to promote the balance of power between the board and the management.

#### **Principle 4: Ensure Effective Top Executives and People Management**

The Company has systematically arranged a succession plan for the top executives of each line. This is to ensure that the Company has executives and employees with skills, knowledge, abilities and attitudes that will lead the Company to success as targeted and support the Company's future growth.

The Company encourages directors and executives to attend training for knowledge and ability development annually. The Company sent them to various training courses to develop skills and knowledge organized by the Thai Institute of Directors Association (IOD), courses namely Director Certification Program, Ethical Leadership Program, Advance Audit Committee Program, Board Secretary Program, and Anti-Corruption Practical Guide. etc., including organizing annual internal training and seminars via electronic media.

#### **Principle 5: Nurture Innovation and Conduct Business with responsibility**

The Company emphasizes and supports the creation of innovations that create value to the business while creating benefits for all groups of stakeholders and are responsible to society and the environment as follows:

(1) The Company is part of the Roundtable on Sustainable Palm Oil (RSPO), sustainable and environmentally friendly palm oil production. Palm tree must be planted on land with documented rights, strictly comply with labor laws, protection against soil, water, and the environment, such as using chemicals as necessary as appropriate, reduce chemical contamination in water, soil, store containers in appropriate places, restore soil and water. Importantly, do not burn in any case which the Company provides support by joining as a member and obtaining RSPO certification, including purchasing some CPO from trading partners and sell products to RSPO certified customers as well throughout the chain.

(2) The Company designs and develops products and services, researches, improves production and work processes, including collaborating with partners to create mutual benefits for the Company, customers, partners, community and the environment. The Company does not encourage inappropriate behavior Illegal or unethical activities. Currently, the Company is currently studying the possibility in developing the production process to reduce the maximum contaminants of 3-MCPD and Glycidyl fatty acid esters (GE) in palm oil used for direct consumption or used as other food ingredients in the criteria that The European Food Safety Authority (EFSA) has established and accepted. Such substances were caused by distillation and processing at temperatures above 200 degrees Celsius to remove the color, odor and acid that cause rancidity. Both substances cause damage to the genetic material, especially the highest risk group is new born babies which is likely to be exposed to high levels of 3-MCPD from the use of palm oil in the production of infant formula.

(3) The Company places importance on social and community responsibility to build believe and trust from surrounding communities by listening to opinions/problems from the community through the Company's personnel from the safety, occupational health, and environment unit and cooperate fully to improve.

#### **Principle 6: Strengthen Effective Risk Management and Internal Control**

The Board of Directors has established a risk management policy to ensure that the Company has a risk management system to effectively achieve its objectives and complies with relevant laws and standards. The risks are divided into 2 groups, namely corporate risk and operational risk. The board of directors and the risk management committee emphasized the Company's awareness of risks that may arise from business operations and to carry out risk management according to the risk mitigation plan and to effectively monitor performance according to the indicators of each critical risk in each work system. Business Development and Corporate Strategy Manager acknowledges a monthly report of performance from each department and is representing the management team report to the Risk Management Committee on a quarterly basis.

The Board of Directors and Audit Committee has established an internal control that covers operations performance, finance and accounting in order to operate in accordance with the relevant laws, regulations and regulations by appointing internal auditors from outside to perform audits (outsourced), giving opinions and suggestions on the internal control, including the overall organization to make the internal control of the Company more efficient and has a duty to report to the audit committee for approval on a quarterly basis.

#### **Principle 7: Ensure Disclosure and Financial Integrity**

The Board of Directors attaches importance to the disclosure of accurate and complete financial information within a

specified period for stakeholders to receive information equally in accordance with the requirements, laws, rules and regulations of the Company. The Company provides quarterly and annually financial statements that has been reviewed and audited according to accounting standards, which has been consented and approved by the Audit Committee and the Board of Directors, respectively along with MD&A, before disclosing to shareholders and stakeholders through the SETLink and the Company website.

According to the Board of Directors held on 15 May 2013, the resolution included the regulations on the use of internal information in order to adhere to the principles of Good Corporate Governance of the company as follows:

#### **Control of Internal Information**

1. Directors, executive, and employees of the Company shall abide the following.
  - a) Maintain the confidentiality and/or internal data within the Company.
  - b) No disclosure of secret information and/or internal data of the Company shall be carried out to seek own benefits or the benefit of any other persons either directly or indirectly, and either receive or not receive the return.
  - c) Neither selling, nor transfer of securities of the Company by sign confidential and/or internal data shall be conducted, and/or entering into any other transactions by using confidential and /or internal data that may cause damage to the Company either directly or indirectly.

However, the directors, executive, management and employees of the Company are receiving the internal information of the Company should avoid or refrain from trading securities of the Company during a period of one month prior to the public disclosure of financial statements. Such regulations shall include the spouse and immature children of directors, executives, management, and employees of the Company. Any violation of such regulations shall be deemed to have committed a serious offense.

2. Company's directors and executives, including the external auditors of the Company shall report the change in holdings the securities in their own companies, including the spouse and immature children, to the Securities and Exchange Commission and the SET pursuant to Section 59

3. Such regulations shall be declared to the directors, executives, management, and employees accordingly.

Since COVID-19 epidemic in 2021, the Company did not arrange a meeting to provide information to institutional investors and analyst. The Company has disclosed various information via SET Link and the Company's website [www.aienergy.co.th](http://www.aienergy.co.th). So, all groups of stakeholders are informed equally and in timely manners. Those who are interested in asking for information on the Company's news can contact via the following channels:

- (a) Postal : Investor Relations, AI Energy Public Company Limited 55/2 Moo 8 Sethakit 1 Rd., Klongmadua, Krathum Baen, Samut Sakhon, 74110
- (b) Telephone : +66 34 877-488
- (c) Email : [ir@aienergy.co.th](mailto:ir@aienergy.co.th)
- (d) LINE ID : aie-ir
- (e) Website : [www.aienergy.co.th](http://www.aienergy.co.th)

#### **Principle 8: Ensure Engagement and Communication with Shareholders**

The Board of Directors emphasis on the rights and equality of shareholders by giving shareholders the right to receive complete information and in a timely manner for attending the shareholders' meeting to decide on the matters of approval of the Company.

#### **The 2024 Annual General Meeting of Shareholders**

In 2024, the Annual General Meeting (AGM) of shareholders was held on 4 April 2024 at 10:00 hrs. only through Electronic Media (e-AGM), in accordance with criteria specified in related laws and regulations at Asian Insulators Public Company Limited 5th floor, 254 Seri Thai Road, Kannayaow, Bangkok.

There were 6 out of 6 directors attending the meeting and there were shareholders attended the e-meeting by themselves and proxy, totaling 29. The total number of shares 947,971,404 shares, representing 68.49% of the total number of ordinary shares with voting rights of 1,384,014,009 shares. The Company has complied with the best practices according to the AGM Checklist of the Thai Investors Association and in accordance with the principles of good corporate governance as follows:

#### **Prior to the Meeting**

- Shareholders were provided with channels to propose meeting agenda and nominate qualified candidates for directorship, as well as to send any questions concerning meeting agenda, which needed to be answered at the AGM prior to the meeting 1 month in advance between 23 November to 28 December 2023. The criteria were posted on the Company's website. The Board of Directors will consider the agenda proposed by the shareholders, if the board of directors rejects the agenda proposed the board of directors must notify the reason to the shareholders' meeting for acknowledgment.

- The board shall ensure that the Company arranges for the notice of the shareholders' meeting and related papers to be sent to shareholders at least fourteen (14) days before the meeting and posted the notice in Thai and English version on the Company's website at least 30 days before the meeting.
- The meeting invitation informs details of the nomination of independent directors for shareholders to consider as proxies. In the event that shareholders are unable to attend the meeting via electronic media by themselves as well as the rules and regulations used in the meeting such as registration and the exercise of voting rights are also provided.
- The Company has posted the notice of shareholder meeting invitation on ThunHood newspaper for a consecutive 3 days in the period of 19-21 March 2024, specified date, time, location as well as agendas.

#### On the day of the Meeting

- The Web Link registration began 1 hour before the meeting and live streaming started.
- All 6 directors, managing director, finance and accounting manager, auditor, and legal consultant attended the AGM to provide information and handle questions raised during each agenda.
- The Company explicitly informed the AGM of the meeting criteria in accordance with the laws and the Company's articles of association, such as announced the number of attendees, total number of shares with voting rights, etc. The manual and method to use Web Link system also provided. All the mentioned details were recorded in the minutes of the AGM

#### After the Meeting

- The Company disclosed the resolution passed at the 2024 Annual General Meeting of Shareholders (AGM) and voting results of every agenda through the SET's portal once the meeting had ended.
- The Company prepared the minutes of the AGM, specifying the names of director and management in attendance, as well as other relevant attendees, important explanations, a list of questions and answers and submitted to the SET and related agencies on April 5, 2024, which is within 14 days after the meeting date, and posted it on the Company's website.

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

The Company does not have a specific nomination committee. Therefore, the nomination, appointment, dismissal or termination of the position of the person who will serve as the Company's director, the Board of Director will consider and approve the qualified candidates who has all the qualifications under Section 68 of the Public Company Act B.E. 2535 and the Notification of the Capital Market Supervisory Board No. TorJor. Date 15 December 2008 and has been stipulated in the regulations and good corporate governance policy. The approved candidates will be proposed to the agenda for election of directors in the Company's shareholder meeting.

The Company provides orientation and training for new directors to help them understand their roles, responsibilities, and the organization. Continuous learning and development opportunities are also promoted to enhance directors' knowledge and understanding in all aspects, ensuring effective performance of their duties. The Company sent them to various training courses to develop skills and knowledge organized by the Thai Institute of Directors Association (IOD), courses namely Director Certification Program, Ethical Leadership Program, Advance Audit Committee Program, Board Secretary Program, and Anti-Corruption Practical Guide or other programs. This is done to adapt to changing external circumstances and to sustain the long-term development of the Company.

The Company requires the board to assess their performance with a self-assessment. The assessment criteria are set up appropriately and consistent with good practice and good corporate governance principles of listed companies in 2017. The Board shall do self-performance evaluations and to be conducted at least once a year, on an individual basis, to assist the directors in reviewing work outcomes, identifying problems, obstacles, and making necessary improvements.

The assessment results were presented to the board of directors' meeting. The results were used as information for considering various policies or determining the annual remuneration of directors. As for the sub-committees, there is no assessment because they are the same committees as all the board of directors.

## Information about the selection of the board of directors

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

List of directors	Position	First appointment date of director	Skills and expertise



List of directors	Position	First appointment date of director	Skills and expertise
Mr. THANIT THARERATANAVIBOOL	Vice-chairman of the board of directors (Executive Directors)	4 Oct 2006	Engineering, Business Administration
Mr. DAMRONG JOONGWONG	Director (Non-executive directors, Independent director)	5 Apr 2021	Business Administration

## Selection of independent directors

### Criteria for selecting independent directors

Selecting independent directors, the Company has no Nomination and Remuneration Committee. Therefore, the selecting criteria is to comply with the Company's bylaws and relevant laws. The selection process should be transparent and clear. The Board of Directors is required to consist of independent directors at least one-third of the Board of Directors but not less than 3 persons holding office for a term of 3 years from the date of appointment by resolution. The independent directors must be knowledgeable, capable, and have qualifications as required by the Securities and Exchange Act, including the announcements, regulations and/or regulations of the Stock Exchange of Thailand and can express their opinions at the meeting freely. They must also be capable of safeguarding the interests of shareholder equally with no conflict of interest between the Company and the directors, executives and all stakeholders. The approved candidates will be proposed to the agenda for election of independent directors in the Company's shareholder meeting. The independent directors of the Company have qualifications in accordance with the SEC criteria as follows:

1. Hold less than 1% of the total ordinary shares of the Company, subsidiaries, and affiliated. The count must be inclusive of shares belong to the independent director's associates.
2. Has not involve in management, or has never held position as executive director, employee, consultant with fixed salary or controlling shareholders of the Company and was received salary, the parent company's, subsidiary's, affiliates, or same level subsidiary's authorized person, majority shareholders or the Company's authorized person, except being exempt from the above characteristic for at least 2 years prior to submitting the permit to the Securities and Exchange Commission Office. The above prohibited characters exclude the independent director who is a government employee or consultant who is majority shareholders or authorized director of the Company.
3. Don't have a relationship directly or legally married to executives, majority shareholders, authorized person or person who has been nominated an executive position or subsidiary, including not being parents, siblings, children, and being in-law of such person as stated above.
4. Never or used to have business relationship with the Company, the Parent Company, subsidiary, majority shareholders, affiliate, majority shareholders or the Company's authorized person of which obstructed independent judgment, including not being or used to be significant shareholders or an authorized person having business relationship with parent company, subsidiary, affiliate, majority shareholders or the Company's authorized person, except being exempt from the above characteristics at least two years before submitting application to Securities and Exchange Commission Office.
5. Never or used to be the Company's, parent company's, subsidiaries', affiliates', major shareholders' or authorized person's external auditor. Never or used to be major shareholder, authorized person, or partner of any auditor firms that the Company's, parent company's, subsidiaries', affiliates', or major shareholders' external auditors are in, except for being exempt from the above characteristic for at least 2 years before submitting application to Securities and Exchange Commission Office.
6. Never or used to be a professional service provider whose business includes legal or financial adviser, who receives more than THB 2 million per annual service fee from the Company, parent company, subsidiary, affiliates, major shareholders or authorized person of the Company and not a majority shareholders, authorized person or partner of the professional service provider, except for being exempt from the above characteristic for at least 2 years before submitting application to Securities and Exchange Commission Office.
7. Not an appointed committee by the representative of the Company's director, major shareholders or shareholders who associate with majority shareholders of the Company.
8. Not operate the same business and a significant competitive business with the Company or subsidiary or not a

significant partner in partnership or an executive director of such business, employees or consultant who earn fixed salary or hold more than 1% of ordinary share of another company which operates the same business and be a significant competitor with the Company or subsidiary.

9. No other characteristics preventing the independent opinion on the Company's operation.

10. The independent directors may be assigned by the board of directors to decide on the operation of the Company, the parent company, subsidiary, affiliates, and subsidiary of the same level, major shareholders or authorized person of the Company in collective decision form.

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

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

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

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

Method for selecting persons to be appointed as directors through the nomination committee : No

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : No

## **Rights of minority shareholders on director appointment**

The Company emphasis the right and the equitable treatment of the shareholders in accordance with the good corporate governance practices. The Company has facilitated shareholders the opportunity nominating qualified person(s) for election as directorship of the Company. This will help the Company recruiting qualified persons to serve as directors for the utmost benefit of the Company and all stakeholders. Shareholders who has the right to propose director nomination must holding the Company's share on the date of proposal, being either one shareholder or combined shareholders holding a minimum of share proportions not less than 5 (five) percent of total voting rights with evidence for securities holder: A certified authentic copy from a securities company or other official document from the Stock Exchange of Thailand or Thailand Securities Depository Co., Ltd.

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

## **Information on the development of directors**

### **Development of directors over the past year**

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

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. NARONG THARERATANAVIBOOL Chairman of the board of directors	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2004: Director Certification Program (DCP)</li> <li>• 2004: Role of the Chairman Program (RCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2012: Advanced Management Program, Capital Market Academy No. 15</li> <li>• 2000: Diploma, National Defense College, The Joint State - Private Sector Course Class 13</li> </ul>
2. Mr. THANIT THARERATANAVIBOOL Vice-chairman of the board of directors	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2004: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2013: Advanced Management Program No. 17, Capital Market Academy</li> </ul>
3. Mr. SAMPAN HUNPAYON Director	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2013: Director Accreditation Program (DAP)</li> <li>• 2008: Director Certification Program (DCP)</li> </ul>
4. Mr. CHOTI SONTIWATTANANONT Director	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2013: Director Certification Program (DCP)</li> </ul>
5. Mr. DAMRONG JOONGWONG Director	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2013: Director Certification Program (DCP)</li> </ul>
6. Ms. PIMWAN THARERATANAVIBOOL Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2020: Ethical Leadership Program (ELP)</li> <li>• 2017: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2024: TLCA CFO CPD No. 2/2024: Economic Update for CFO</li> <li>• 2024: TLCA CFO CPD No. 4/2024 “Accounting standards related to the issuance of ESG securities”</li> <li>• 2024: TLCA CFO CPD No. 5/2024 “ESG Bond”</li> <li>• 2019: Strategic CFO in Capital Markets No. 8</li> <li>• 2013: Company Secretary Program No. 51</li> </ul>
7. Mr. Pongsakon Thareratanavibool Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2021: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2024: ESG201 ESG Risk</li> <li>• 2024: CSR-DIW Standard E-learning</li> </ul>

## Information on the evaluation of duty performance of directors

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

The Company requires the board to assess their performance with a self-assessment. The assessment criteria are set up appropriately and consistent with good practice and good corporate governance principles of listed companies in 2017, the

assessment results were presented to the board of directors' meeting. The results were used as information for considering various policies or determining the annual remuneration of directors. As for the sub-committees, there is no assessment because they are the same committees as all the board of directors.

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

In 2024, the Board of Directors is of the opinion that the Board of Directors has performed its duties efficiently, understood its roles and responsibilities, understood the business and situation of the Company very well, and each Director has devoted time to perform duties and contributed to the work of the Board of Directors.

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

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

In 2024, the Company held 5 Board of Directors' meetings and 1 Shareholders' meeting, which has been scheduled for a meeting in advance.

Number of the board of directors meeting over the past : 5  
year (times)  
Date of AGM meeting : 04 Apr 2024  
EGM meeting : No

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

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. NARONG THARERATANAVIBOOL (Chairman of the board of directors)	5	/	5	1	/	1	N/A	/	N/A
2. Mr. THANIT THARERATANAVIBOOL (Vice-chairman of the board of directors)	5	/	5	1	/	1	N/A	/	N/A
3. Mr. SAMPAN HUNPAYON (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
4. Mr. CHOTI SONTIWATTANANONT (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
5. Mr. DAMRONG JOONGWONG (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
6. Ms. PIMWAN THARERATANAVIBOOL (Director)	5	/	5	1	/	1	N/A	/	N/A
7. Mr. Pongsakon Thareratanavibool (Director)	4	/	4	0	/	0	N/A	/	N/A

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

Mr. Pongsakon Thareratanavibool was appointed as a director of the Company on April 4<sup>th</sup>, 2024 and therefore was unable to attend the Board of Directors' meetings prior to his appointment.

## Remuneration of the board of directors

### Types of remuneration of the board of directors

The Company determines the remuneration policy for the Company's Board of Director and Audit Committee fairly and reasonably in awareness of the appropriateness and accord with the responsibilities of the directors, financial position of the Company, and in the reference to the companies in the same industry. The remuneration shall set at appropriate level and sufficient to motivate and retain qualified directors to present to the Board of Directors and the shareholders' meeting for approval. The Company does not have a Nomination Committee, in which persons appointed to hold positions of directors and executives of the Company shall qualify under Section 68 of the Public Company Act B.E. 2535. The 2024 Annual General Meeting of Shareholders held on 4 April 2024 resolved to approve the determination of remuneration for the Company's directors for the year 2024 for not exceeding 3,000,000 Baht.

### Remuneration of the board of directors

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

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. NARONG THARERATANAVIBOOL (Chairman of the board of directors)			324,000.00		N/A
Board of Directors	108,000.00	216,000.00	324,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee	N/A	N/A	N/A	No	
<b>2. Mr. THANIT THARERATANAVIBOOL (Vice-chairman of the board of directors)</b>			<b>270,000.00</b>		<b>N/A</b>
Board of Directors	90,000.00	180,000.00	270,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>3. Mr. SAMPAN HUNPAYON (Director)</b>			<b>390,000.00</b>		<b>N/A</b>
Board of Directors	90,000.00	180,000.00	270,000.00	No	
Audit Committee	120,000.00	N/A	120,000.00	No	
<b>4. Mr. CHOTI SONTIWATTANANONT (Director)</b>			<b>390,000.00</b>		<b>N/A</b>
Board of Directors	90,000.00	180,000.00	270,000.00	No	
Audit Committee	120,000.00	N/A	120,000.00	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>5. Mr. DAMRONG JOONGWONG (Director)</b>			<b>468,000.00</b>		<b>N/A</b>
Board of Directors	108,000.00	216,000.00	324,000.00	No	
Audit Committee	144,000.00	N/A	144,000.00	No	
<b>6. Ms. PIMWAN THARERATANAVIBOOL (Director)</b>			<b>270,000.00</b>		<b>N/A</b>
Board of Directors	90,000.00	180,000.00	270,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
<b>7. Mr. Pongsakon Thareratanavibool (Director)</b>			<b>195,000.00</b>		<b>N/A</b>
Board of Directors	60,000.00	135,000.00	195,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	

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

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	636,000.00	1,287,000.00	1,923,000.00
2. Audit Committee	384,000.00	N/A	384,000.00
3. Executive Committee	N/A	N/A	N/A
4. Risk Management Committee	N/A	N/A	N/A

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

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

#### 8.1.3 Supervision of subsidiaries and associated companies

The Company has carried out a subsidiary business in line the with Company business principles and to maintain the Company's investment interests. The Company appointed two directors to be directors and managing director in a subsidiary company, namely AI Ports and Terminals Company Limited ("AIPT"), as approved by the Board of Directors' meeting. However, if the said directors and managing director cease to be directors in AIPT, the Board of Directors will consider appointing another Company's directors or managements to supervise on AIPT on a case-by-case basis.

#### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and associated companies	: No / In Progress
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	: The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets

The Company has established policies for significant transactions and principles for supervising operations in subsidiaries as follows:

(1) The Board of Directors will appoint the Company's representative as a director in each subsidiary in order to supervise the subsidiary to operate in accordance with the laws, good corporate governance policy, and other related policies.

(2) The Company must receive a quarterly performance report with related documents for consideration which the subsidiary must strictly comply with, including the need to supervise the collection of information and accounting records of subsidiary so that the Company can audit and compile them to prepare consolidated financial statements on time.

(3) If the subsidiary has transactions of the acquisition or disposition of assets under the Notification of the Capital Market Supervisory Board concerning the acquisition or disposition of assets or connected transactions. The Company has duty to seek approval from the board of directors' meeting. and/or disclose information to the SET and/or seek approval from the shareholders' meeting before entering into transactions. In this regard, the subsidiary will be able to enter into the transaction or proceed only after receiving the approval according to the specified criteria. The Company's representative shall oversee and ensure that the subsidiary has regulations and complies with the related party transactions, acquisition or disposal of assets, or any other significant transactions of the said company in a complete and correct manner, and shall use the criteria related to the disclosure of information and the above transactions in the same manner as the Company's criteria, and shall enter into transactions or operate only after receiving approval in accordance with the specified criteria.

In addition, in some transactions or events of the subsidiary may have cause the Company to disclose information to the SET according to the specified criteria. Directors of the subsidiary are obliged to notify the managing director of the Company immediately that the subsidiary has a plan to enter into a transaction or such event occurs.

(4) The Company has set a policy for directors of subsidiaries to disclose information about their interests and related persons and transactions with the Company in a manner that may cause a conflict of interest by the board of directors of the Subsidiary to the board of directors of the Company. Subsidiary's directors must not participate in approving matters in which he or she is a stakeholder or having conflicts of interest, both directly and indirectly.

(5) In the event that the Company found significant suspected issues, the Company able to inform the subsidiary for clarification and submitting documents for consideration.

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

##### Prevention of conflicts of interest

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

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

The Company has established a policy that the Board of Directors, managements and employees must perform their duties for the best interests of the Company. In the event that any person has a stake in or is involved in a transaction under consideration, such person must notify the department responsible for such matter and must not participate in considering such transaction.

In the event that the Company or its subsidiaries carries out their businesses with the related person who may have a conflict of interest with the Company, the Audit Committee will express its opinion regarding the necessity of such transactions. The Audit Committee will ensure that terms and conditions of these transactions are consistent with market practice and prices charged for these transactions are evaluated and compared with market prices and non-benefit transfer. In the event that market price is not available, the Audit Committee must ensure that these prices are reasonable and the transactions are carried out in



the best interest of the Company and its shareholders. If the Audit Committee is unable to evaluate connected transactions due to lack of expertise in certain areas, the Company will arrange an independent expert to evaluate and give opinion on such transactions. The Board of Directors or Audit Committee or the Company's shareholders, as the case may be, will use this opinion from the independent expert as a supplement to form their own conclusion.

The Company has established a code of conduct that specifies the appropriate use of personal data, not disclosing or sharing confidential information of business partners and related parties to unrelated persons, which may cause damage to business partners, and not using it for personal gain, unless it is disclosed in accordance with legal duties, which the Board of Directors has considered and approved on November 14, 2023.

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

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

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

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

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

The Company has established a control of internal information policy for supervising the use of inside information in accordance with the law and principles of good corporate governance, requiring directors, managements, and employees to comply with the following:

1. Maintain the confidentiality and/or internal data within the Company. No disclosure of secret information and/or internal data of the Company shall be carried out to seek own benefits or the benefit of any other persons either directly or indirectly, and either receive or not receive the return. Neither selling, nor transfer of securities of the Company by sign confidential and/or internal data shall be conducted, and/or entering into any other transactions by using confidential and /or internal data that may cause damage to the Company either directly or indirectly.

However, the directors, executive, management and employees of the Company are receiving the internal information of the Company should avoid or refrain from trading securities of the Company during a period of one month prior to the public disclosure of financial statements. Such regulations shall include the spouse and immature children of directors, executives, management, and employees of the Company. Any violation of such regulations shall be deemed to have committed a serious offense.

2. Company's directors and executives, including the external auditors of the Company shall report the change in holdings the securities in their own companies, including the spouse and immature children, to the Securities and Exchange Commission and the SET pursuant to Section 59.

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

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

### Anti-corruption action

#### Operations in anti-corruption in the past year

The Company recognizes the significance of establishing the Anti-Corruption policy and practices, which may improve the Company's

operation effectiveness and also may build trust among stakeholders in terms of a company with good corporate governance practices, which is the vital parts of its stability growth.

The Company has proclaimed the anti-corruption policy as the guidelines for the Board of Directors, managements, and employees to strictly comply. The Company has participated in the declaration of intention to become a collective action coalition of the Thai private sector in anti-corruption on August 10, 2017 and was already certified as member by the Private Sector Collective Action Coalition Council (CAC) since February 4, 2019, renew every 3 years to against all forms of corruption.

The Company has implemented the following anti-corruption policy:

1. Identify business risks in various dimensions that may be related to corruption, covering prevention measures, detection and response when found.
2. Establishes appropriate and sufficient internal controls for fraud and corruption prevention and the assessment/review of internal processes to ensure the efficiency and effectiveness of internal controls.
3. The Company communicates the policy to directors, managements, and all employees about Anti-Corruption Policy via internal e-mail and posted in each department, including provide anti-corruption training as a mandatory subject in the organization's individual training yearly.
4. The Company sent letters to all suppliers to announce its intention of Anti-Corruption Policy and all suppliers shall comply with such policy.
5. The Company published the Anti-Corruption Policy on its website; <http://www.aienergy.co.th>, for shareholders, investors and potential investors.
6. Compliance with the anti-corruption policy is reviewed by the outsource internal audit.
7. Establishes channels to report, comment, or make complaints about fraud or corruption cases as well as establishes a process to investigate, enforce and report cases of fraud or corruption to the Board of Directors and managing director, as well as a protection of whistleblower.

The Company has disclosed details of its policies on its website [www.aienergy.co.th](http://www.aienergy.co.th) under the Corporate Governance section.

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines

1. The review of this policy is set for at least once a year and is to be submitted to the board of directors for approval.
2. The Company was already certified as member by the CAC since February 4, 2019, renew every 3 years. The first renewal was on April 4, 2022 and currently in the process of applying for a second renewal in 2025.
3. Establishes communications and training to provide understanding of the Policy and Procedures on anti-fraud and corruption to the Board of Directors, managements and employees and add the anti-corruption policy as a mandatory subject in the organization's individual training yearly.

## Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

The Company has opened whistleblowing or complaints channels for stakeholders as follows:

- Internal complaints
  1. HR Departments (manager level)
  2. Email: [hr@aienergy.co.th](mailto:hr@aienergy.co.th) / [ac@aienergy.co.th](mailto:ac@aienergy.co.th)
- External complaints

1. Website <http://www.aienergy.co.th> under the Contact Us section
2. Email: [aienergy@aienergy.co.th](mailto:aienergy@aienergy.co.th) / [ac@aienergy.co.th](mailto:ac@aienergy.co.th)
3. Post: Attention to the Chairman of Audit Committee (55/2 Moo 8 Sethakit 1 Rd., Khlong Maduea, Krathum Baen, Samut Sakhon, 74110)

There is an audit committee which is independent from the management to consider and HR department (manager level) and an audit committee secretary to screen such clues and complaints.

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

In 2024, there were no reports or complaints of misconduct, fraud, and abnormal activities

### Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

## 8.2 Report on the results of duty performance of the audit committee in the past year

### 8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 8

List of directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. DAMRONG JOONGWONG (Chairman of the audit committee)	8	/	8
2 Mr. SAMPAN HUNPAYON (Member of the audit committee)	8	/	8
3 Mr. CHOTI SONTIWATTANANONT (Member of the audit committee)	8	/	8

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

In 2024, the Audit Committee held a total of 8 meetings. The Chairman of the Audit Committee is Mr. Damrong Joongwong and Mr. Choti Sontiwattananont is a director who has sufficient expertise and experience in finance and accounting to review the credibility of financial statements. Miss Rattika Ngamniyom is serving as the committee secretary. In the meeting, the Audit Committee has invited an external audit and an internal audit to join the meeting as to the due agenda, presented to the Board of Directors.

The Audit Committee oversight and regulate in relation to financial reporting to ensure of the accuracy, completeness and compliance with generally accepted accounting principles and adequate disclosure prior to present the Board of Directors. As well as, review the risk management and internal control to be effective and suggest solutions to the Board of Directors when the systems should be corrected or improved are summarized below;

#### 1. Financial Statements

Reviewed the information in the financial statements of the Company and its subsidiaries quarterly and for the year 2024, which had a meeting with the external auditor and the Company's accounting department for accuracy, completeness, according to accepted accounting principles and adequately disclosed. Moreover, the Audit Committee responsible for reviewing all related-parties' transactions are as reasonable, appropriated, and free of conflicts of interest such as the acquisition or disposition of assets prior to submission to the Board of Director for approval.

In the Audit Committee meeting, there are no executive directors attended, to allow the Audit Committee and the external audit discuss freely, including inform all the problem and obstacle in auditing process. As a result, the Audit Committee has an opinion regards to the financial statements for the year 2024 are adequately disclosed in an appropriate information, no conflict with the facts and are prepared in accordance with accepted accounting principles.

#### 2. Internal Control Systems

The Audit Committee has appointed Honor and Advisory Co., Ltd. as an internal auditor to review and evaluate the Company's internal control system, which appropriately and adequately designed and able to protect the Company from potential risks in accordance to the guidelines of COSO (The Committee of Sponsoring Organization of the Treadway Commission) and the Association of Internal Auditors of Thailand as well as the guidelines of the Stock Exchange of Thailand. The internal auditor has a duty to follow up the correction of comments and suggestions, then prepared the internal audit report for the Audit Committee Meeting on quarterly basis. In order to prevent any significant deficiencies of the internal control of the accounting system that impact on the Company's financial statements.

#### 3. Risk Management Processes

The Audit Committee has monitored the Company's risk management with the implementation of the established risk mitigation plan through quarterly reports of the Risk Management Committee in order to be able to monitor measures and risk mitigation strategies effectively and provide suggestions to improve procedures or action plans to be appropriate and to cope with unpredictable situations.

#### **4. Compliance**

In quarterly meeting of Audit Committee, the Audit Committee has been continuously audited and reviewed regarding the Securities and Exchange Act and the Stock Exchange of Thailand regulations including laws relating to the Company's operation.

#### **5. Whistleblowing**

In 2024, No reports of misconduct, fraud, and abnormal activities.

#### **6. Appointment of the External Auditor**

The Audit Committee has appointed Siam Truth Audit Company Limited as an external auditor to examine and comment on the Company's 2024 financial statements and set the Audit fee for no more than 3.30 million Baht and proposed for the Board of Director's approval prior to present the Shareholder Meeting approved.

The Audit Committee is of the opinion that the Company prepares financial reports in accordance with accounting standards, is reliable and has adequate information disclosure and useful to users of financial statements. There is an internal control system that is sufficient and effective. There is proper risk management and able to complete the planned work in a timely manner. In 2024, the Audit Committee received good cooperation from the Board of Directors, managements, auditors, internal auditors, and all departments.

## 8.3 Summary of the results of duty performance of subcommittees

### 8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance Executive Committee

Meeting Executive Committee (times) : 19

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. NARONG THARERATANAIBOOL (Chairman of the executive committee)	19	/	19
2 Mr. THANIT THARERATANAIBOOL (Member of the executive committee)	19	/	19
3 Ms. PIMWAN THARERATANAIBOOL (Member of the executive committee)	19	/	19
4 Mr. Pongsakon Thareratanavibool (Member of the executive committee)	12	/	12

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

In 2024, the Executive Committee performed its duties according to the scope of responsibility specified in the Executive Committee Charter as approved by the Board of Directors. There were a total of 19 meetings, with consideration of important matters to control and supervise the business operations to be in accordance with the 2024 Company Plan as approved by the Board of Directors, which can be summarized as follows:

1. Consider the Company's operating company plans and budgets and propose to the Board of Directors for approval as well as to continuously monitor the performance of the management in accordance with the company plan and budget.
2. Implementation of policies and other aspects of management as well as budgeting were monitored regularly to ensure they are carried out as approved by the Board.
3. Consider the Company's plans and budgets to present to the Board of Directors for acknowledgement, including monitoring the performance of the management to ensure that it complies with the annual Company Plan and budget continuously.
4. Follow up on the company plan and consider approving various operations according to the approval mandate of the Executive Committee, including the use of the Company's budget in accordance with the Board of Directors' assignments and the specified plans on a quarterly basis.
5. The Executive Committee's charter was reviewed and found to be appropriated and aligned with the Committee's performance of its duties as well as with relevant policies and procedures.
6. Execute other matters to support the implementation mentioned above or as assigned by the Board of Director at each time.

#### Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. THANIT THARERATANAVIBOOL (The chairman of the subcommittee)	4	/	4
2 Mr. CHOTI SONTIWATTANANONT (Member of the subcommittee)	4	/	4
3 Ms. PIMWAN THARERATANAVIBOOL (Member of the subcommittee)	4	/	4
4 Mr. Pongsakon Thareratanavibool (Member of the subcommittee)	2	/	2

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

The Risk Management Committee consists of 4 members from the board of directors, one of which is an independent director (Mr.Choti Sontiwattananont), who experience and knowledge of accounting and finance. Mr.Thanit Thareratanavibool serves as a chairman of the committee.

In 2024, the Risk Management Committee held a total of 4 meetings and performed its duties in accordance with the missions set out in the Risk Management Committee Charter as follows:

- (1) Regulate and develop the overall risk management in accordance with ISO 9001:2015 and COSO ERM ‘Enterprise Risk Management’ in order to mitigate possible risks, maintain at an acceptable level.
- (2) Develop and suggest the risk mitigation plan for both corporate risk and operational risk to maintain acceptable risk level and effectively manage remaining risks.
- (3) Opinions on the improvement of risk management methods in various fields according to the suggestion of the internal auditor and external auditor, including suggesting directions on how to supervise the managements of various departments.
- (4) Follow up with the management to arrange a meeting on risk management of each department on a monthly basis and collect the actual results to compare with the plans that have been set. Then, proposing to the Risk Management Committee quarterly to review and assessment together with a summary of material risks reported to the Executive Committee, Audit Committee, and Board of Directors on a quarterly basis.
- (5) Review the risk management policy and the risk management committee’s charter to be consistent with risk management guidelines (COSO ERM “Enterprise Risk Management”) throughout the Company.

## 9. Internal control and related party transactions

### 9.1 Internal control

The Company's internal controls were set in accordance with good corporate governance and aligned with laws, rules, regulations, policies and regulations of relevant authorities such as the Securities and Exchange Commission and the Stock Exchange of Thailand. Also, the internal control has been set with the following objectives:

1. To evaluate the Company's internal control system, which appropriately and adequately designed and able to protect the Company from potential risks in accordance to the guidelines of COSO (The Committee of Sponsoring Organization of the Treadway Commission) and the Association of Internal Auditors of Thailand as well as the guidelines of the Stock Exchange of Thailand.
2. To ensure that all transactions related have done according by the Company's rules and procedures.
3. To ensure that the Company has complied with relevant laws and regulations of external agencies and government.
4. To assure that information related to each system is accurate and reliable.
5. To Suggest and improve the internal control in each system, where there are observations that should be corrected and improved to make the Company's internal control system more efficient and effective.

In 2024, the internal auditor has covered the operating system as follow;

#### 1<sup>st</sup> Quarter of 2024

- Revenue Management: Controlling the process of receiving orders, issuing sales documents, and delivering
- E-Tax Invoice & Receipt and Payment
- Depot Management: truck scales
- Followed-up the correcting and improving the internal control system observed in previous quarter.

#### 2<sup>nd</sup> Quarter of 2024

- Production: Production planning and monitoring of plan execution, production control, production efficiency
- Quality Control Management
- OSHA System
- Followed-up the correcting and improving the internal control system observed in previous quarter.

#### 3<sup>rd</sup> Quarter of 2024

- Compliance control system related to business operations
- Anti-corruption Policy
- Fixed assets management
- Maintenance system
- Followed-up the correcting and improving the internal control system observed in previous quarter.

#### 4<sup>th</sup> Quarter of 2024

- Human resource management and compensation
- Procurement
- Account payable and payment transactions: Creditor management and tracking of debt irregularities and long-standing debts
- Control of petty cash and advance payments (expenses not through the procurement system)
- Followed-up the correcting and improving the internal control system observed in previous quarter

#### 9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

#### The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Company's internal control for 2024 has been assessed and audited by considering 5 key elements factors; Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring. The internal auditor has studied operational systems by interviewing with management level and manager of each department. These has been done on quarterly basic and reported directly to the Audit Committee, so the internal auditor can perform independently.

In 2024, the internal audit was performed according to the annual internal audit plan, which approved by the Audit Committee. Overall, the results of the internal control system for 2024 can be summarized as follows:

##### 1. Internal Control and Management



The internal auditor has an opinion that the Company has a satisfactory internal control and management system. There is an environment that promotes the Company's internal control system. The Company has appropriately controlled both management and operational level, including follow-up operating performance and risk management regularly. The Company is making improvements according to some recommendations in order to have control measures that are more suitable for the situation.

#### 2. Compliance with Company Regulations

From randomly audited in some systems, found that the majority has adhered to the Company's regulations and procedures. The identified deficiency has been issued with the management to correct it according to the existing regulations and procedures and follow-up regularly.

#### 3. Financial and Accounting's Compliance

The financial information is reliable as it should be. However, the Company is in the process of revising some procedures to enhance the effectiveness of its internal controls related to its accounting, financial compliance matters. The Company is making improvements according to some recommendations in order to have control measures that are more suitable for the situation.

#### 4. Information Technology

The Company has a satisfactory level of control. However, there are observations that have been discussed with the Company's management to improve the efficiency of internal control and follow-up regularly.

### 9.1.2 Deficiencies related to the internal control system

	2022	2023	2024
Total number of deficiencies related to the internal control system (cases)	0	0	0

### 9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control : No  
different from the board of directors' opinions?

Does the auditor have any observations on the company's : No  
internal control?

### 9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

The Audit Committee Meeting No. 8/2023 on November 14, 2023, has agreed to appoint Honor and Advisory Co., Ltd. to perform the duties of the Company's internal auditor for the year 2024. Honor and Advisory Co., Ltd. has assigned Miss Piyamas Ruangsangrob to be the primary person responsible for performing the duties of the Company's internal auditor as well as overviewed and followed up the correcting and improving the internal controls to be more appropriate and effective. The Audit Committee considered the qualifications of Honor and Advisory Co., Ltd. and Miss Piyamas Ruangsangrob and found that they are suitable and adequate for performing such duties because they are independent and have experience in performing internal audit work. She has also received a certificate in internal auditing, Class 7 from the Accounting Professions Council and a certificate from the Accounting Professions Council on the course "Internal Auditing of Information Systems (IT Audit)". The Company has designated the Secretary of the Audit Committee to coordinate with the internal auditor (outsourced). The qualifications of the person holding the position of Internal Auditor are shown in Attachment 3.

### 9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of : Yes  
the internal audit unit require the audit committee approval?

Consideration and approval, appointment, removal, transfer of the head of the internal audit unit of the Company must be agreed by the Audit Committee and must be approved by the Board of Directors.

## 9.2 Related party transactions

The connected transactions of the Company and its subsidiaries with persons who may have conflict of interest, interests, or possibly future conflict of interest as trade agreement in the same format into which person of ordinary prudence may enter with general contractual party under the same situation by exercising trade negotiation power without any power as board, executive, or any relevant person, as well as having normal trade condition or market price under reasonable, accountable, and non-benefit transfer, the Management of the Company can perform such implementation normally under the principles approved by the Company's board and must prepare summary report to the Audit Committee quarterly.

For connected transactions that are not normal transactions, the Company will have the Audit Committee to consider and express their independent opinion on connected transactions of the Company and its subsidiaries with persons who may have conflict of interest, interests, or possibly future conflict of interest in accordance with Notification of the Securities and Exchange Commission at the Audit Committee meeting by taking into account the necessity and appropriateness of such transactions. This includes complying with fair trading conditions, consistent with general practices used with any irrelevant individual or business, and have no transfer of benefits between companies. In case that the auditing committee does not have expertise in considering on possible related transactions, the Company will consider having independent price estimator, independent specialized expert, or account auditor prepare comments on such related transactions for the Audit Committee so that the committee can apply such comments in support of their decision making and preparation of comments to the board of the Company or shareholders, as appropriate in each case, to approve such items before performing such transactions.

In this connection, the Company will disclose such connected transactions in the note to financial statements which are audited by the Company's auditor and Form 56-1 One Report based on principles and laws concerning securities and exchange market. In this connection, the consideration to approve such connected transactions shall comply with laws concerning securities and exchange market, as well as regulations, notifications, orders, or provisions of the SET in which a person who may have conflict of interest or interests from the preparation of such connected transactions will have no right to make any vote for such connected transactions preparation.

### Related party transactions

Does the company have any related party transactions? : Yes

#### 9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

##### Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Asian Insulators Public Company Limited Perform business in manufacturing and selling electric insulators used for electricity generating system.	<ul style="list-style-type: none"> <li>Parent company, Authorized Controller, and principal shareholder of the Company whereas AI is holding shares accounting for 58.38 percent of the Company have registered capital.</li> <li>Board members holding AI stocks are Mr. Narong Thareratanavibool, Mr. Thanit Thareratanavibool, Mr. Choti Sontiwattananont, Miss Pimwan Thareratanavibool, and Mr. Pongsakon Thareratanavibool whose stocks accounts for 21.29%, 5.06%, 0.00015%, 0.00002%, and 0.00003% of AI's registered capital.</li> <li>Board members authorized for co-signing are Mr. Narong Thareratanavibool, Mr. Thanit Thareratanavibool, Miss Pimwan Thareratanavibool, and Mr. Pongsakon Thareratanavibool.</li> </ul>	31 Dec 2024

##### Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
Asian Insulators Public Company Limited			
<p><b>Transaction 1</b></p> <p>203.45</p> <p>1.44</p> <p>1.49</p> <p><u>Nature of transaction</u></p> <p>Administrative Expenses</p> <ul style="list-style-type: none"> <li>- The Company and its subsidiaries made a payment for accounting software service fees to Asian Insulators Public Company Limited.</li> <li>- The Company paid dividend to Asian Insulators Public Company Limited.</li> </ul> <p><u>Details</u></p> <ul style="list-style-type: none"> <li>- In 2024 - 2022 for the amount of 1.49 million Baht, 1.44 million Baht, and 1.44 million Baht, respectively.</li> <li>- In 2024-2023 no dividend paid. In 2022, the Company has paid cash dividend to AI for 202.01 million Baht.</li> </ul> <p><u>Necessity/reasonableness</u></p> <p>In 2008, AI as a parent company arranged accounting software to jointly use within the AI Group, including AI, the Company, AIPT, AIES. AI hired computer consultant to perform services for 4 companies. AI has also signed in the Agreement Concerning the Acceptance of Maintenance Services and has continuously supported the use of such software with computer consultants since 2008. Such services covered maintenance and software supports for the aforementioned 4 companies.</p> <p><u>Audit committee's opinion</u></p> <p>Audit Committee considered the proposed connected transactions were based on the Company's policy and agree on the appropriateness of the conditions of the transaction with reasonableness of the price.</p>			

### 9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

In the future, if the Company needs to prepare connected transactions with a person who may have conflict of interest with the Company, the Company will set out conditions based on normal trade characteristics and as market prices which could be comparatively referred to conditions or prices incurring with the similar business that the Company does with any third party. In this connection, the Company will have the Audit Committee provide opinions regarding price, compensation rate, as well as necessity and appropriation of such connected transactions. In case that the Audit Committee does not have expertise in considering on possible related transactions, the Company will consider having independent price estimator, independent specialized expert, or account auditor prepare comments on such connected transactions for the Audit Committee so that the committee can apply such comments in support of their decision making and preparation of comments as appropriate in each case. In this connection, the Company will disclose such connected transactions in the note to financial statements which are audited by the Company's auditor and Form 56-1 One Report based on principles and laws concerning securities and exchange market. In this connection, the consideration to approve such connected transactions shall comply with laws concerning securities and exchange market, as well as regulations, notifications, orders, or provisions of the SET.

Furthermore, regarding selling and purchasing of goods in exchange, only the purchase of crude palm oil high-acid over 5% and crude palm kernel oil will remain by considering the implementation under policies for ordering crude palm oil from relevant companies whereas the Company clearly determined transactions with relevant persons. In this regard, for any future connected transactions the Audit Committee must comply with regulations determined and must not approve any transactions related to themselves or any persons who may have conflict of interest of any kind with the Company, as well as must disclose such transactions to the Company's board for their consideration. In this case, the Company must abide by laws concerning securities and exchange market, as well as regulations, notifications, orders, or provisions of the Stock Exchange of Thailand, including regulations related to information disclosure of connected transactions preparation and the acquisition or selling of the properties of the Company or its subsidiaries, as well as must be strictly consistent with accounting standard determined by the Accountants Association. In addition, the Company must not conduct any connected transaction with any relevant companies if it is not for the normal business performance of the Company.

The Company has connected transactions with juristic persons or persons who may have conflicts of interest and related companies with the same group of shareholders or having common directors or having connected persons of executives, directors and shareholders of the Company become a director controller and shareholders of such connected persons. The Audit Committee has examined and reviewed the appropriateness of the transaction reasonableness as well as the determination of remuneration and conditions as normal business.

### **Measures and procedures for approving related party transactions or connected transactions**

The Company specifies measures and procedures for approving related party transactions or connected transactions in the connected transactions policy <https://www.aienergy.co.th/en/conflict-interest>.

#### **9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions**

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

## Part 3 Financial Statement

Board of Directors' Responsibility Statement for the  
Financial Report

## Section 3

### Financial Statements

## Statement of the Board of Directors Responsibilities for the Financial Statements

AI Energy Public Company Limited and its Subsidiaries' Financial Statements that used to prepare the consolidated financial statements, has been prepared according to the regulations of the Securities and Exchange Commission under the Securities and Exchange Act B.E. 2535 and the announcement of the Department of Business Development dated 28 September 2015, issued under Section 11 paragraph three of the Accounting Act B.E. 2543 and complying with the financial reporting standards prescribed by the Federation of Accounting Professions.

The Board realized of good corporate governance by established systems of risk management and internal control to ensure the accuracy, completeness of information used and prevent potential fraud or operating with significant abnormalities

For an accuracy of the Company's the financial statements. The Board has appointed an Audit Committee, in which consist of independent directors to review the accurateness of the financial report for reliability of the reporting. However, the Audit Committee had given an opinion on the financial statements in the Audit Committee report, which is presented in this One-Report.

As regulatory and policies for financial report mentioned above, the Board has an opinion that the Company's financial statement as of 31<sup>st</sup> December 2024, is adequately disclose, complete, and reliable in accordance with accounting standards and related regulations.

On behalf of the Board of Directors

(Mr.Narong Thareratanavibool)

Chairman of the Board of Director



## Auditor's Report



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## AUDITOR'S REPORT

### To the Shareholders of AI Energy Public Company Limited

#### Opinion

I have audited the accompanying consolidated and separate financial statements of AI Energy Public Company Limited and its subsidiary (“the Group”) and of AI Energy Public Company Limited (“the Company”), respectively, which comprise the consolidated and separate statement of financial position as at December 31, 2024, the consolidated and separate statement of comprehensive income, changes in equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of AI Energy Public Company Limited and its subsidiary and of AI Energy Public Company Limited as at December 31, 2024, and their consolidated and separate financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

#### Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of consolidated and separate the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

<i>The key audit matter</i>	<i>Audit procedures</i>
<p><b><i>Revenue from sale</i></b></p> <p>The Group are engaged businesses in production and distribution of palm oil. Those revenues are significant high value transaction and are recognized at the terms specified in the contract on delivery of the goods transferred to the customer. For the year ended December 31, 2024, the revenue from sales was of Baht 8,219 million as disclosed in note 21 to the financial statements.</p> <p>I have identified the revenue from sales to be the key audit matters as its high value is significant to the financial statements.</p>	<p>Other than making the inquiries, the audit procedures for revenue from sales included sampling test as follows:</p> <ul style="list-style-type: none"> <li>- assessing the efficiency and test of internal control relates to the sales system;</li> <li>- inspecting sale documents occurred during the year, including, before and after the end of accounting period, to test the delivery term and the proper period of revenue recognition in accordance the contract regarding to control of the goods transferred to the customer.</li> </ul>
<p><b><i>Property, plant and equipment</i></b></p> <p>Property, plant and equipment are significant high value transaction and are used as principal assets for the Group's business operations. As at December 31, 2024, property, plant and equipment had its net book value of Baht 1,160 million as disclosed in note 11 to the financial statements. The management is required to exercise significant judgement regarding the determination of depreciation rate, useful life and residual value, including assess both of internal and external situations to consider whether there is any effects to the recoverable amount in the future.</p> <p>I have identified property, plant and equipment to be the key audit matters as its high value is significant to the financial statements.</p>	<p>Other than making the inquiries, the audit procedures for property, plant and equipment included sampling test as follow:</p> <ul style="list-style-type: none"> <li>- assessing the judgment of management of the Group for the accounting estimates regarding to the determination of depreciation rate, useful life and residual value by basing on the characteristic and pattern of the benefits embodied in the asset to evaluate the appropriateness and consistency of accounting estimates;</li> <li>- assessing the appropriateness of internal and external information of the Group throughout the future operating performance, including inspect the related documents;</li> <li>- testing the calculation model of recoverable amount as per the independent appraisal report, including test the appropriateness of the variables and estimations comprising market value of other assets and replacement cost.</li> </ul>

<i>The key audit matter</i>	<i>Audit procedures</i>
<p data-bbox="165 226 309 255"><b><i>Inventories</i></b></p> <p data-bbox="165 275 847 607">Inventories are significant high value transaction and are principal assets for the Group’s business operations. As at December 31, 2024, inventories had its net book value of Baht 508 million as disclosed in note 8 to the financial statements. Due to inventories are commodities goods that contain intense price volatility, there may affect to its valuation at the end of accounting year measured at the lower of cost or net realizable value. That is required the management exercise the judgement to estimate the net realizable value of inventories.</p> <p data-bbox="165 667 847 730">I have identified inventories to be the key audit matters as its high value is significant to the financial statements.</p>	<p data-bbox="871 275 1489 506">Other than making the inquiries, the audit procedures for inventories included sampling test assessing the appropriateness on the calculation of net realizable value of inventories at the end of reporting period, reasonableness of the expected selling price and necessary cost to make sales, including inspecting the related documents.</p>

**Other Information**

Management is responsible for the other information. The other information comprises the information included in the annual report of the Group, but does not include the consolidated and separate financial statements and my auditor’s report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor’s report.

My opinion on the consolidated and separate financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

**Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group’s financial reporting process.

## **Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements**

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the Group and business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Kraisit Silapamongkonkul  
Certified Public Accountant  
Registration Number 9429

Siam Truth Audit Company Limited  
Bangkok  
February 18, 2025

## Financial Statements

AI ENERGY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2024

Baht

	Note	Consolidated		Separate	
		financial statements		financial statements	
		2024	2023	2024	2023
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	5	254,868,049	168,379,475	248,389,455	152,229,454
Short-term investments	6	277,950,790	6,160,219	103,080,362	3,622,722
Trade and other receivables	7	602,943,918	672,553,433	602,943,918	672,553,433
Inventories	8	508,471,524	381,059,643	508,471,524	381,059,643
Other current assets		6,550,490	6,349,900	5,854,047	5,821,317
<b>Total current assets</b>		<b>1,650,784,771</b>	<b>1,234,502,670</b>	<b>1,468,739,306</b>	<b>1,215,286,569</b>
<b>Non-current assets</b>					
Restricted bank deposits	9	59,126,700	60,548,200	59,106,700	60,528,200
Investment in subsidiary	10	-	-	352,395,280	352,395,280
Property, plant and equipment	11	1,160,232,535	1,254,054,853	1,056,988,249	1,135,289,401
Right-of-use asset	12	730,198	59,609	730,198	59,609
Intangible assets	13	1,125,972	1,399,411	1,125,972	1,397,337
Other non-current assets		18,485,548	2,169,229	18,403,405	2,102,749
<b>Total non-current assets</b>		<b>1,239,700,953</b>	<b>1,318,231,302</b>	<b>1,488,749,804</b>	<b>1,551,772,576</b>
<b>Total assets</b>		<b>2,890,485,724</b>	<b>2,552,733,972</b>	<b>2,957,489,110</b>	<b>2,767,059,145</b>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)



AI ENERGY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2024

Baht

	Note	Consolidated		Separate	
		financial statements		financial statements	
		2024	2023	2024	2023
<b>Liabilities and equity</b>					
<b>Current liabilities</b>					
Trade and other payables	15	474,009,449	386,745,614	473,918,951	386,654,924
Short-term loans from related party	4	-	-	100,000,000	260,000,000
Current portion of leases liabilities	12	144,897	65,493	144,897	65,493
Provisions for employee benefit	17	142,653	-	142,653	-
Other current liabilities	16	57,701,193	50,512,492	57,697,966	49,511,706
<b>Total current liabilities</b>		<b>531,998,192</b>	<b>437,323,599</b>	<b>631,904,467</b>	<b>696,232,123</b>
<b>Non-current liabilities</b>					
Leases liabilities	12	624,461	-	624,461	-
Provisions for employee benefit	17	9,229,554	13,052,089	8,351,806	12,051,874
<b>Total non-current liabilities</b>		<b>9,854,015</b>	<b>13,052,089</b>	<b>8,976,267</b>	<b>12,051,874</b>
<b>Total liabilities</b>		<b>541,852,207</b>	<b>450,375,688</b>	<b>640,880,734</b>	<b>708,283,997</b>
<b>Equity</b>					
Share capital	18				
Ordinary shares		1,384,014,009	1,384,014,009	1,384,014,009	1,384,014,009
Premium on share capital		289,794,916	289,794,916	289,794,916	289,794,916
Retained earnings	19				
Appropriated					
Legal reserve		62,400,000	49,700,000	62,400,000	49,700,000
Unappropriated		609,561,419	380,339,055	571,583,597	330,546,737
Other components of equity		2,863,173	(1,489,696)	8,815,854	4,719,486
<b>Total equity</b>		<b>2,348,633,517</b>	<b>2,102,358,284</b>	<b>2,316,608,376</b>	<b>2,058,775,148</b>
<b>Total liabilities and equity</b>		<b>2,890,485,724</b>	<b>2,552,733,972</b>	<b>2,957,489,110</b>	<b>2,767,059,145</b>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

AI ENERGY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED DECEMBER 31, 2024

Baht

	Note	Consolidated		Separate	
		financial statements		financial statements	
		2024	2023	2024	2023
<b>Revenue</b>	21				
Revenue from sales		8,219,066,579	8,193,337,374	8,219,066,579	8,193,337,374
Revenue from rendering of services		19,837,477	27,775,782	19,837,477	27,775,782
<b>Total revenue</b>		<b>8,238,904,056</b>	<b>8,221,113,156</b>	<b>8,238,904,056</b>	<b>8,221,113,156</b>
<b>Cost</b>	23, 24				
Cost of sales		(7,881,020,588)	(8,054,186,394)	(7,881,020,588)	(8,054,186,394)
Cost of rendering of services		(12,184,333)	(19,177,422)	(12,184,333)	(19,177,422)
<b>Total cost</b>		<b>(7,893,204,921)</b>	<b>(8,073,363,816)</b>	<b>(7,893,204,921)</b>	<b>(8,073,363,816)</b>
<b>Gross profit</b>		<b>345,699,135</b>	<b>147,749,340</b>	<b>345,699,135</b>	<b>147,749,340</b>
Other income	21	6,225,212	6,348,732	4,892,282	6,307,771
Selling expenses	23, 24	(31,916,786)	(38,529,236)	(31,916,786)	(38,529,236)
Administrative expenses	23, 24	(80,799,401)	(75,887,522)	(59,587,721)	(55,735,838)
<b>Profit from operations</b>		<b>239,208,160</b>	<b>39,681,314</b>	<b>259,086,910</b>	<b>59,792,037</b>
Finance income		1,723,730	605,623	1,666,176	551,948
Finance costs		(33,618)	(20,095)	(8,040,318)	(6,464,391)
<b>Profit before income tax</b>		<b>240,898,272</b>	<b>40,266,842</b>	<b>252,712,768</b>	<b>53,879,594</b>
Tax income	26	1,024,092	-	1,024,092	-
<b>Profit for the year</b>		<b>241,922,364</b>	<b>40,266,842</b>	<b>253,736,860</b>	<b>53,879,594</b>
<b>Other comprehensive income</b>					
<b>Items that will never be reclassified subsequently to profit or loss</b>					
Defined benefit plan actuarial gains	17	5,376,961	-	5,120,460	-
Income tax relating to items that will never be reclassified to profit or loss	26	(1,024,092)	-	(1,024,092)	-
<b>Other comprehensive income - net of tax</b>		<b>4,352,869</b>	<b>-</b>	<b>4,096,368</b>	<b>-</b>
<b>Total comprehensive income</b>		<b>246,275,233</b>	<b>40,266,842</b>	<b>257,833,228</b>	<b>53,879,594</b>
<b>Earnings per share</b>					
Basic earnings per share	27	0.175	0.030	0.183	0.040
Weighted average number of ordinary shares (shares)		1,384,014,009	1,363,412,700	1,384,014,009	1,363,412,700
Diluted earnings per share			0.029		0.038
Weighted average number of ordinary shares (shares)			1,400,934,451		1,400,934,451

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

**AI ENERGY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

		Consolidated financial statements							<i>Baht</i>
		Retained earnings		Difference from business combinations under common control			Other components of equity		
		Issued and paid-up share capital	Premium on share capital	Appropriated - legal reserve	Unappropriated	plan actuarial gains	Defined benefit	Total other components of equity	Total equity
Note	share capital	289,794,916	-	47,000,000	342,772,213	(5,663,407)	4,173,711	(1,489,696)	2,004,690,849
	Balance as at January 1, 2023	1,326,613,416	-	-	-	-	-	-	57,400,593
	Increase in ordinary shares	57,400,593	-	-	-	-	-	-	-
	Legal reserve	-	-	2,700,000	(2,700,000)	-	-	-	-
	Total comprehensive income	-	-	-	40,266,842	-	-	-	40,266,842
	<b>Balance as at December 31, 2023</b>	<b>1,384,014,009</b>	<b>289,794,916</b>	<b>49,700,000</b>	<b>380,339,055</b>	<b>(5,663,407)</b>	<b>4,173,711</b>	<b>(1,489,696)</b>	<b>2,102,358,284</b>
	Legal reserve	-	-	12,700,000	(12,700,000)	-	-	-	-
	Total comprehensive income	-	-	-	241,922,364	-	4,352,869	4,352,869	246,275,233
	<b>Balance as at December 31, 2024</b>	<b>1,384,014,009</b>	<b>289,794,916</b>	<b>62,400,000</b>	<b>609,561,419</b>	<b>(5,663,407)</b>	<b>8,526,580</b>	<b>2,863,173</b>	<b>2,348,633,517</b>

.....Director  
(Pimwan Tharatanavibool)

.....Director  
(Pongsakon Tharatanavibool)

**AI ENERGY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

*Baht*

	Separate financial statements							
	Note	Issued and paid-up share capital	Premium on share capital	Retained earnings		Other components of equity		Total equity
				Appropriated - legal reserve	Unappropriated	Defined benefit plan actuarial gains		
<b>Balance as at January 1, 2023</b>		1,326,613,416	289,794,916	47,000,000	279,367,143	4,719,486	1,947,494,961	
Increase in ordinary shares	18, 20	57,400,593	-	-	-	-	57,400,593	
Legal reserve	19	-	-	2,700,000	(2,700,000)	-	-	
Total comprehensive income		-	-	-	53,879,594	-	53,879,594	
<b>Balance as at December 31, 2023</b>		1,384,014,009	289,794,916	49,700,000	330,546,737	4,719,486	2,058,775,148	
Legal reserve	19	-	-	12,700,000	(12,700,000)	-	-	
Total comprehensive income		-	-	-	253,736,860	4,096,368	257,833,228	
<b>Balance as at December 31, 2024</b>		1,384,014,009	289,794,916	62,400,000	571,583,597	8,815,854	2,316,608,376	

.....Director

(Pimwan Thararatnavibool)

.....Director

(Pongsakon Thararatnavibool)

AI ENERGY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2024

Baht

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Cash flows from operating activities</b>				
<b>Profit for the year</b>	<b>241,922,364</b>	<b>40,266,842</b>	<b>253,736,860</b>	<b>53,879,594</b>
Adjustments to reconcile profit for the year to cash generated (paid) from operating activities				
Depreciation and amortization	135,673,216	132,902,912	120,133,524	117,332,022
Unrealized gain on revaluation of investments	(334,322)	(38,707)	(1,391)	(1,018)
Loss on disposal and written-off of assets	1,983,244	3,320,045	1,983,244	3,320,045
Employee benefit	1,717,079	2,462,503	1,583,045	2,304,675
Interest income	(1,723,730)	(605,623)	(1,666,176)	(551,948)
Finance costs	33,618	20,095	8,040,318	6,464,391
Tax income	(1,024,092)	-	(1,024,092)	-
<b>Cash flows from operating activities before changes in operatings assets and liabilities</b>	<b>378,247,377</b>	<b>178,328,067</b>	<b>382,785,332</b>	<b>182,747,761</b>
<b>Operating assets decrease (increase)</b>				
Trade and other receivables	70,346,960	(134,395,269)	70,346,960	(134,395,269)
Inventories	(133,575,376)	42,579,985	(133,575,376)	42,579,985
Other current assets	(200,590)	247,685	(32,730)	340,177
Restricted bank deposits	1,421,500	(4,151,000)	1,421,500	(4,531,000)
Other non-current assets	(16,701,063)	102,400	(16,701,063)	102,400
<b>Operating liabilities increase (decrease)</b>				
Trade and other payables	81,959,563	(33,670,872)	81,959,752	(33,663,957)
Other current liabilities	7,188,701	2,902,054	8,186,260	2,901,984
<b>Cash flows generated from operations activities</b>	<b>388,687,072</b>	<b>51,943,050</b>	<b>394,390,635</b>	<b>56,082,081</b>
Employee benefit paid	(20,000)	(767,933)	(20,000)	(767,933)
Interest received	986,284	605,623	928,730	551,948
Income tax paid	(768,840)	(939,761)	(688,197)	(874,781)
Income tax returned	1,153,584	312,589	1,088,605	-
<b>Net cash flows provided by operating activities</b>	<b>390,038,100</b>	<b>51,153,568</b>	<b>395,699,773</b>	<b>54,991,315</b>

.....Director

(Pimwan Thareratanavibool)

.....Director

(Pongsakon Thareratanavibool)

AI ENERGY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2024

Baht

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Cash flows from investing activities</b>				
Increase in short-term investments	(271,456,249)	(3,277,351)	(99,456,249)	(3,277,351)
Purchase of building and equipment	(31,860,764)	(38,360,163)	(31,844,310)	(38,357,353)
Purchase of intangible assets	(83,700)	(1,208,190)	(83,700)	(1,208,190)
Sale of assets	-	560,748	-	560,748
<b>Net cash flows used in investing activities</b>	<b>(303,400,713)</b>	<b>(42,284,956)</b>	<b>(131,384,259)</b>	<b>(42,282,146)</b>
<b>Cash flows from financing activities</b>				
Repayment for short-term loan from related party	-	-	(160,000,000)	-
Repayment for leases liabilities	(148,813)	(205,800)	(148,813)	(205,800)
Increase in ordinary shares	-	57,400,593	-	57,400,593
Dividend payment	-	(10,350)	-	(10,350)
Finance costs paid	-	(9,545)	(8,006,700)	(6,453,841)
<b>Net cash flows provided by (used in) financing activities</b>	<b>(148,813)</b>	<b>57,174,898</b>	<b>(168,155,513)</b>	<b>50,730,602</b>
<b>Net increase in cash and cash equivalents</b>	<b>86,488,574</b>	<b>66,043,510</b>	<b>96,160,001</b>	<b>63,439,771</b>
Cash and cash equivalents at the beginning of the year	168,379,475	102,335,965	152,229,454	88,789,683
<b>Cash and cash equivalents at the end of the year</b>	<b>254,868,049</b>	<b>168,379,475</b>	<b>248,389,455</b>	<b>152,229,454</b>

.....Director

(Pimwan Thareratanavibool)

.....Director

(Pongsakon Thareratanavibool)

## Notes to the Financial Statements

**AI ENERGY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2024**

**1. GENERAL INFORMATION**

AI Energy Public Company Limited (“the Company”) was incorporated in Thailand.

Its registered office is at 55/2 Moo 8, Tambol Klongmadua, Amphur Krathum Baen, Samut Sakhon.

The Company was listed in the Stock Exchange of Thailand on November 11, 2021.

The Company and its subsidiary (“the Group”) are engaged in producing and distribution of energy product (bio-diesel), vegetable oil.

The Company’s major shareholders were as follows:

Major shareholders	Country/ Nationality	Shareholding	
		December 31,	
		2024	2023
Asian Insulators Public Company Limited	Thai	58.38	58.38
Thareratanavibool Group	Thai	9.70	9.70

The financial statements have been approved for issue by the Company’s Board of Directors on February 18, 2025.

**2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS**

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), including the accounting guidelines promulgated by the Federation of Accounting Professions (“TFAC”) and the financial reporting requirements and promulgated of the Securities and Exchange Commission.

The financial statements in Thai language are presented in Thai Baht, which is the Group’s functional currency. The preparation of these official statutory financial statements is issued for Thai reporting purposes. The financial statements in English language have been translated from the financial statements in Thai language.

The preparation of the financial statements in conformity with Thai Financial Reporting Standards (“TFRS”) requires management to make judgments estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying amounts of assets and liabilities that are not readily apparent from other sources. Subsequent actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised, if the revision affects only that accounting period, and in the accounting period of the revision and future periods, if the revision affects both current and future accounting periods.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)



## **BASIS OF PREPARATION OF THE CONSOLIDATED FINANCIAL STATEMENTS**

The consolidated financial statements include the financial statements of AI Energy Public Company Limited and its subsidiary (together referred to as the “Group”)

The preparations of the consolidated financial statements have been based on the same accounting policies for the same or similar accounting transactions or accounting events.

### **Acquisitions from entities under common control**

Business combination of the entities or the business combination under common control are accounted for using a method similar to the pooling of interest method. Under that method the acquirer recognizes assets and liabilities of the acquired businesses at their carrying amounts in the consolidated financial statements of the ultimate parent company at the moment of the transaction. The difference between the carrying amount of the acquired net assets and the consideration transferred is recognized as surplus or discount from business combinations under common control in equity. The surplus or discount will be transferred to retained earnings upon divestment of the businesses acquired.

The results from operations of the acquired businesses will be included in the consolidated financial statements of the acquirer from the beginning of the comparative period or the moment the businesses came under common control, whichever date is later, until control ceases.

### **Subsidiary**

Subsidiaries are an entity controlled by the Group. The Company is deemed to have control over subsidiaries if it has rights, or is exposed, to variable returns from its involvement with subsidiaries, and it has the ability to affect those returns through its power over the entity.

The financial statements of subsidiary are included in the consolidated financial statements from the date that control commences until the date that control ceases.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealized income or expenses arising from intra-group transactions, are eliminated.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## **New financial reporting standards**

### **a) New financial reporting standards that became effective in the current year**

During the year, the Group has adopted the revised financial reporting standards, including the accounting guidances which are effective for fiscal years beginning on or after January 1, 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the clarification of accounting practices and accounting guidances, to users of TFRSs.

The management assessed there are not any significant impact on the Group's financial statements in the year those financial reporting standards are initially adopted.

### **b) Financial reporting standard that will become effective in the future**

The Federation of Accounting Professions promulgated the numbers of revised financial reporting standards, which are effective for fiscal years beginning on or after January 1, 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the clarification of accounting practices and accounting guidances to users of TFRSs.

The management of the Group believes that the revision of TFRSs does not have any significant impact on the Group's financial statements.

## **3. SIGNIFICANT ACCOUNTING POLICIES**

### **The measurement bases used in preparing the financial statements**

Other than those disclosed elsewhere in the significant accounting policies and other notes to the financial statements, the financial statements are prepared on the historical cost basis.

### **Revenue**

The Group accounts for a contract with a customer when it has entered into an agreement between counter parties that creates enforceable rights and obligations. The Group has to identify its performance obligations and allocate a transaction price to each obligation on an appropriate basis.

Revenue from contracts with customers is recognized when control of the goods or services is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may be transferred over time or at a point in time.

Revenues from contracts with multiple elements are allocated by fair value of standalone selling price in each performance obligation. In case of contracts have both obligations to perform at point of time and overtime, difference from revenue recognition and performance obligations at the beginning of contracts is recognized as contract assets or contract liabilities and recognized over the contracts periods.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## **Sale of goods and rendering of services**

Revenue from sales of goods is recognized when a customer obtains control of the goods, generally on delivery of the goods to the customers. For contracts that permit the customers to return the goods, revenue is recognized to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Therefore, the amount of revenue recognized is adjusted for estimated returns.

For bundled packages, the Group accounts for individual products and services separately if they are distinct, or a product or service is separately identifiable from other items and a customer can benefit from it, or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices of products and services.

## **Advances**

Advances received from customers is classified as current liabilities and recognized as revenue when the Group transferred control over the goods to the customers. For the advances that contain a significant financing component, they include the interest expense accreted on the contract liability under the effective interest method. The Group uses practical expedient which is not adjust the consideration for any effects of a significant financing component if the period of financing is 12 months or less.

## **Revenue from rendering of services**

The Group recognized services revenue over the contract period. Such recognition is on a straight-line basis according to the proportion of the rendered services over the contract period.

## **Rental income**

Rental income is recognized on a straight-line basic over the term of the lease. Lease incentives granted are recognized as an integral part of the total rental income. Contingent rentals are recognized as income in the accounting period in which they are earned.

## **Interest income**

Interest income is recognized using the effective interest method.

Interest income is calculated by applying the effective interest rate to the gross book value of financial assets.

## **Consideration payable to the customer**

The Group recognizes the consideration payable to the customer as a reduction of the revenue from contract with customers.

## **Expenses**

### **Finance cost**

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the respective assets.

All other borrowing costs are expensed in the period they are incurred basing on the effective interest method. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds, unwinding of the discount on provisions and contingent consideration.

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Interest expenses are recognized as an expenses over the term of loan. Interest expenses are calculated from the outstanding of loan principal on an accrual basis using the effective interest method.

## **Financial instruments**

Financial assets and financial liabilities are recognized in the Group's consolidated statements of financial position when the Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities and subsequently measured at amortized cost or fair value through other comprehensive income are added to or deducted from the fair value of the financial assets or financial liabilities. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities subsequently measured at fair value through profit or loss are recognized immediately in profit or loss.

## **Classification and measurement of financial assets and financial liabilities**

### Financial assets classified as debt instruments

The Group classifies financial assets that are debt instruments as financial assets that are subsequently measured at amortized cost or fair value depends on the Group's business model for managing financial assets and the contractual cash flow characteristics of the financial assets as follows:

- Financial assets measured at amortized cost

The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognized at fair value on trade date and subsequently measured at amortized cost net of allowance for expected credit losses (if any).

#### Amortized cost basing on the effective interest method

The effective interest method is a method of calculating the amortized cost of a debt instrument and of allocating interest income over the relevant period. Interest income is recognized in profit or loss and is included in the "interest income" item.

- Financial assets measured at fair value through profit or loss

Unless the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows or the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognized at fair value and are subsequently measured at fair value. Unrealized gains and losses from change in fair value, and gains and losses on disposal of instruments are recognized as gains (losses) on financial instruments.

The fair value of investment units is determined from their net asset values.

Purchase and sales of investments are recorded on trade date.

The weighted average method is used for computation of the cost of investments.

In case of investments are interest-bearing, interest calculated using the effective interest method is recognized in profit or loss.

Losses on impairment of investments (if any) are included in profit or loss.

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## **Offsetting**

Financial assets and financial liabilities are offset, and the net amount is presented in the statement of financial position when the Group has a legal right to offset the amounts and intends to settle on a net basis or to realize the asset and settle the liability simultaneously.

## **Derecognition of financial assets**

The Group derecognizes a financial asset when the contractual cash flows from the asset expire or it transfers its rights to receive contractual cash flows on the financial asset in a transaction in which all or substantially all the risks and rewards of ownership are transferred. Any interest from transferred financial assets, which is created, controlled or retained by the Group, are still recognized as financial assets and recognized as borrowing which have collateral for proceeds received.

On derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss.

## **Write-off**

The Group writes off debts (either partially or in full) when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the legal criteria for bad debts written-off, whichever occurs sooner. Bad debt written-off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. However, the Group continues to execute the case, in order to comply with the Group's recovery policy.

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognized as a reversal of impairment in profit or loss in the period in which the recovery occurs.

## **Allowance for expected credit losses on financial assets**

The Group applies the Simplified Approach for recognition of expected credit losses of financial assets - debt instruments which are deposit at financial institutions, trade receivables and the contractual assets and certain of other assets.

The Group recognizes allowance for expected credit losses at an amount equal to the lifetime expected credit losses in cases where there has been a significant increase in credit risk since initial recognition, but the assets are not credit impaired, or where the assets are credit impaired.

At every reporting date, the amount of allowance for expected credit losses is reassessed to reflect changes in credit risk of financial assets since initial recognition of related financial instruments.

## **Simplified Approach**

The measurement of expected credit losses on financial assets by applying the Simplified Approach is a calculation to estimate using a provision matrix depended on the Group's historical credit loss experience adjusted with the factors that are specific to the receivables, general economic conditions, forecast of future economic conditions an assessment of both the current as well as the forecast direction of conditions at the reporting date, and time value of money, as appropriate. In addition, the Group shall principally determine the past due status of the customers and also their capability to maintain the value of collateral relative to the terms of contract.

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At every reporting date, the Group determines whether the credit risk of other debt instruments and deposit at financial institutions has increased significantly since initial recognition, by mainly taking into account internal and external credit rating of the counterparties as well as overdue status.

The Group assesses whether the credit risk has increased significantly from the date of initial recognition on an individual or collective basis. In order to perform collective evaluation of impairment, the Group classifies financial assets on the basis of shared credit risk characteristics, such as the type of instrument, internal credit rating, overdue status, and other relevant factors.

Financial assets are assessed to be credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the counterparties have occurred, there are indications that the borrower is experiencing significant financial difficulties, or there is a breach of contract, as well as delinquency.

The Group recognizes an allowance for expected credit losses by adjusting to the carrying amount of related accounts. For the increase (decrease) in an allowance for expected credit losses is recognized as expenses during the period in profit or loss.

### **Financial liabilities**

Financial liabilities are initially recognized at fair value and subsequently measured at amortized cost using the effective interest method or at fair value through profit or loss.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or a shorter period, to the amortized cost of a financial liability.

#### Derecognition of financial liabilities

The Group derecognizes financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

### **Trade and other accounts receivable**

Trade and other receivables are stated at their invoice value less allowance for expected credit losses.

A receivable is recognized when the Group has an unconditional right to receive consideration. If revenue has been recognized before the Group has an unconditional right to receive consideration, the amount is recognized as a contract asset that means accrued income.

The Group estimates expected credit losses, using a provision matrix to find the expected credit losses rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

### **Employee benefits**

#### Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

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## Post-employment benefits

The Group and its employees have jointly established the provident funds which is a monthly contributed and defined contribution plan. The fund's asset of the provident fund is separated from the Group's asset and has been managed by a licensed fund manager.

The provident fund receives a cash contribution from employee and the Group. The contribution expenditure of the provident fund and obligation in respect of defined contribution plan is recognized as expense in profit or loss for the period that transaction incurred.

The employee benefit obligations in relation to the severance payment under the labor law and the additions determined by the Group are recognized as a charge to results of operations over the employee's service period. It is calculated by the estimation of the amount of future benefit to be earned by the employee in return for the service provided to the Group through the service period up to the retirement age and the amount is discounted to determine the present value. The reference discount rate is the yield rate of government bonds as at the reporting date. The calculation is based on the actuarial technique using the Projected Unit Credit Method.

When the employee benefits are improved, the portion of the increased benefit relating to past service rendered by employee is recognized in profit or loss on a straight-line basis over the average period until the benefits become vested.

When the actuarial assumptions are changed, the Group recognizes actuarial gains (losses) immediately in other comprehensive income.

Past service costs relating the amendment of plan are recognized as an expense in other comprehensive income when the plan amendment is effective.

## **Income tax**

Income tax for the year comprises current tax and deferred tax.

Current tax and deferred taxes are recognized in profit or loss.

Deferred tax in the extent that they relate to items recognized directly in equity are recognized other comprehensive income.

## **Current tax**

The expected tax payable is calculated on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the end of reporting period date, and any adjustment to tax payable in respect of previous years.

## **Deferred tax**

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities and the amounts used for taxation purposes.

The Group does not recognise a deferred tax liability of all taxable temporary differences associated with investments in subsidiary, as the Group is able to control the timing of reversal of the temporary differences and it is probable that the temporary difference will not reverse in the foreseeable future. The Group will recognise a deferred tax liability of all taxable temporary differences associated with investments in subsidiary, associates and joint ventures immediately when it is probable that The Group will dispose the investments in subsidiary, associates and joint ventures in the foreseeable future.

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Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the end of reporting period date.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change their judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax assets and liabilities, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized, including unutilized taxable losses. Deferred tax assets are reviewed at the end of reporting period date and reduced its carrying amount to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized against to the temporary differences and unutilized taxable losses.

### **Cash and cash equivalents**

Cash and cash equivalents comprise cash, cash at banks type current accounts and saving accounts, cash at bank with an original maturity not exceeding 3 months, including negotiable certificate of deposit and highly liquid short-term investments in bill of exchange or promissory notes issued by financial institutions due at call or with original maturities of three months or less, excluded deposits at bank on obligation or subject to withdrawal restrictions and insignificant risk of change in value.

### **Inventories**

Inventories which are energy product (bio-diesel), vegetable oil are stated at the lower of cost or net realizable value.

Cost of inventories is calculated by using the moving average cost method.

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and goods in process, cost includes an appropriate share of overheads based on normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

The Group records the allowance for devaluation of inventories for all deteriorated, damaged, obsolete and slow-moving inventories.

### **Investments in subsidiary**

Investments in subsidiary in the separate financial statements are accounted for using the cost method net of allowance for impairment (if any).

The Company records loss on impairment (if any) in profit or loss.

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## Property, plant and equipment

### Owned assets

Land is stated at cost less allowance for impairment losses (if any).

Plant and equipment are stated at cost less accumulated depreciation and allowance for impairment losses (if any).

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, including capitalized borrowing costs when meets the criteria.

Purchased software that is integral to the functionality of the related equipment is capitalized as part of that equipment.

When parts of an item of property, plant and equipment have different consumption patterns or useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined as the difference between the net disposal proceeds less cost to sale and the carrying amount of property, plant and equipment, and are recognized net within other income or other expenses in profit or loss.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognized.

### Subsequent costs

The cost of replacing a part of an item of property, plant and equipment and cost of renovations are recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group within more than one accounting period, and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

### Depreciation

Depreciation is calculated based on the depreciable amount of plant and equipment, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Assets from cost of replacement and cost of renovations are depreciated over the remaining useful life of the related asset.

Depreciation is calculated basing on a straight-line basis over the estimated useful lives of each component of an item of assets.

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The estimated useful lives are as follows:

	<i>Years</i>
Land improvements	5 - 30
Buildings and port	5 - 40
Utility system	5 - 20
Machinery and factory equipment	5 - 20
Office equipment	5
Vehicles	5 - 20

Depreciation is recognized as an expense in profit or loss.

No depreciation is provided on freehold land and work in progress and assets under construction.

The residual value of an asset is the estimated amount that the Group would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

The depreciation method, residual value and useful life of an asset should be reviewed at least at each financial year-end and, if expectations differ from previous estimates, any change is accounted for prospectively as a change in estimate.

#### **Intangible assets**

Intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortization and allowance for impairment losses (if any).

#### **Subsequent expenditure**

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates.

#### **Amortization**

Amortization is based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use.

The estimated useful lives are as follows:

	<i>Years</i>
Computer software	2 - 10

No amortization is provided on intangible assets under development and installation.

The Group regularly review the amortization methods, useful lives and residual values at least at each financial year-end, any changes are treated as a change in the estimates.

An item of intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains or losses on disposal are the difference between the net proceeds from disposal and the carrying amount of intangible asset, and are recognized net in profit or loss.

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## **Impairment of non-financial assets**

The carrying amounts of the Group's non-financial assets in respect of property, plant and equipment, intangible assets, right-of-use assets and other assets, are reviewed at each reporting period to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognized in profit or loss unless it reverses a previous revaluation credited to equity, in which case it is equity.

### Calculation of recoverable amount

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

### Reversals of impairment

An impairment loss in respect of financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognized in profit or loss.

Impairment losses recognized in prior periods in respect of other non-financial assets are assessed at each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of accumulated depreciation or accumulated amortization, if no impairment loss been recognized.

## **Leases**

### As a lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group recognizes right-of-use assets and lease liabilities for all leases with a term of more than 12 months, unless the underlying asset is low value.

### **Right-of-use assets**

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use) or the date of lease modification. Right-of-use assets are measured at cost, less any accumulated amortization and allowance for impairment losses (if any) and adjusted for any remeasurement of lease liabilities.

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The right-of-use assets comprise the initial measurement of the corresponding lease liability, any lease payments made at or before the commencement date less any lease incentives received, including any initial direct costs and an estimate of costs in restoration.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, such provision is recognized and measured to the extent that the costs relate to a right-of-use asset.

The Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. The Group has elected not to separate non-lease components and accounted for the lease and non-lease components as a single lease component.

Amortization of right-of-use assets is recognized in profit or loss and calculated by reference to their costs, on the straight-line basis over the shorter of the estimated lease term and the estimated useful lives as follows:

	<i>Years</i>
Vehicles	3 and 5

If ownership of the underlying asset transfers to the Group at the end of the lease term they are classified as part of property, plant and equipment or investment property. The cost of such asset reflects the exercise of a purchase option. The amortization is calculated using the estimated useful life of the asset.

If the Group is unable to obtain reasonable assurance that the ownership of the underlying asset is substantially transferred to the Group at the end of the lease term, the right-of-use assets will be amortized on the straight-line method from the commencement date to the end of the useful lives or the end of the lease term, which is earlier.

The Group applies the derecognition and impairment requirements, in according to the financial instrument principle, to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

### **Lease liabilities**

The lease liability is initially measured at the present value of the lease payments to be made over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. The lease payments included fixed payments less any lease incentive receivable and amounts expected to be payable under a residual value guarantee. The lease payments also include amount under purchase, extension or termination option if the Group is reasonably certain to exercise option.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made. Interest expense is recognized in profit or loss.

The lease liability is remeasured when there is a change in lease term, change in lease payments, change in the estimate of the amount expected to be payable under a residual value guarantee, or a change in the assessment of purchase, extension or termination options. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

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## **Short-term leases and leases of low-value assets**

The Group recognized payments under leases that, have a lease term of 12 months or less at the commencement date, or are leases of low-value assets, as expenses on a straight-line basis over the lease term, unless another systematic basis is more representative of the time pattern in which economic benefits from the lease assets are consumed.

## **Foreign currencies**

### Functional and presentation currency

The financial statements of each entity within the Group are presented in the functional currency which is the currency of the primary economic environment in which the entity operates. The financial statements of the Group are presented in the presentation currency as Thai Baht in accordance with the regulatory requirements in Thailand. The functional currency of the Group and company and its subsidiary in Thailand is Thai Baht.

### Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency using the exchange rate at the date of transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency using the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies measured at cost at the reporting date are translated to the functional currency using the exchange rate at the date of transaction.

Foreign currency differences arising from the translation are recognized in profit or loss in the reporting period as incurred.

## **Provisions**

A provision is recognized in the statement of financial position when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

### Onerous contracts

A provision for onerous contracts is recognized when the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting the Group's obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, the Group recognizes any impairment loss on the assets associated with that contract.

## **Dividends**

Dividend and interim dividend payment are recorded in the period in which they are approved by Shareholders' meeting and Board of Directors' meeting.

## **Other borrowings**

Other borrowings are initially recognized at the fair value of the proceeds received. Other borrowings are subsequently measured at amortized cost, using the effective interest method. Any difference between proceeds and the redemption value is recognized as an interest expense in profit or loss over the period of the borrowings.

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### **Basic earnings per share**

Basic earnings per share is calculated by dividing the profit for the years attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares issued during the years.

### **Diluted earnings per share**

Diluted earnings per share is calculated by dividing the profit for the years attributable to ordinary shareholders of the Group by the sum of the weighted average number of ordinary shares issued during the years plus the weighted average number of shares to be issued for the exercise of all dilutive potential ordinary shares into ordinary shares, without any consideration.

A calculation of the potential ordinary shares in the case warrants are assumed to be exercised and the excess proceeds received applied to buy back ordinary shares at the average market price during the period which are used to determine the number of ordinary shares to be additionally issued, and then combine those incremental ordinary shares with the ordinary shares.

### **Judgements of management**

The preparation of financial statements in conformity with financial reporting standards requires management to make subjective judgments to determine the accounting policies, estimates regarding matters that are inherently uncertain and various assumptions.

### **Significant judgements and accounting estimates are as follow:**

#### **a) Recognition and derecognition of assets and liabilities**

In considering whether to recognize or to derecognize assets or liabilities, the management is required to make judgment on whether the Group transfers or have been transferred the significant risk and rewards of those assets or liabilities, based on their best knowledge of the current circumstances and arrangements.

#### **b) Fair value of financial instruments**

In determining the fair value of financial instruments that are not actively traded and for which quoted market prices are not readily available, the management exercise judgment, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risks, liquidity, correlation and long-term volatility of financial instruments. Any changes in assumption related to the inputs may affect to the fair value stated in the financial statements and disclosure of fair value hierarchy.

#### **c) Allowances for expected credit loss for financial assets**

Allowances for expected credit loss for financial assets are intended to adjust the value of receivables for probable credit losses. The management is required to use judgement in estimating allowance for expected credit losses for financial assets. The Group's calculation of allowance for expected credit losses depends on the criteria used for assessment of a significant increase in credit risk, the development of a model, the risk that collateral value cannot be realized, collective and individual analyses of the status of receivables, the probability of debt collection and the selection of the forecasted macroeconomic data inputs used in the model. However, the use of different estimates and assumptions could affect the amounts of allowances for expected credit loss and adjustments to the allowances may therefore be required in the future.

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**d) Allowance for impairment on investments**

The Group treats investments as impaired when there has been a significant or prolonged decline in the fair value below their cost or where other objective evidence of impairment exists. The determination of what is “significant” or “prolonged” requires judgment of the management.

**e) Property, plant and equipment**

The recognition of cost incurred in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

In determining depreciation of buildings and equipment, the management is required to make estimates of the useful lives and residual values of buildings and equipment and to review estimated useful lives and residual values when circumstance changes.

The management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgments regarding forecast of future revenues and expenses relating to the assets subject to the review.

**f) Intangible assets**

The initial recognition and measurement of intangible assets, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

**g) Deferred tax assets**

The Group recognizes deferred tax assets for all deductible temporary differences to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences can be utilised, including unutilized taxable loss. Significant management judgement is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of estimate future taxable profits.

**h) Leases**

The Group assesses whether a contract is or contains a lease, at inception of the contract. The management is required to use judgement in evaluating the condition and term of a contract to determine whether the Group transfers or have been transferred the risk and rewards of leased assets.

Determining the lease term of contracts with renewal and termination options

In determining the lease term, the management is required to use judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease considering all relevant facts and circumstances that create an economic incentive for it to exercise either the renewal or termination.

Incremental borrowing rate

In the case that the Group cannot readily determine the interest rate implicit in the lease, the Group is required to use its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

**i) Post-employment benefits**

The obligation under the defined benefit plan is determined based on actuarial techniques which depends on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

**j) Impairment of non-financial assets**

The carrying amounts of the Group's non-financial assets are reviewed at each reporting period to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

**k) Revenue from contracts with customers**

Identification of performance obligations

In identifying performance obligations, the management is required to use judgement regarding whether each promise to deliver goods or services is considered distinct, taking into consideration terms and conditions of the arrangement. In other words, if a good or service is separately identifiable from other promises in the contract and if the customer can benefit from it, it is accounted for separately.

Determination of timing of revenue recognition

In determining the timing of revenue recognition, the management is required to use judgement regarding whether performance obligations are satisfied over time or at a point in time, taking into consideration terms and conditions of the arrangement. The Group recognizes revenue over time in the following circumstances:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Where the above criteria are not met, revenue is recognized at a point in time. Where revenue is recognized at a point in time, the management is required to determine when the performance obligation under the contract is satisfied.

**l) Advance received from customers**

Sales form contract made with customers stipulates that the Group is entitled according to the condition order. The Group determines that there are no significant financing components arising from the payments received from customers because they are not the Group's funding but the customers' guarantee for partial or entire contractual performance.

**m) Allowance for devaluation of inventories**

The Group treats value of inventories as impaired when a significant decline in the fair value is noted. The management determines the devaluation based on net realisable value. However, the determination of what is "significant" and the amount of devaluation requires the management to exercise judgment.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)



## **Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applied a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measured fair value using valuation techniques that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- Level 1 Use of quoted market prices for such identical assets or liabilities in an observable active market and the entity can access at the measurement date
- Level 2 Use of other observable inputs for such assets or liabilities other than quoted prices included within Level 1, whether directly or indirectly
- Level 3 Use of unobservable inputs for such assets or liabilities as the information related to future cash flows estimated by the Group

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received.

At the end of reporting period, the Group assesses whether transfers have to be occurred between levels within the fair value hierarchy for assets and liabilities held at the end of reporting period that are measured at fair value on a recurring basis.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

#### 4. TRANSACTIONS WITH RELATED PARTIES

A related party is a person or entity that has control, or are controlled by, the Company and subsidiary, whether directly or indirectly, or which are under common control with the Company and subsidiary.

They also include a person which directly or indirectly own a voting interest in the Company and subsidiary that gives them significant influence over the Company, key management personnel, directors, or officers with authority in the planning and direction of the Company's and subsidiary operations, including, close family members of mentioned person and entity that has control or significant influence whether directly or indirectly.

Significant transactions with related parties for the years ended December 31, 2024 and 2023 were as follows:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Administrative expense				
Asian Insulators Public Company Limited	1,645,594	1,602,089	1,483,629	1,440,529
Finance Costs				
AI Ports and Terminals Company Limited	-	-	8,006,700	6,444,296

#### Management and director personnel compensation

Management and director personnel compensation for the years ended December 31, 2024 and 2023 consisted of:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Management personnel compensation				
Short-term benefits	18,881,119	14,701,520	18,226,855	14,068,848
Long-term benefits	951,794	973,481	951,794	973,481
Post-employment benefits	513,240	751,178	475,612	718,790
Total	<u>20,346,153</u>	<u>16,426,179</u>	<u>19,654,261</u>	<u>15,761,119</u>
Directors' remuneration	<u>2,307,000</u>	<u>2,112,000</u>	<u>2,307,000</u>	<u>2,112,000</u>

Directors' remuneration represents benefits paid to the director of the Group in accordance with Section 90 of the Public Limited Companies Act B.E. 2535, exclusive of salaries and related benefit payable to directors who hold executive positions.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

### Short-term loans from related party

Short-term loans from related party as at December 31, 2024 and 2023 consisted of:

	%		<i>Baht</i>	
	Interest rate		Separate financial statements	
	2024	2023	2024	2023
<b>AI Ports and Terminals Company Limited</b>	<b>2.91 - 3.65</b>	<b>2.04 - 2.91</b>	<b><u>100,000,000</u></b>	<b><u>260,000,000</u></b>

The Company had short-term loans from AI Ports and Terminals Company Limited, by issuing promissory notes for a period of 6 months and unsecured.

### Nature of relationship

Name	Country	Relation	Type of relation
Asian Insulators Public Company Limited	Thailand	Parent Company	Direct shareholding and common director
AI Ports and Terminals Company Limited	Thailand	Subsidiary	Direct shareholding

### Bases of measurement for intercompany revenues and expenses

	Pricing policies
Rental and other service	Stipulate in the agreement
Interest expenses	Referred with the commercial bank's interest rate.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## 5. CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at December 31, 2024 and 2023 consisted of:

	Consolidated		Separate		<i>Baht</i>
	financial statements		financial statements		
	2024	2023	2024	2023	
Cash	36,282	30,000	6,282	-	
Cash at banks	254,831,767	168,331,830	248,383,173	152,211,809	
High liquid short-term investments	-	17,645	-	17,645	
<b>Total</b>	<b>254,868,049</b>	<b>168,379,475</b>	<b>248,389,455</b>	<b>152,229,454</b>	
					%
Interest rate	0.10 - 1.55	0.05 - 0.50	0.10 - 1.55	0.05 - 0.50	

The currencies denomination of cash and cash equivalents as at December 31, 2024 and 2023 were as follows:

Currency	Consolidated		Separate		<i>Baht</i>
	financial statements		financial statements		
	2024	2023	2024	2023	
Thai Baht (THB)	201,567,538	150,625,019	195,088,944	134,474,998	
US Dollars (USD)	53,294,229	17,754,456	53,294,229	17,754,456	
Other	6,282	-	6,282	-	
<b>Total</b>	<b>254,868,049</b>	<b>168,379,475</b>	<b>248,389,455</b>	<b>152,229,454</b>	

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## 6. SHORT-TERM INVESTMENTS

Short-term investments as at December 31, 2024 and 2023 consisted of:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Investment measured at amortized cost</b>				
Fixed deposit receipt with a maturity more than 3 months but not over 1 year	103,013,215	3,556,966	103,013,215	3,556,966
<b>Investment measured at fair value through profit or loss</b>				
Investments in open-end fixed income fund	174,937,575	2,603,253	67,147	65,756
<b>Total</b>	<b>277,950,790</b>	<b>6,160,219</b>	<b>103,080,362</b>	<b>3,622,722</b>

Movements of short-term investment were as follows:

	<i>Baht</i>				
	Consolidated financial statements				
	As at	Purchase/	Sale/		As at
<b>Debt instruments</b>	January 1	transfer-in	transfer-out	Adjustment	December 31
<b>2024</b>					
<b>Debt instruments measured at</b>					
- Amortized Cost	3,556,966	99,456,249	-	-	103,013,215
- Fair value through profit or loss	2,603,253	172,000,000	-	334,322	174,937,575
<b>Total</b>	<b>6,160,219</b>	<b>271,456,249</b>	<b>-</b>	<b>334,322</b>	<b>277,950,790</b>
<b>2023</b>					
<b>Debt instruments measured at</b>					
- Amortized Cost	279,614	3,277,352	-	-	3,556,966
- Fair value through profit or loss	2,564,547	-	-	38,706	2,603,253
<b>Total</b>	<b>2,844,161</b>	<b>3,277,352</b>	<b>-</b>	<b>38,706</b>	<b>6,160,219</b>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

**Baht**

	Separate financial statements				
	As at January 1	Purchase/ transfer-in	Sale/ transfer-out	Adjustment	As at December 31
<b>Debt instruments</b>					
<b>2024</b>					
<b>Debt instruments measured at</b>					
- Amortized Cost	3,556,966	99,456,249	-	-	103,013,215
- Fair value through profit or loss	65,756	-	-	1,391	67,147
Total	<u>3,622,722</u>	<u>99,456,249</u>	<u>-</u>	<u>1,391</u>	<u>103,080,362</u>
<b>2023</b>					
<b>Debt instruments measured at</b>					
- Amortized Cost	279,614	3,277,352	-	-	3,556,966
- Fair value through profit or loss	64,739	-	-	1,017	65,756
Total	<u>344,353</u>	<u>3,277,352</u>	<u>-</u>	<u>1,017</u>	<u>3,622,722</u>

## 7. TRADE AND OTHER RECEIVABLES

Trade and other receivables as at December 31, 2024 and 2023 consisted of:

**Baht**

	Consolidated and separate financial statements	
	2024	2023
Trade receivables	602,169,675	672,441,444
Other receivables	774,243	111,989
<b>Total</b>	<b><u>602,943,918</u></b>	<b><u>672,553,433</u></b>

Movements of allowance for expected credit loss for the years ended December 31, 2023 were as follows:

**Baht**

	Consolidated and separate financial statements
Beginning balance	2,182,107
Less Written-off bad debt	(2,182,107)
Ending balance	<u>-</u>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

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As at December 31, 2024 and 2023, the Group had outstanding balances of trade receivables aged by number of months as follows:

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2024	2023
Current	602,169,675	672,441,444

## 8. INVENTORIES

Inventories as at December 31, 2024 and 2023 consisted of:

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2024	2023
Raw materials	145,591,229	119,411,710
Work in process	130,496,053	123,234,658
Finished goods	207,784,618	118,218,482
Supplies	24,599,624	20,194,793
<b>Total</b>	<b>508,471,524</b>	<b>381,059,643</b>

For the years ended December 31, 2024 and 2023, cost of inventories were included in cost of sale and cost of rendering of service.

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2024	2023
Cost of sale	7,881,020,588	8,068,186,394
Cost of rendering of service	12,184,333	19,177,422
Reversal for allowance for devaluation of inventories	-	(14,000,000)
<b>Total</b>	<b>7,893,204,921</b>	<b>8,073,363,816</b>
Changes in work in process and finished goods	(96,827,531)	26,922,627
Raw materials and supplies used	7,680,841,080	7,328,867,835

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

Movements of allowance for devaluation of inventories for the years ended December 31, 2023 were as follows:

	<i>Baht</i>
	Consolidated and separate financial statements
Beginning balance	14,000,000
Less Reversal from sale of inventories	(14,000,000)
Ending balance	-

## 9. RESTRICTED BANK DEPOSITS

Restricted bank deposits as at December 31, 2024 and 2023 consisted of:

	<i>Baht</i>					
	Consolidated financial statements		Separate financial statements			
Accounts	2024	2023	2024	2023	Note	Collaterals
<b>Fixed</b>	<b><u>59,126,700</u></b>	<b><u>60,548,200</u></b>	<b><u>59,106,700</u></b>	<b><u>60,528,200</u></b>	14, 28	Credit for letter of guarantee and credit for short-term loan from financial institutions

## 10. INVESTMENT IN SUBSIDIARY

Investment in subsidiary as at December 31, 2024 and 2023 were as follows:

	Paid-up share capital		Shareholding		%	Cost value	
Subsidiary	2024	2023	2024	2023		2024	2023
AI Ports and Terminals Company Limited	460,000,000	460,000,000	100	100		<b><u>352,395,280</u></b>	<b><u>352,395,280</u></b>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)



## 11. PROPERTY, PLANT AND EQUIPMENT

Movements of property, plant and equipment for the years ended December 31, 2024 and 2023 were as follows:

*Baht*

	Consolidated financial statements								Total
	Land	Land improvements	Buildings and port	Utility system	Machinery and factory equipment	Office equipment	Vehicles	Assets in progress and under installations	
<b>Cost</b>									
At January 1, 2023	179,500,504	49,111,148	296,732,375	92,357,654	1,535,461,898	15,317,843	30,764,380	64,272,934	2,263,518,736
Purchase	-	1,183,426	404,433	835,000	16,786,680	578,040	9,666,333	14,667,675	44,121,587
Transfer in/ Transfer out	-	1,240,000	7,336,000	60,770,000	2,949,746	2,022,126	-	(74,317,872)	-
Disposal	-	-	(1,109,454)	-	(8,180,416)	(1,114,283)	(3,234,112)	(472,498)	(14,110,763)
At December 31, 2023	179,500,504	51,534,574	303,363,354	153,962,654	1,547,017,908	16,803,726	37,196,601	4,150,239	2,293,529,560
Purchase	-	373,493	4,632,310	2,065,514	16,822,472	958,830	2,033,645	16,442,267	43,328,531
Transfer in/ Transfer out	-	-	1,940,000	713,625	9,490,659	-	-	(12,144,284)	-
Disposal	-	-	(1,728,061)	(13,650)	(5,961,548)	(593,989)	-	(72,380)	(8,369,628)
At December 31, 2024	179,500,504	51,908,067	308,207,603	156,728,143	1,567,369,491	17,168,567	39,230,246	8,375,842	2,328,488,463
<b>Accumulated depreciation</b>									
At January 1, 2023	-	26,048,051	130,983,830	50,786,575	678,775,919	12,187,736	18,458,398	-	917,240,509
Depreciation	-	4,347,097	12,468,583	13,083,822	99,516,491	1,251,493	1,799,177	-	132,466,663
Disposal/ Transfer out	-	-	(915,237)	-	(5,308,877)	(1,097,650)	(2,910,701)	-	(10,232,465)
At December 31, 2023	-	30,395,148	142,537,176	63,870,397	772,983,533	12,341,579	17,346,874	-	1,039,474,707
Depreciation	-	4,408,891	12,698,686	14,310,180	100,134,032	1,473,929	2,141,887	-	135,167,605
Disposal/ Transfer out	-	-	(1,064,933)	(11,299)	(4,716,206)	(593,946)	-	-	(6,386,384)
At December 31, 2024	-	34,804,039	154,170,929	78,169,278	868,401,359	13,221,562	19,488,761	-	1,168,255,928
<b>Net book value</b>									
At December 31, 2023	179,500,504	21,139,426	160,826,178	90,092,257	774,034,375	4,462,147	19,849,727	4,150,239	1,254,054,853
At December 31, 2024	179,500,504	17,104,028	154,036,674	78,558,865	698,968,132	3,947,005	19,741,485	8,375,842	1,160,232,535

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## Separate financial statements

	Land		Machinery and				Assets in progress and		Total
	Land	improvements	Buildings	Utility system	factory equipment	Office equipment	Vehicles	under installations	
<b>Cost</b>									
At January 1, 2023	162,080,318	49,111,148	254,603,554	92,344,000	1,286,850,377	14,499,071	30,732,380	64,272,934	1,954,493,782
Purchase	-	1,183,426	404,433	835,000	16,786,680	575,230	9,666,333	14,667,675	44,118,777
Transfer in /Transfer out	-	1,240,000	7,336,000	60,770,000	2,949,746	2,022,126	-	(74,317,872)	-
Disposal	-	-	(1,109,454)	-	(8,180,416)	(1,114,283)	(3,234,112)	(472,498)	(14,110,763)
At December 31, 2023	162,080,318	51,534,574	261,234,533	153,949,000	1,298,406,387	15,982,144	37,164,601	4,150,239	1,984,501,796
Purchase	-	373,493	4,632,310	2,065,514	16,806,020	958,830	2,033,645	16,442,267	43,312,079
Transfer in/Transfer out	-	-	1,940,000	713,625	9,490,659	-	-	(12,144,284)	-
Disposal	-	-	(1,728,061)	(13,650)	(5,961,548)	(593,989)	-	(72,380)	(8,369,628)
At December 31, 2024	162,080,318	51,908,067	266,078,782	156,714,489	1,318,741,518	16,346,985	39,198,246	8,375,842	2,019,444,247
<b>Accumulated depreciation</b>									
At January 1, 2023	-	26,048,051	97,518,403	50,772,922	538,376,880	11,400,818	18,426,399	-	742,543,473
Depreciation	-	4,347,097	11,375,937	13,083,822	85,063,680	1,231,674	1,799,177	-	116,901,387
Disposal/ Transfer out	-	-	(915,237)	-	(5,308,877)	(1,097,650)	(2,910,701)	-	(10,232,465)
At December 31, 2023	-	30,395,148	107,979,103	63,856,744	618,131,683	11,534,842	17,314,875	-	849,212,395
Depreciation	-	4,408,891	11,606,040	14,310,180	85,697,945	1,465,044	2,141,887	-	119,629,987
Disposal/ Transfer out	-	-	(1,064,933)	(11,299)	(4,716,206)	(593,946)	-	-	(6,386,384)
At December 31, 2024	-	34,804,039	118,520,210	78,155,625	699,113,422	12,405,940	19,456,762	-	962,455,998
<b>Net book value</b>									
At December 31, 2023	162,080,318	21,139,426	153,255,430	90,092,256	680,274,704	4,447,302	19,849,726	4,150,239	1,135,289,401
At December 31, 2024	162,080,318	17,104,028	147,558,572	78,558,864	619,628,096	3,941,045	19,741,484	8,375,842	1,056,988,249

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
As at December 31,				
The gross carrying amount of fully depreciated that is still in use	271,738,101	235,616,809	270,347,676	234,537,065
For the year ended December 31,				
Depreciation were recognized as an				
Cost of sales and services	114,833,311	112,415,537	114,833,311	112,415,537
Selling expenses	1,387,063	1,165,321	1,387,063	1,165,321
Administrative expenses	18,947,231	18,885,805	3,409,613	3,320,529
Total	135,167,605	132,466,663	119,629,987	116,901,387

**12. LEASES****Right-of-use assets**

Movements of the right-of-use assets for the years ended December 31, 2024 and 2023 were as follows:

	<b>Baht</b>
	Consolidated and separate financial statement
<b>Net book value</b>	
At January 1, 2023	247,172
Less Amortization	(187,563)
At December 31, 2023	59,609
Enter into a lease	819,060
Less Amortization	(148,471)
<b>At December 31, 2024</b>	<b>730,198</b>

The Group entered into a vehicle lease agreement for 5 years, with extension options at the end of lease term. The rental is payable monthly as specified in the contract.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## Leases liabilities

Leases liabilities as at December 31, 2024 and 2023, consisted of:

	<i>Baht</i>	
	Consolidated and separate financial statement	
	2024	2023
Amount of lease payment	907,500	66,313
<b>Less</b> Deferred interest	(138,142)	(820)
Lease liabilities	769,358	65,493
<b>Less</b> Current portion	(144,897)	(65,493)
<b>Long-term liabilities</b>	<b>624,461</b>	<b>-</b>

The Group entered into the lease agreement for vehicle for their operations.

Movements of leases liabilities for the years ended December 31, 2024 and 2023 were as follows:

	<i>Baht</i>	
	Consolidated and separate financial statement	
	2024	2023
Beginning balance	65,493	260,743
Enter into the lease	819,060	-
Amortized interest	33,618	10,550
Lease payment	(148,813)	(205,800)
Ending balance	769,358	65,493

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

As at December 31, 2024 and 2023, lease liabilities presented by term of repayment period were summarized as follows:

Due of payment	<i>Baht</i> Consolidated and separate financial statements		
	Present	Deferred	Minimum
	value	interest	lease
	expenses	payment	
<b>2024</b>			
Within 1 year	144,897	53,103	198,000
More than 1 year but not over 5 years	624,461	85,039	709,500
Total	769,358	138,142	907,500
<b>2023</b>			
Within 1 year	65,493	820	66,313
More than 1 year but not over 5 years	-	-	-
Total	65,493	820	66,313

**As a lessee**

Expenses relating to lease recognized in profit or loss were as follows:

	<i>Baht</i> Consolidated and separate financial statements	
	2024	2023
	<b>For the year ended December 31 Recognized in profit or loss</b>	
Interest expense relating to lease liabilities	33,618	10,550
Expense relating to short term leases	-	58,440

As at December 31, 2024 and 2023, the Group had the minimum lease payment under short-term lease relating to low-value-assets and non-cancellable agreement other than those lease liabilities as follows:

Due of payment	<i>Baht</i> Consolidated and separate financial statements	
	2024	2023
	Within 1 year	202,440
More than 1 year but not over 5 years	573,580	9,740
Total	776,020	68,180

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

### 13. INTANGIBLE ASSET

Movements of intangible asset for the years ended December 31, 2024 and 2023 were as follows:

	<i>Baht</i>	
	Consolidated	Separate
	financial statements	financial statements
<b>Cost</b>		
At January 1, 2023	1,736,356	1,635,034
Purchase/ Transfer in	1,208,190	1,208,190
Disposal/ Transfer out	(71,500)	(71,500)
At December 31, 2023	2,873,046	2,771,724
Purchase/ Transfer in	83,700	83,700
Disposal/ Transfer out	-	-
At December 31, 2024	2,956,746	2,855,424
<b>Accumulated amortization</b>		
At January 1, 2023	1,293,955	1,200,320
Amortization	248,685	243,072
Disposal/ Transfer out	(69,005)	(69,005)
At December 31, 2023	1,473,635	1,374,387
Amortization	357,139	355,065
Disposal/ Transfer out	-	-
At December 31, 2024	1,830,774	1,729,452
<b>Net book value</b>		
At December 31, 2023	1,399,411	1,397,337
<b>At December 31, 2024</b>	<b>1,125,972</b>	<b>1,125,972</b>

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
At December 31,				
The gross carrying amount of fully				
amortized that is still in use	1,136,227	991,640	1,062,970	918,383

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

#### 14. SHORT-TERM LOANS FROM FINANCIAL INSTITUTIONS

The Group has credit facilities from financial institution as at December 31, 2024 and 2023 were as follows:

Type of credit facilities	Credit limit				interest rate
	Company		Subsidiary		
	2024	2023	2024	2023	
Bank overdraft	10,000,000	10,000,000	-	-	MOR
Fleet card/Credit card	1,100,000	1,100,000	-	-	-
Promissory notes/ Letter of credit/Trust receipt	100,000,000	100,000,000	-	-	MMR
Forward contract	5,000,000	5,000,000	-	-	-
Letters of guarantee	9,106,700	10,528,200	20,000	20,000	-

#### Collateral

The Company and subsidiary had transferred rights in bank deposit under the contract of secured transaction as collateral for loans (see note 9).

#### 15. TRADE AND OTHER PAYABLES

Trade and other payables as at December 31, 2024 and 2023 consisted of:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Trade payables</b>	447,541,589	356,790,111	447,541,589	356,790,111
<b>Other payables</b>				
Other payables	7,489,646	9,148,000	7,481,546	9,134,500
Accrued expenses	13,302,641	17,494,458	13,220,243	17,417,268
Payables from purchase assets	5,675,573	3,313,045	5,675,573	3,313,045
Total	26,467,860	29,955,503	26,377,362	29,864,813
<b>Grand total</b>	<b>474,009,449</b>	<b>386,745,614</b>	<b>473,918,951</b>	<b>386,654,924</b>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

The currencies denomination of trade and other payables as at December 31, 2024 and 2023 were as follows:

Currency	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Thai Baht (THB)	474,002,332	386,745,614	473,911,834	386,654,924
US Dollars (USD)	7,117	-	7,117	-
<b>Total</b>	<b>474,009,449</b>	<b>386,745,614</b>	<b>473,918,951</b>	<b>386,654,924</b>

## 16. OTHER CURRENT LIABILITIES

Other current liabilities as at December 31, 2024 and 2023 consisted of:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Retention	1,127,857	1,012,961	1,127,857	1,012,961
Advances received	39,773	1,000,000	39,773	-
Value added tax and withholding tax	56,533,563	48,499,531	56,530,336	48,498,745
<b>Total</b>	<b>57,701,193</b>	<b>50,512,492</b>	<b>57,697,966</b>	<b>49,511,706</b>

## 17. PROVISIONS FOR EMPLOYEE BENEFIT

Provisions for employee benefit as at December 31, 2024 and 2023 consisted of:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Post employment benefits				
Present value of obligations	9,372,207	13,052,089	8,494,459	12,051,874
<b>Less</b> Current portion	(142,653)	-	(142,653)	-
<b>Provisions for long-term</b>	<b>9,229,554</b>	<b>13,052,089</b>	<b>8,351,806</b>	<b>12,051,874</b>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)



Movements of the present value of provisions for employee benefit for the years ended December 31, 2024 and 2023 were as follows:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Post-employment benefit plan</b>				
Present value of provision for employee benefit				
At January 1,	13,052,089	11,357,519	12,051,874	10,515,132
Included in profit or loss:				
Current service cost	1,526,307	2,298,893	1,409,081	2,158,509
Interest cost	190,772	163,610	173,964	146,166
Benefit paid during the year	(20,000)	(767,933)	(20,000)	(767,933)
Included in other comprehensive income:				
Actuarial gain	(5,376,961)	-	(5,120,460)	-
At December 31,	<u>9,372,207</u>	<u>13,052,089</u>	<u>8,494,459</u>	<u>12,051,874</u>

Principal actuarial assumptions as at December 31, 2024 and 2023 were as follows:

	%			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Discount rate	2.26 - 2.51	1.44 - 2.07	2.51	1.44
Salary increase rate	3.00 - 5.00	1.50 - 5.00	5.00	1.50 - 5.00
Turnover rate	0 - 21	0 - 28	0 - 21	0 - 28

Discount rate were the market yields on government's bond for legal severance payments plan.

Salary increase rate depended on the management's policies.

Turnover rate depended on the length of service.

Mortality rate were the reference rate from TMO2017: Thai Mortality Ordinary Table 2017.

.....Director  
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.....Director  
(Pongsakon Thareratanavibool)

## Sensitivity analysis

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term provisions for employee benefit as at December 31, 2024 and 2023 are summarized below:

	<i>Baht</i>			
	Consolidated financial statement			
	2024		2023	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(708,242)	815,353	(1,195,052)	1,391,935
Salary increase rate (1% movement)	832,339	(737,771)	1,669,944	(1,446,285)
Turnover rate (1% movement)	(780,107)	503,958	(1,283,149)	854,713
				<i>Baht</i>
	Separate financial statement			
	2024		2023	
	Increase	Decrease	Increase	Decrease
	Discount rate (1% movement)	(619,754)	712,169	(1,070,525)
Salary increase rate (1% movement)	726,857	(645,540)	1,496,811	(1,301,132)
Turnover rate (1% movement)	(688,069)	495,209	(1,154,134)	854,713

The Group presented in the statement of comprehensive income for the years ended December 31, 2024 and 2023 as follows:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Cost of sale	846,910	1,163,616	846,910	1,163,616
Selling expenses	56,850	65,065	56,850	65,065
Administrative expenses	813,319	1,233,822	679,285	1,075,994
<b>Total</b>	<b>1,717,079</b>	<b>2,462,503</b>	<b>1,583,045</b>	<b>2,304,675</b>

.....Director  
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.....Director  
(Pongsakon Thareratanavibool)

## 18. SHARE CAPITAL

Movement of share capital for the years ended December 31, 2024 and 2023 were as follows:

		2024		2023	
	Par value per share	Number	Amount	Number	Amount
<b>Share capital (Par value)</b>					
Ordinary shares					
At January 1	1	1,569,682,166	1,569,682,166	1,569,682,166	1,569,682,166
Reduction of shares	1	(185,668,157)	(185,668,157)	-	-
At December 31	1	<u>1,384,014,009</u>	<u>1,384,014,009</u>	<u>1,569,682,166</u>	<u>1,569,682,166</u>
<b>Issued and paid-up shares (paid-up shares capital)</b>					
Ordinary shares					
At January 1	1	1,384,014,009	1,384,014,009	1,326,613,416	1,326,613,416
Increase of new shares	1	-	-	57,400,593	57,400,593
At December 31	1	<u>1,384,014,009</u>	<u>1,384,014,009</u>	<u>1,384,014,009</u>	<u>1,384,014,009</u>

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

### Registered share capital

The Ordinary General Meeting of Shareholders held on April 4, 2024 passed the resolutions to approve the decrease of the registered share capital from Baht 1,569,682,166 to Baht 1,384,014,009 by writing-off the outstanding unsold of Baht 185,668,157 (185,668,157 ordinary shares with par value of Baht 1 each).

The Company registered the decrease of registered share capital with the Department of Business Development, the Ministry of Commerce on April 10, 2024.

### Premium on share capital

According to the Public Companies Act B.E. 2535, Section 51 the Company is required to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account (“premium on share capital”). Premium on share capital is not available for dividend distribution.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## 19. LEGAL RESERVE

According to the Public Limited Companies Act B.E. 2535, Section 116 the Company is required to set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any) until the reserve reaches 10 percent of the registered share capital. The statutory reserve is not available for dividend distribution.

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2024	2023
For the year ended December 31		
Appropriated - legal reserve	12,700,000	2,700,000

## 20. WARRANT

The detail of warrants were as follows:

The second warrant to be exercised to the new ordinary share (AIE-W2)

Type of warrant	: The Warrant to be exercised to the new ordinary share of AI Energy Public Company Limited No.2 (“AIE-W2”)
Category	: Registered and transferable
The offering price	: Baht 0.00
Terms of the warrant	: 2 years from the date of issuance and offering
Issuing and offering date	: May 5, 2021
Exercise ratio	: 4 warrant per 1 ordinary shares
Exercise price	: Baht 1.00 per share
Exercise period	: The initial as at March 31, 2022. The second as at September 30, 2022. The third as at May 3, 2023.
The last exercise date	: May 3, 2023
Expiration date	: May 4, 2023

In May 2023, the holders of the second warrants (AIE-W2) have exercised their warrants to be ordinary shares amount 229,602,372 units totaling amount of Baht 57.40 million.

The Company issued ordinary shares to the warrant holders and registered its share capital with the Department of Business Development, the Ministry of Commerce on May 12, 2023.

.....Director  
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.....Director  
(Pongsakon Thareratanavibool)

Changes of the warrants during the year were as follows:

Type of warrants	Beginning balance as at				Ending balance as at
	January 1, 2023	New issued	Exercised	Expired	December 31, 2023
AIE-W2	972,274,998	-	(229,602,372)	(742,672,626)	-

*Unit*

## 21. REVENUE FROM CONTRACT WITH CUSTOMERS

Disaggregation of revenue for the years ended December 31, 2024 and 2023 were as follows:

Type of goods or services	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Revenue from sale	8,219,066,579	8,193,337,374	8,219,066,579	8,193,337,374
Revenue from rendering of services	19,837,477	27,775,782	19,837,477	27,775,782
<b>Total</b>	<b>8,238,904,056</b>	<b>8,221,113,156</b>	<b>8,238,904,056</b>	<b>8,221,113,156</b>
Finance income	1,723,730	605,623	1,666,176	551,948
Gain on exchange rate	-	332,999	-	295,309
Rental income	2,880,000	2,592,000	2,880,000	2,592,000
Other income	3,345,212	3,423,733	2,012,282	3,420,462
<b>Total</b>	<b>7,948,942</b>	<b>6,954,355</b>	<b>6,558,458</b>	<b>6,859,719</b>
<b>Grand total</b>	<b>8,246,852,998</b>	<b>8,228,067,511</b>	<b>8,245,462,514</b>	<b>8,227,972,875</b>
<b>Timing of revenue recognition</b>				
At a point in time	8,242,249,268	8,224,536,889	8,240,916,338	8,224,533,618
Over time	4,603,730	3,530,622	4,546,176	3,439,257
<b>Total</b>	<b>8,246,852,998</b>	<b>8,228,067,511</b>	<b>8,245,462,514</b>	<b>8,227,972,875</b>

*Baht*

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## 22. OPERATING SEGMENT

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance measured basing on segment operating profit or loss on a basis consistent with that used to measure operating profit or loss in the financial statements.

### Business segment

The Group identified their business segment as follows:

AI Energy Public Company Limited      Producing and distribution of energy product (bio-diesel), vegetable oil.

AI Ports and Terminals Company Limited      Ports service.

All inter-segment transaction were eliminated in preparing the consolidated financial statements.

Operating segment for the years ended December 31, 2024 and 2023 were as follows:

	<i>Baht</i>	
	Palm oil product	
	2024	2023
Revenue		
Timing of revenue recognition		
At a point in time	8,238,904,056	8,221,113,156
Cost of sales and service	(7,893,204,921)	(8,073,363,816)
Segment gross profit	<u>345,699,135</u>	<u>147,749,340</u>

.....Director  
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.....Director  
(Pongsakon Thareratanavibool)

Assets and liabilities as at December 31, 2024 and 2023 were are follows:

	<i>Baht</i>					
	Palm oil product		Ports service		Total	
	2024	2023	2024	2023	2024	2023
<b>Assets</b>						
Cash and cash equivalents	248,389,455	152,229,454	6,478,594	16,150,021	254,868,049	168,379,475
Short-term investment	103,080,362	3,622,722	174,870,428	2,537,497	277,950,790	6,160,219
Trade and other receivables	602,943,918	672,553,433	-	-	602,943,918	672,553,433
Inventories	508,471,524	381,059,643	-	-	508,471,524	381,059,643
Other current assets	5,854,047	5,821,317	696,443	528,583	6,550,490	6,349,900
Restricted bank deposits	59,106,700	60,528,200	20,000	20,000	59,126,700	60,548,200
Property, plant and equipment	1,056,988,249	1,135,289,401	103,244,286	118,765,452	1,160,232,535	1,254,054,853
Right-of-use assets	730,198	59,609	-	-	730,198	59,609
Intangible assets	1,125,972	1,397,337	-	2,074	1,125,972	1,399,411
Other non-current assets	18,403,405	2,102,749	82,143	66,480	18,485,548	2,169,229
<b>Liabilities</b>						
Trade and other payables	473,918,951	386,654,924	90,498	90,690	474,009,449	386,745,614
Other current liabilities	57,697,966	49,511,706	3,227	1,000,786	57,701,193	50,512,492
Lease liabilities	769,358	65,493	-	-	769,358	65,493
Provisions for employee benefit	8,494,459	12,051,874	877,748	1,000,215	9,372,207	13,052,089

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## Geographical segments

The Group operate in a single geographical segment principally in Thailand. There are no material revenues derived from or assets located in foreign countries. Therefore, revenue and assets presented in the financial statements are geographical segment reporting.

## Major customers

For the years ended December 31, 2024 and 2023

The Group has revenue from major customers in each segment as follows:

	<i>Person</i>		<i>Baht</i>	
	Major customers		Revenue	
	2024	2023	2024	2023
Palm oil product	4	4	7,073,771,371	7,129,080,914

## 23. EXPENSES BY NATURE

Expenses by nature for the years ended December 31, 2024 and 2023 were as follows:

			<i>Baht</i>	
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Cost of sales and services				
Employee benefit	53,959,000	55,303,136	53,959,000	55,303,136
Depreciation and amortization	114,833,312	112,415,537	114,833,312	112,415,537
Fuel	181,895,275	224,682,029	181,895,275	224,682,029
Repair and maintenance	37,582,636	31,780,177	37,582,636	31,780,177
Transportation expenses	10,670,985	14,020,236	10,670,985	14,020,236
Reversal loss from devaluation of inventories	-	(14,000,000)	-	(14,000,000)
Selling expenses				
Employee benefit	2,191,926	2,039,251	2,191,926	2,039,251
Depreciation and amortization	1,535,534	1,352,884	1,535,534	1,352,884
Transportation expenses	26,256,885	33,939,985	26,256,885	33,939,985
Administrative expenses				
Employee benefit	36,886,658	32,105,266	34,075,457	29,176,402
Rental and services expenses	3,655,629	3,643,529	3,520,839	3,504,004
Consulting and services expenses	1,862,458	1,360,234	1,862,458	1,360,234
Depreciation and amortization	19,304,370	19,322,053	3,764,678	3,563,601
Repair and maintenance	279,663	290,180	219,241	212,682

.....Director  
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.....Director  
(Pongsakon Thareratanavibool)



## 24. EMPLOYEE BENEFIT EXPENSES

Employee benefit expenses for the years ended December 31, 2024 and 2023 were as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Salaries and wages	79,612,225	75,368,259	77,071,942	72,742,458
Defined benefit plans	1,717,079	2,462,503	1,583,045	2,304,675
Provident fund	2,031,774	1,895,570	2,031,774	1,895,570
Others	9,676,506	9,721,321	9,539,622	9,576,086
<b>Total</b>	<b>93,037,584</b>	<b>89,447,653</b>	<b>90,226,383</b>	<b>86,518,789</b>

### Provident fund

The Group and their employees have jointly established a provident fund for the Group's employees under the Provident Fund Act B.E. 2530 comprises contributions made monthly by the employees and by the Group. The provident fund will be paid to the employees upon termination in accordance with the rules of the Fund. At the present, the provident funds are managed by Principal Asset Management Company Limited.

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2024	2023
For the year ended December 31		
Contributions paid to the provident fund	2,031,774	1,895,570

## 25. PROMOTIONAL PRIVILEGES

The Group received a promotion certificate under the Investment Promotion Act B.E.2520 for its business involving production energy product (bio-diesel) and refined glycerine. The major privileges granted to the Company are as follows:

- 1) Exemption from import duty on machinery as approved by the Board of Investment.
- 2) Exemption from corporate income tax on net profit derived from the operation of promoted business for a period of 8 years and 3 years from the date operation income is first derived.
- 3) Exemption from income tax on dividend received from the operations of promoted business.

.....Director  
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.....Director  
(Pongsakon Thareratanavibool)

Consequently, the Group has to comply with terms and conditions stipulated in the promotion certificate.

Revenue from domestic sales and export sales and other income for the years ended December 31, 2024 and 2023 are classified as promoted business and non-promoted business as follows:

<i>Baht</i>						
Consolidated financial statements						
2024			2023			
	Domestic	Export	Total	Domestic	Export	Total
Promoted segment	4,844,396,292	-	4,844,396,292	4,847,634,639	70,907,818	4,918,542,457
Non-promoted segment	3,328,746,404	73,710,302	3,402,456,706	3,231,104,107	78,420,947	3,309,525,054
<b>Total</b>	<b>8,173,142,696</b>	<b>73,710,302</b>	<b>8,246,852,998</b>	<b>8,078,738,746</b>	<b>149,328,765</b>	<b>8,228,067,511</b>

<i>Baht</i>						
Separate financial statements						
2024			2023			
	Domestic	Export	Total	Domestic	Export	Total
Promoted segment	4,844,396,292	-	4,844,396,292	4,847,634,639	70,907,818	4,918,542,457
Non-promoted segment	3,327,355,920	73,710,302	3,401,066,222	3,231,009,471	78,420,947	3,309,430,418
<b>Total</b>	<b>8,171,752,212</b>	<b>73,710,302</b>	<b>8,245,462,514</b>	<b>8,078,644,110</b>	<b>149,328,765</b>	<b>8,227,972,875</b>

## 26. INCOME TAX

Income tax of the Group for the years ended December 31, 2024 and 2023 were calculated at a rate specified by the Revenue Department on net earnings after adjusting certain conditions according to the Revenue Code. The Group recorded the corporate income tax as expense for the years and recorded the accrued portion as liabilities in the statements of financial position.

Tax income for the year ended December 31, 2024 were as follows:

<i>Baht</i>	
Consolidated and separate financial statements	
<hr/>	
<b>Income tax recognised in profit or loss</b>	
<b>Current tax expense</b>	
Current year	-
<b>Deferred tax</b>	
Movements in temporary differences	1,024,092
<b>Tax income</b>	<b>1,024,092</b>
	<hr/> <hr/>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

**Baht**

Consolidated financial statements

2024

	Before tax	Tax expense	Net of tax
<b>Income tax recognised in other comprehensive income</b>			
Defined benefit plan actuarial gains	<u>5,376,961</u>	<u>(1,024,092)</u>	<u>4,352,869</u>

**Baht**

Separate financial statements

2024

	Before tax	Tax expense	Net of tax
<b>Income tax recognised in other comprehensive income</b>			
Defined benefit plan actuarial gains	<u>5,120,460</u>	<u>(1,024,092)</u>	<u>4,096,368</u>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

**Reconciliation of effective tax rate**
**Baht**

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	%	%	%	%
	Tax rate	Tax rate	Tax rate	Tax rate
Profit before income tax				
	240,898,272	40,266,842	252,712,768	53,879,594
<b>Less Privileges granted under the Investment Promotion</b>	<b>(83,792,218)</b>	<b>(5,946,923)</b>	<b>(83,792,218)</b>	<b>(5,946,923)</b>
Taxable income	157,106,054	34,319,919	168,920,550	47,932,671
Income tax using the Thai corporation tax rate	20 31,421,211	20 6,863,984	20 33,784,110	20 9,586,534
Income not subject to tax	(334,178)	(1,673,188)	(267,592)	(1,665,650)
Expenses not deductible for tax purposes	1,773,246	2,119,192	654,337	1,005,284
Addition expenses deductible for tax purposes	(54,516)	(45,383)	(54,516)	(45,383)
Current year losses	1,310,576	11,974,021	-	10,357,841
Loss carry forward	(34,116,339)	(19,238,626)	(34,116,339)	(19,238,626)
Current tax expenses	-	-	-	-
Movements in temporary differences	1,024,092	-	1,024,092	-
Tax income	1 1,024,092	-	1 1,024,092	-

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## Deferred tax

Deferred tax as at December 31, 2024 and 2023 consisted of:

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2024	2023
Deferred tax assets	8,774,515	8,460,289
Deferred tax liabilities	(8,774,515)	(8,460,289)
<b>Deferred tax assets - net</b>	<b>-</b>	<b>-</b>

Movement of deferred tax assets and liabilities occurred during the year were as follows:

	<i>Baht</i>					
	Consolidated and separate financial statements					
	At January 1, 2023	Profit (loss)	At December 31, 2023	Profit (loss)	Comprehensive loss	At December 31, 2024
<b>Deferred tax asset</b>						
Trade and other receivables	436,421	(436,421)	-	-	-	-
Inventories	2,800,000	(2,800,000)	-	-	-	-
Leases liabilities	2,714	(1,537)	1,177	6,655	-	7,832
Provisions for benefit	2,103,027	307,348	2,410,375	312,609	(1,024,092)	1,698,892
Loss carry forward	2,802,560	3,246,177	6,048,737	1,019,054	-	7,067,791
<b>Total</b>	<b>8,144,722</b>	<b>315,567</b>	<b>8,460,289</b>	<b>1,338,318</b>	<b>(1,024,092)</b>	<b>8,774,515</b>
<b>Deferred tax liabilities</b>						
Property, plant and equipment	(8,144,722)	(315,567)	(8,460,289)	(314,226)	-	(8,774,515)

Deferred tax asset arising from temporary differences and accumulated loss not recognized in the financial statements as at December 31, 2024 and 2023 were summarized as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Loss carry forward	39,663,931	90,220,768	27,303,518	79,170,931
Temporary differences				
Provisions for employee benefit	175,550	200,043	-	-
<b>Total</b>	<b>39,839,481</b>	<b>90,420,811</b>	<b>27,303,518</b>	<b>79,170,931</b>

The Group has not recognized temporary differences for cumulative losses which are expired in 2025 – 2029 and not recognized deferred tax assets for unexpired temporary differences due to there is no certain future taxable profit to be utilized.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## 27. EARNINGS PER SHARE

### Basic earnings per share

Basic earnings per share for the years ended December 31, 2024 and 2023 is calculated by dividing profit for the years attributable to the ordinary shareholders of the Group by the weighted average number of ordinary shares issued during the years.

For the years ended December 31, 2024 and 2023 were as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Profit for the year	241,922,364	40,266,842	253,736,860	53,879,594
<b>Weighted average number of ordinary shares (Shares)</b>				
Ordinary shares at the beginning of year	1,384,014,009	1,326,613,416	1,384,014,009	1,326,613,416
Increase in shares	-	36,799,284	-	36,799,284
Weighted average number of ordinary shares	<u>1,384,014,009</u>	<u>1,363,412,700</u>	<u>1,384,014,009</u>	<u>1,363,412,700</u>
Basic earnings per share	<u>0.175</u>	<u>0.030</u>	<u>0.183</u>	<u>0.040</u>

### Diluted earnings per share

Diluted earnings per shares for the year ended December 31, 2023 are calculated by dividing profit for the years attributable to the ordinary shareholders of the Company by the sum of the weighted average number of ordinary shares issued during the years after adjusted the effect of dilutive plus the weighted average number of shares to be issued for the exercise of all dilutive potential ordinary shares into ordinary shares, without any consideration. The calculation assumes that the holders will exercise dilutive potential ordinary shares into ordinary shares when the exercise price is lower than fair value of ordinary shares.

For the year ended December 31, 2023 diluted earnings per share was as follows:

	<i>Baht</i>	
	Consolidated financial statements	Separate financial statements
Profit for the year	40,266,842	53,879,594
<b>Diluted ordinary shares (Shares)</b>		
Weighted average number of ordinary shares	1,363,412,700	1,363,412,700
Exercised warrants	37,521,751	37,521,751
Diluted ordinary shares	<u>1,400,934,451</u>	<u>1,400,934,451</u>
Diluted earnings per share	<u>0.029</u>	<u>0.038</u>

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## 28. COMMITMENTS

Commitments as at December 31, 2024 and 2023, consisted of:

- a) The Group has letters of guarantee issued by the banks regarding to the obligation under the agreement as follows:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
Electricity use	9,126,700	8,548,200	9,106,700	8,528,200

- b) Commitments regarding to the agreements as follows:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
<b>Monthly payment</b>				
Consulting and services agreement	442,498	357,937	439,226	354,670
Leases agreement	16,700	4,870	16,700	4,870
<b>Capital commitments</b>				
Unrecognized contractual commitments				
Buildings and equipment				
Thai Baht (THB)	27,016,650	2,548,271	27,016,650	2,548,271
US Dollars (USD)	26,945,029	-	26,945,029	-
Purchase orders for supplies and equipments	28,674,131	33,729,125	28,674,131	33,729,125
Purchase orders for material	225,670,430	193,874,363	225,670,430	193,874,363

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

## 29. FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity.

Significant financial instruments of the Group presented in the statement of financial position principally comprise deposits at banks, investments, trade and other receivables, trade and other payables, short-term loans from related party and lease liabilities.

### **Risk management policy**

The Group are exposed to risks from changes in interest rates and currency exchange rates and risks from non-performance of contractual obligations by counterparties. The Group uses derivatives, as and when it considers appropriate, to manage such risks. In addition, the Group has a policy to enter into contracts with creditworthy counterparties. Therefore, the Group does not expect any material financial losses to arise from that the counterparties will fail to discharge their obligations as stipulated in the financial instruments contracts.

#### a) Interest rate risk

Interest rate risk is the risk that future fluctuations in market interest rates will affect the operating result and cash flows of the Group.

The exposure to interest rate risk of the Group relates primarily to their deposits at financial institutions, short-term investments, short-term loans from related party and leases liabilities. However, as most of the financial assets and liabilities carry floating interest rate which fluctuates in line with the market interest rates or carry fixed interest rate which approximates to the current market interest rate, the Group do not use derivatives to manage their interest rate risk.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)



	Consolidated financial statements		Separate financial statements	
	Interest rate		Interest rate	
	Floating	Fixed	Floating	Fixed
<b>As at December 31, 2024</b>				
<b>Financial assets</b>				
Cash at banks	254,831,767	-	248,383,173	-
Short-term investments	-	103,013,215	-	103,013,215
Restricted bank deposits	-	59,126,700	-	59,106,700
<b>Financial liabilities</b>				
Short-term loans from related party	-	-	100,000,000	-
Leases liabilities	-	769,358	-	769,358
<b>As at December 31, 2023</b>				
<b>Financial assets</b>				
Cash at banks	168,349,475	-	152,229,454	-
Short-term investments	-	3,556,966	-	3,556,966
Restricted bank deposits	-	60,548,200	-	60,528,200
<b>Financial liabilities</b>				
Short-term loans from related party	-	-	260,000,000	-
Leases liabilities	-	65,493	-	65,493

## b) Credit risk

Credit risk refers to the risk that a counter party will default on its contractual obligations, resulting in a financial loss to the Group.

## Cash and cash equivalents

The Group's credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers having low credit risk.

## Trade receivables

The Group is exposed to credit risk primarily with respect to trade and other receivables. However, the Group controls such risk by establishing credit limits for clients and counter parties and analysing their financial position as an ongoing basis. The Group is not expected to have much concentration risk of credit exposure and the maximum possible credit loss is the carrying amount shown in the statement of financial position.

The Group determines the impairment of trade and other receivables basing on an expected credit loss model which the Group have established and maintain an appropriate credit loss model. The risk management department periodically reviews the parameters and the data used in the credit loss model.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

c) Liquidity risk

Liquidity risk is the risk that the Group will be unable to liquidate financial assets and/or procure sufficient funds to discharge obligations in a timely manner, resulting in a financial loss.

The maturity dates of financial instruments held as of December 31, 2024 and 2023, counting from the statements of financial position date were as follows:

<i>Baht</i>						
Consolidated financial statement						
As at December 31, 2024						
	At call	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash at banks	254,831,767	-	-	-	-	254,831,767
Short-term investments	-	277,950,790	-	-	-	277,950,790
Trade and other receivables	-	602,943,918	-	-	-	602,943,918
Restricted bank deposits	-	-	-	-	59,126,700	59,126,700
<b>Financial liabilities</b>						
Trade and other payables	-	474,009,449	-	-	-	474,009,449
Leases liabilities	-	144,897	624,461	-	-	769,358
<i>Baht</i>						
Consolidated financial statement						
As at December 31, 2023						
	At call	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash at banks	168,331,830	17,645	-	-	-	168,349,475
Short-term investments	-	6,160,219	-	-	-	6,160,219
Trade and other receivables	-	672,553,433	-	-	-	672,553,433
Restricted bank deposits	-	-	-	-	60,548,200	60,548,200
<b>Financial liabilities</b>						
Trade and other payables	-	386,745,614	-	-	-	386,745,614
Leases liabilities	-	65,493	-	-	-	65,493

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

Separate financial statement						
As at December 31, 2024						
	At call	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash at banks	248,383,173	-	-	-	-	248,383,173
Short-term investments	-	103,080,362	-	-	-	103,080,362
Trade and other receivables	-	602,943,918	-	-	-	602,943,918
Restricted bank deposits	-	-	-	-	59,106,700	59,106,700
<b>Financial liabilities</b>						
Trade and other payables	-	473,918,951	-	-	-	473,918,951
Loans from related party	-	100,000,000	-	-	-	100,000,000
Leases liabilities	-	144,897	624,461	-	-	769,358

Separate financial statement						
As at December 31, 2023						
	At call	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash at banks	152,211,809	17,645	-	-	-	152,229,454
Short-term investments	-	3,622,722	-	-	-	3,622,722
Trade and other receivables	-	672,553,433	-	-	-	672,553,433
Restricted bank deposits	-	-	-	-	60,528,200	60,528,200
<b>Financial liabilities</b>						
Trade and other payables	-	386,654,924	-	-	-	386,654,924
Loans from related party	-	260,000,000	-	-	-	260,000,000
Leases liabilities	-	65,493	-	-	-	65,493

## d) Foreign exchange risk

Foreign currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates.

## e) Fair value

The fair value of financial instruments, considerable judgment is necessarily required in estimation of fair value. Accordingly, the estimated fair value presented herein is not necessarily indicative of the amount that could be amid in a current market exchange. The use of different market assumptions and/or estimation methodologies may have a material effect on the estimated fair value.

The fair value information presented herein, does not include fair value information for financial assets and financial liabilities measured at amortized cost if the carrying amount is a reasonable approximation of fair value.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

	Consolidated financial statement							
	Carrying amount				Fair value			
	Fair value through profit or loss	Fair value through comprehensive income	Amortized cost	Total	Level 1	Level 2	Level 3	Total
<b>As at December 31, 2024</b>								
<b>Financial assets</b>								
<b>Measured at fair value</b>								
Short-term investments								
Open-end fund	174,937,575	-	-	174,937,575	-	174,937,575	-	174,937,575
<b>As at December 31, 2023</b>								
<b>Financial assets</b>								
<b>Measured at fair value</b>								
Short-term investments								
Open-end fund	2,603,253	-	-	2,603,253	-	2,603,253	-	2,603,253

	Separate financial statement							
	Carrying amount				Fair value			
	Fair value through profit or loss	Fair value through comprehensive income	Amortized cost	Total	Level 1	Level 2	Level 3	Total
<b>As at December 31, 2024</b>								
<b>Financial assets</b>								
<b>Measured at fair value</b>								
Short-term investments								
Open-end fund	67,147	-	-	67,147	-	67,147	-	67,147
<b>As at December 31, 2023</b>								
<b>Financial assets</b>								
<b>Measured at fair value</b>								
Short-term investments								
Open-end fund	65,756	-	-	65,756	-	65,756	-	65,756

Level 1: inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

Level 2: inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.

Level 3: inputs are unobservable inputs for the asset or liability such as the future cash flow estimated by the Group.

### 30. EVENTS AFTER THE REPORTING PERIOD

The Board of Directors' Meeting held on February 18, 2025 passed the resolutions to submit to the Ordinary General Shareholders' Meeting to approve dividend payment at the rate of Baht 0.25 per share, totalling of Baht 346 million.

.....Director  
(Pimwan Thareratanavibool)

.....Director  
(Pongsakon Thareratanavibool)

Back up attachment

## Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1167/2024/1740015387082.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1167/2024/1740015387084.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1167/2024/1740101163733.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1167/2024/1740101163813.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1167/2024/1740101163737.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1167/2024/1740101163739.pdf>

