ESG Performance Report
for Listed Companies in 2024

PRTR Group Public Company Limited

Fiscal Year End 31 December 2024

Published on 26 May 2025

ESG Performance

Company Name : PRTR Group Public Company Limited Symbol : PRTR

Market : SET Industry Group : Services Sector : Professional Services

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

The Company places importance on the environment, including the efficient use of resources and energy conservation. The Company promotes and raises awareness among employees to preserve the environment for society and communities, avoid pollution, and efficiently utilize resources and energy. The Company also creates and supports beneficial activities for the maintenance, conservation, and utilization of natural resources, the environment, and various forms of energy continuously.
In addition, the Company also promotes and participates with other sectors of society in organizing activities to conserve, preserve, and improve environmental quality.

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

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

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Others : Annual Policy Review

The company reviews its sustainable development policy regularly at least once a year. This policy was approved at the board of directors meeting No. 1/2568 on February 25, 2568. It establishes the policy for sustainable development in terms of good corporate governance, social value creation, and a sustainable environmental management plan.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards	:	The Greenhouse Gas Protocol, The Greenhouse Gas Protocol, The Greenhouse Gas Protocol, IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Guidelines for National Greenhouse Gas Inventories

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

The company has promoted employee understanding and awareness of sustainability approaches through the " **ESG DNA for organizational employees** " which focuses on cultivating a culture of Environment (E), Social (S), and Governance (G) as part of the mindset and behavior in the workplace. The curriculum covers practices that align with ESG standards and enable employees to apply them concretely in their roles.
with employees who have completed this course **252 people** This reflects the company's commitment to developing personnel with knowledge and understanding of sustainability, ready to be a part in driving the company to grow sustainably and in line with its long-term ESG goals.

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

Efficient Electricity Use Plan

The company recognizes the importance of using electricity efficiently to reduce costs, reduce environmental impact, and promote sustainable business operations.

Objective:

- To reduce unnecessary electricity consumption.
- Increase energy efficiency within the organization.
- Raise awareness of energy conservation among employees at all levels.

Target: Reduce overall electricity costs by at least 5% by 2024 compared to 2023.

Key Measures and Activities:

1. Turn off electrical appliances when not in use, such as turning off lights after work and after using meeting rooms.
2. Promote a culture of energy conservation, such as campaigning through posters, emails, and activities to raise awareness among employees.
3. Improve equipment efficiency, such as switching to LED lights, inspecting, and maintaining electrical appliances.

Oil and Fuel Reduction Plan

The company places importance on reducing oil and fuel consumption by implementing measures to ensure that resources are used with maximum efficiency and are environmentally friendly.

Objective:

- Reduce oil and fuel consumption in various organizational activities.

Target: : Reduce oil and fuel consumption by at least 5% by 2024 (compared to 2023).

Implementation Measures:

1. Promote travel planning, such as combining delivery routes for maximum efficiency.
2. Promote the use of alternative energy.
3. Regularly inspect and maintain vehicles, such as checking tire pressure and changing oil, to increase fuel efficiency.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 126,258.38 Kilowatt-Hours	2024 : Reduced by 5%
Reduction of fuel consumption	2023 : fuel consumption 18,024.72 Litres	2024 : Reduced by 5%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Electricity Consumption

The Company places importance on electricity saving and promotes efficient energy consumption to reduce environmental impacts. The Company has implemented a project to campaign for energy saving in the workplace, which includes measures to have employees turn off lights during lunch breaks and after work to reduce unnecessary energy consumption.

The Company has been monitoring its energy consumption over the past 3 years to assess resource usage trends and improve energy conservation measures to suit the organization's growth. The results of the operations are as follows:

- Year 2022
  - Total electricity cost: 1,102,439.57 baht
  - Electricity consumption: 169,606.09 kWh
  - Net profit: 202 million baht
  - Electricity consumption to net profit ratio: 0.08%
- Year 2023
  - Total electricity cost: 820,679.46 baht
  - Electricity consumption: 126,258.38 kWh
  - Net profit: 206 million baht
  - Electricity consumption to net profit ratio: 0.06%
- Year 2024
  - Total electricity cost: 1,385,183.67 baht
  - Electricity consumption: 212,626.00 kWh
  - Net profit: 227 million baht
  - Electricity consumption to net profit ratio: 0.09%

Although the company's net profit has increased from the previous year, energy consumption and electricity costs have increased significantly due to business expansion and increased activities. However, the Company still recognizes the importance of energy management and plans to develop additional energy-saving measures in the next year.

Fuel and Oil Consumption

The Company continuously monitors and manages the use of fuel and oil to control costs and reduce environmental impacts. Data is collected on both usage volume and expenses. In addition, measures have been taken to improve the efficiency of resource utilization within the organization. The results of operations over the past 3 years can be summarized as follows:

- Year 2022
- Total cost: 709,830.30 baht
- Oil consumption: 16,927.68 liters
- Year 2023
- Total cost: 755,832.60 baht
- Oil consumption: 18,024.72 liters
- Year 2024
- Total cost: 608,268.30 baht
- Oil consumption: 14,505.68 liters

Diagram of performance and outcomes in energy management

Energy Saving Campaign

Turn Off the Lights Campaign

Information on electricity management

Company's electricity consumption (*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	169,606.09	126,258.38	212,626.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	287.96	214.00	355.56

Additional explanation : (*) Exclude electricity consumption outside of the Company

Electricity Expense (*)

	2022	2023	2024
Total electricity expense (Baht)	1,102,439.57	820,679.46	1,385,183.67
Percentage of total electricity expense to total expenses (%)(**)	0.02	0.01	0.02
Percentage of total electricity expense to total revenues (%)(**)	0.02	0.01	0.02
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	1,871.71	1,390.98	2,316.36

Additional explanation : (*) Exclude electricity expense outside of the Company

(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Gasoline (Litres)	709,830.30	755,832.60	608,268.30

Additional explanation : Not include external fuel consumption

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	709,830.30	755,832.60	608,268.30
Percentage of total fuel expense to total expenses (%)(**)	0.01	0.01	0.01
Percentage of total fuel expense to total revenues (%)(**)	0.01	0.01	0.01

Additional explanation : (*) Exclude electricity expense outside of the Company

(**) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan	:	No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management	:	No

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	Yes

The company places great importance on efficient water resource management. It promotes and campaigns for employees to be aware of water conservation and emphasizes turning off faucets tightly after use to reduce water loss and support sustainable water conservation. In this regard, ***water charges, which are part of the rental expenses, are included in the terms of the building lease agreement between the company and the lessor.*** However, the company continues to conduct water-saving campaigns within the organization. Posters are displayed to raise awareness among employees about the importance of efficient water usage. Furthermore, the company is committed to fostering a corporate culture that prioritizes responsible natural resource management to minimize environmental impact and promote sustainable development.

Diagram of performance and outcomes in water management

Water Conservation Campaign for Offices

Information on water management

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%)(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%)(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

Waste, Pollution, and Emission Management Plan

The company places importance on reducing waste, pollution, and emissions by implementing measures to ensure that resources are used with maximum efficiency and are environmentally friendly.

Objectives

- Reduce the amount of waste and emissions generated from activities within the organization.

- Increase the proportion of reuse and recycling - Promote an organizational culture that is mindful of the environment and sustainability.

Goals

- Reduce total waste by at least 5% by 2025 (compared to 2024).

- Increase the reuse / recycle rate to 10% of total waste by 2025.

Key Measures and Activities

1. Separate waste at the source, such as setting up waste separation points within the office, e.g., general waste, recyclable waste, hazardous waste, along with announcement signs.
2. Promote reuse and recycling, such as using office supplies/materials efficiently and reducing plastic use.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2024 : non-hazardous waste 252.00 Kilograms	2025 : Increased by 10%	• Reuse • Recycle
Reduction of waste generation Waste type: Non-hazardous waste	2024 : non-hazardous waste 4,993.00 Kilograms	2025 : Reduced by 5%	• Reuse • Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The company places importance on reducing waste, waste, and pollution by implementing measures to use resources efficiently and promoting waste sorting and recycling guidelines to reduce environmental impact. Installing waste sorting points in various areas within the office is part of our efforts to manage waste sustainably. In addition, employees are encouraged to participate in reducing the use of non-recyclable materials and promoting the use of environmentally friendly materials to create a corporate culture that is mindful of sustainability.

In 2024, the company's waste and waste data can be summarized as follows:

- Total waste and waste equals 4,993 kilograms, which is the total amount of waste generated from activities within the organization throughout the year.
- Of the total amount, 252 kilograms, or about 5.05% of the total waste, can be reused or recycled.

This demonstrates the organization's efforts to manage resources efficiently and in an environmentally friendly manner, with the potential to increase reuse and recycling rates in the future if activities and measures are continuously promoted.

During September – October 2024, the company organized an event called "Waste to Happiness Project", which is part of the waste and waste management approach within the organization. The objective is to promote the reuse of unnecessary waste or used items through sorting and donating to those in need. This activity allows employees to participate in donating office equipment, electronic devices that can still be repaired and used, such as keyboards, telephones, or other devices. The company has set up donation points within the office and publicized to raise awareness of the importance of waste separation and the value of resource utilization. In addition to reducing the amount of waste that may become a burden on the environment, it is also a way to share value and happiness with others according to the concept of "Your waste may be valuable to others," which reflects the organization's social and environmental responsibility. The company plans to carry out activities of this nature continuously every year to promote a sustainable corporate culture and create concrete employee engagement on environmental issues.

Diagram of performance and outcomes of waste management

Waste to Happiness Project

Waste sorting campaign

Information on waste management

Waste Generation(*)

	2022	2023	2024
Total waste generated (Kilograms)(1)	N/A	N/A	4,993.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	N/A	N/A	0.00

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

(**) Total revenues and expenses from consolidated financial statement

Remark: (1)The company did not retain prior year data as a base year and began data collection in 2023.

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)(2)	N/A	N/A	252.00
Percentage of total reused/recycled waste to total waste generated (%)	N/A	N/A	5.05

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

Remark: (2)The company did not retain prior year data as a base year and began data collection in 2023.

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company’s greenhouse gas management plan	:	Yes

The company has set environmental goals both in the short term (1–3 years) and long term (5–10 years) under the framework of carbon management in 3 scopes: direct emissions from the organization, indirect energy use, and indirect emissions from the supply chain and other activities, in order to become a sustainable organization and in line with the Carbon Neutrality and Net Zero Emissions approaches in the future.

Scope 1: Direct emissions from the organization

Short-term (1–3 years)

The company aims to reduce the use of fossil fuels by starting to switch some vehicles to electric vehicles (EVs) and starting to implement waste management projects within the organization, such as source separation or donating used items.

Long-term (5–10 years)

Aiming to convert 100% of the organization's vehicles to EVs and develop the organization into a Green Office with a comprehensive waste management system, such as Zero Waste to Landfill.

Scope 2: Indirect emissions from energy use

Short-term (1–3 years)

- Aiming to reduce electricity consumption in the office by at least 5%.

Long-term (5–10 years)

- Expanding the target of reducing electricity consumption to 10%, including finding new alternative energy sources.

Scope 3: Other indirect emissions

Short-term (1–3 years)

- Selecting suppliers with sustainable practices.

Long-term (5–10 years)

- Collaborating with partners to reduce carbon emissions throughout the value chain.

Information on setting greenhouse gas emission goals

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	2024 : Greenhouse gas emissions 39.71 tCO_2e	2025 : Reduced by 5% in comparison to the base year	2030 : Reduced by 10% in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Management to Reduce Greenhouse Gas Problems

Greenhouse gas emissions are a significant factor affecting the environment and climate change. The Company prioritizes mitigating this issue by managing greenhouse gas emissions from operations, including energy consumption and various activities in both Scope 1 and Scope 2, to achieve emission reduction targets. The Company has implemented measures to reduce greenhouse gas emissions from fossil fuel use and employee travel by emphasizing the use of efficient technologies and developing work processes in line with Carbon Neutrality and Net Zero Emissions guidelines. The Company aims to achieve net-zero greenhouse gas emissions (Net Zero GHG Emissions) by 2030.

Operational Results

The Company utilizes the greenhouse gas management and calculation tool (Set Carbon) in business operations (Carbon Footprint for Organization: CFO) developed by the Stock Exchange of Thailand to collect data and assess the impact of greenhouse gas emissions in various business processes. The Company has collected data from activities that generate greenhouse gases, divided into 3 activities as follows:

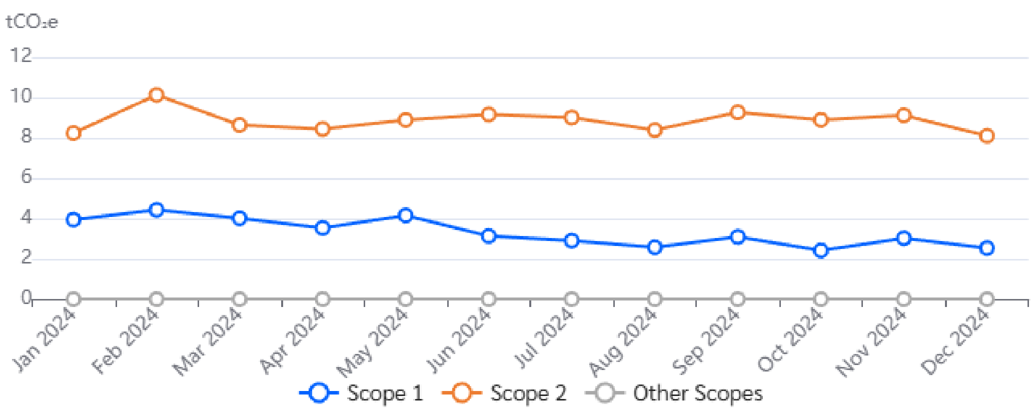
1. Company-owned vehicle use (Scope 1)
2. Electricity consumption in the office (Scope 2)
3. Waste disposal and management conducted by the company (Scope 1)

The Company has implemented various measures to reduce greenhouse gas emissions. One of the key approaches is transforming energy use in transportation, shifting from fossil fuel-powered vehicles to electric vehicles (EVs), which effectively reduces carbon emissions from the organization's operations. This also results in a significant reduction in fuel costs, reflecting the effectiveness of reducing fossil fuel vehicle use and promoting the appropriate use of electric vehicles within the organization.

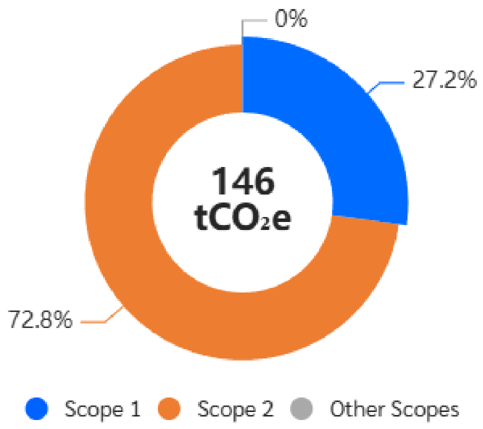
Diagram of performance and outcomes in greenhouse gas management

No.	Activity	Detail	Scope
1	Company-owned vehicle use	Amount of oil used in activities each month	Scope 1
2	Electricity use	Electricity consumption in the office	Scope 2
3	Waste disposal and management conducted by the company	Waste management	Scope 1

Greenhouse gas management activities



Greenhouse gas emissions by scope



Greenhouse gas emissions by scope

Category	2022	2023	2024
Number of Fuel Vehicles	5	5	4
Number of Electric Vehicles (EV)	-	-	1
Proportion of EVs to total vehicles (%)	0%	0%	25%

EV adoption results

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	N/A	N/A	146.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	39.71
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	106.29

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues)(*)	N/A	N/A	0.000020
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	N/A	N/A	0.24

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

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

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

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

The Company places importance on social and environmental responsibility as well as good governance through its social and environmental responsibility policy. The relevant policies are as follows:

Social Responsibility Policy

The Company has established a social responsibility policy, which can be summarized as follows:

1. Compliance with Laws and Respect for Human Rights

- Conducting business in accordance with relevant laws, such as the Labor Protection Act and other labor-related laws, the Personal Data Protection Act, the Securities and Exchange Act of 1992, the Public Limited Companies Act of 1992, etc. The Company requires its directors, executives, and employees to strictly comply with these laws.
- Establishing a code of conduct for the Company's business and a code of ethics for executives and employees to uphold.
- Conducting business with respect and without violating human rights, which are fundamental rights that all human beings are equal in dignity, rights, liberties, and equality in both thought and action. The Company has a policy of non-discrimination, non-segregation of race, religion, gender, or physical ability, which is based on the Code of Conduct for the Thai Labor Standard, the Labor Rights and Social Responsibility Requirements for Business (TLS. 8001-2563) of the Ministry of Labor. In addition, the Company has established systematic and verifiable criteria for the selection and screening of business partners.

2. Fair Labor Practices

The Company recognizes the importance of its employees and believes that employees are the most important resource that will drive the business to grow, be stable, and sustainable. The Company places importance on taking care of employee welfare, which is not lower than the standards set by law. The Company promotes and supports personnel to continuously learn and develop themselves. The Company places importance on efficient human resource management, from recruitment, employee development, fair compensation, and appropriate benefits to enhance the work of employees to be professional. In addition, the Company supports employees to have opportunities to advance in their careers, as well as creates a good working atmosphere and a good quality of life for employees for both their physical and mental well-being, which will lead to efficient work and maximum effectiveness.

3. Customer Responsibility

The Company is committed to developing services for the satisfaction and maximum benefit of customers and adheres to treating customers with responsibility, honesty, and continuous care, taking into account the efficiency of service. In addition, the Company adheres to fair marketing practices. The Company will keep customer information confidential and will not use such information for any improper purposes.

4. Community or Social Co-Development

The Company promotes community and social contributions both directly and indirectly, including education, religion, sports, human resource development, employment promotion, and off-site recruitment projects, etc. In addition, the Company promotes and participates with universities in organizing activities to provide knowledge and prepare students who are about to graduate and enter the labor market with quality, becoming a vital force in helping to develop the country's economy.

Human Resources Management and Development Policy

The Company has a human resources management and development policy that focuses on enhancing the capabilities and potential of employees to enable them to perform their work efficiently and support the long-term growth of the Company. The Company emphasizes creating a work environment that is conducive to learning and development, encouraging employees to reach their full potential, and improving work processes to be agile, modern, and aligned with the direction of the business. The Company also places importance on continuous employee training and skills development through courses appropriate to their roles and positions, including developing skills necessary for the future, such as digital, technology, and emotional intelligence. The Company also fosters an organizational culture that values creativity, teamwork, and sustainable development.

In addition, the Company values diversity and equality by providing opportunities for employees at all levels to grow in their careers fairly. The Company has a transparent and fair performance evaluation system, as well as appropriate compensation and benefits.

In terms of quality of life and safety, the Company has measures to support a safe work environment and places importance on work-life balance through policies that promote the well-being of employees, such as annual health check-ups, massage benefits by people with disabilities, etc.

The Company continues to strive to develop human resource management approaches to enable employees to grow and develop alongside the organization with stability and sustainability.

Human Rights Policy

The Company is committed to conducting business based on the principles of good corporate governance and strives to enable the business to grow sustainably while promoting and driving respect for human rights throughout the organization in strict accordance with internationally recognized standards, particularly supporting and adhering to the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGP), and the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO).

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
Changes in social and human rights policies, guidelines, and/or goals	:	Consumer/customer rights

The company has reviewed its human rights policy, focusing on customer practices and remediation measures, to align with international standards and fair treatment for all parties. The policy was presented and approved by the Board of Directors on February 25, 2023, to ensure effective implementation and protection of customer rights.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	Yes

The company has conducted a human rights risk assessment and established operational guidelines to cease, mitigate, and prevent potential risks. Monitoring and evaluation measures are in place to ensure the organization does not violate human rights and can comply with human rights standards appropriately. The assessment results are as follows:

Causal Risks

1. Unauthorized Disclosure of Customer Data

Action Plan: 1) Develop a personal data protection policy. 2) Train employees on data confidentiality. 3) Implement security systems for data storage and access.

Monitoring and Evaluation Measures: Conduct regular audits of data security systems to identify and address vulnerabilities.

2. Continuous Overtime, Unfair Compensation

Action Plan: Review and improve benefits to align with employee needs and expectations.

Monitoring and Evaluation Measures: Survey employee satisfaction with benefits and working hours at least annually and use the results for improvement.

3. Applicant personal data may be disclosed without authorization.

Action Plan: 1) Establish a clear policy for the collection, use, and disclosure of applicant personal data. 2) Train employees on data confidentiality. 3) Implement security systems for data storage and access.

Monitoring and Evaluation Measures: Conduct regular audits of data security systems to identify and address vulnerabilities.

<u>Participating Risks</u>

1. Unfair Interview and Testing Processes

Action Plan: 1) Establish clear interview and testing policies and procedures. 2) Provide training to employees involved in interviewing and testing to ensure understanding of fairness and non-discrimination principles.

Monitoring and Evaluation Measures: Continuously review and improve interview and testing procedures.

2. Working Conditions: The work environment is not conducive to work, such as the use of harsh language, harassment.

Action Plan: Provide complete and clear information about employee rights and responsibilities.

Monitoring and Evaluation Measures: Record and track complaints related to working conditions and the work environment.

<u>Related Risks</u>

1. Unequal Treatment and Discrimination of Applicants

Action Plan: Establish safe and confidential reporting and complaint channels for applicants who feel discriminated against.

Monitoring and Evaluation Measures: Gather feedback from applicants after the selection process.

2. Hiring employees without providing complete information about rights and responsibilities, including unfair employment contracts.

Action Plan: Use questionnaires or interviews to assess the fairness of employment contracts.

Monitoring and Evaluation Measures: Gather feedback from employees after the hiring process.

3. Labor disputes between employees and customers

Action Plan: Encourage reporting of unfair issues or situations.

Monitoring and Evaluation Measures: Gather feedback from employees regarding the dispute resolution process.

4. Termination of Employment with Employees

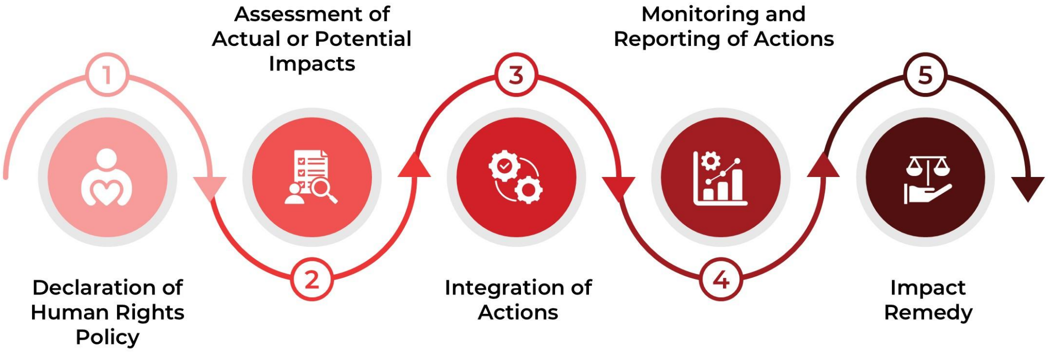
Action Plan: Provide information and advice on termination of employment.

Monitoring and Evaluation Measures: Record and track cases of termination of employment and resolution methods.

Reference link for the information and an HRDD process : https://investor.prtr.com/storage/downloads/corporate-governance/corporate-policies/20240523-prtr-hrdd-th.pdf

HRDD process diagram

Human Rights Due Diligence : HRDD



Comprehensive human rights due diligence

Information on other social management

Plans, performance, and outcomes related to other social management

Corporate Governance and Good Business Conduct

The Company has established a policy on good corporate governance by adhering to the principles of good corporate governance for listed companies. It has established a good corporate governance structure, roles, responsibilities of the Board of Directors, as well as principles for transparent, clear, and verifiable management by executives to serve as guidelines for management to ensure that any operations of the Company are conducted fairly, credibly, and for the benefit of creating value for sustainable growth.

The Company participated in the Corporate Governance Report of Thai Listed Companies 2024 (CGR) survey for the second year, organized by the Thai Institute of Directors Association (IOD).

Target : Maintain the CGR corporate governance assessment at an excellent level.

Performance:

The Company has been assessed for its corporate governance in the Corporate Governance Report of Thai Listed Companies 2023 (CGR) at the level of 5 stars or "Excellent CG Scoring" since the first year of listing on the Stock Exchange of Thailand for the second consecutive year.

Anti-Corruption

The Company has established an anti-corruption policy, recognizing the importance of conducting business with transparency, business ethics, and social responsibility to the Company's stakeholders, which is a key foundation of good corporate governance principles. The Company has established guidelines and an action plan for anti-corruption as follows:

• Establish an anti-fraud and corruption policy in the business operations of the Company and its subsidiaries.

• Not involved in fraud and corruption, will adhere to morality, ethics, good corporate governance principles, manage the business with transparency, and be accountable to all stakeholders.

• Against all forms of fraud and bribery, whether by soliciting, accepting, paying bribes, or giving other benefits to government officials or any other person doing business with the Company, and has established guidelines for the appropriate conduct of the Board of Directors, management, and employees.

• Encourage the company's partners to conduct business legally and transparently, with the goal of creating collaboration to drive sustainable social development.

• Conduct a fraud and corruption risk assessment.

• Train, communicate, and supervise employees to comply with the anti-fraud and corruption policy and provide communication channels to receive complaints or report suspicions of dishonest or fraudulent conduct to the Chairman of the Audit Committee in accordance with the Whistleblowing Policy, which has the following channels:

- Company website: https://www.prtr.com/

- Email: whistle-blowing@prtr.com
- Mailbox: PRTR Group Public Company Limited
2034/82, 18th Floor, Italthai Tower,
New Petchburi Road, Bang Kapi Subdistrict,
Huai Khwang District, Bangkok 10320

Target

- 0 incidents or complaints of corruption or business ethics violations
- Certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC)

Performance

- In 2022, there were 0 complaints of business ethics violations.
- In 2023, there were 0 complaints of business ethics violations.
- In 2024, there were 0 complaints of business ethics violations.
- The Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (Thai CAC) of the Thai Institute of Directors Association, demonstrating its intention and commitment to combating all forms of corruption through transparent management in accordance with good corporate governance principles, building confidence among all stakeholders.
- The Company has announced a No Gift Policy to comply with the policy on giving or receiving gifts and entertainment. The Company has requested cooperation from business partners to refrain from giving or receiving gifts of any kind during the New Year holidays or on any other occasion. The Company communicates and disseminates information both internally and externally.
- Train and communicate to employees about the company's policies, practices, as well as channels for reporting and complaints.

Cybersecurity and Personal Data Protection

To ensure that the company's information technology, network, and computer systems are as secure as possible. Because in conducting business for sustainable stability, system and data security is extremely important for the confidence of service users. Since the company's business involves the collection, storage, and processing of personal data of a large number of employees and applicants, the company therefore prioritizes the protection and security of data, especially in an era where access to technology and cyberattacks are becoming more sophisticated.

The Company has established an information technology security control process in accordance with the ISO/IEC 27001 standard, an international standard for Information Security Management Systems (ISMS). In addition, the Company complies with the "Personal Data Protection Act B.E. 2562 (Personal Data Protection Act: PDPA)" by establishing a Personal Data Protection Policy to serve as a guideline for directors, executives, employees, and stakeholders to work in accordance with the law.

Target

- 0 internal data breach incidents
- 0 personal data breach complaints
- 0 cybersecurity threat incidents affecting operations

Performance

- 0 internal data breach incidents
- 0 personal data breach complaints
- 0 cybersecurity threat incidents affecting operations
- Develop and rehearse a disaster recovery plan for critical systems: The Company has developed and rehearses a disaster recovery plan for critical systems annually. The Company's Information Technology Department will conduct disaster recovery testing to ensure business continuity in the event of an emergency. The Company has simulated a cyber threat incident and tested system recovery. The test results show that the system can be restored to normal operation as planned.
- Provide communication channels and educate employees about cybersecurity: The Information Technology Department provides communication and knowledge about cybersecurity through various channels such as the company's Line Application channel, Intranet system, and email to provide knowledge and publicize various news to raise awareness and build a foundation for cybersecurity and the use of the company's information system, including organizing training to provide knowledge about data security to new employees of the company.
- Organize training to raise awareness of personal data protection: The Company has developed a training plan to provide knowledge and raise awareness in personal data protection in accordance with the operating procedures and the Personal Data Protection Act. Employees must undergo annual training, and new employees must pass the said training course to ensure that employees understand, acknowledge the penalties, and are able to apply them correctly in their work

to reduce risks and errors that may arise from data leakage or misuse of information.

Supply Chain Management

The Company has established a Supplier Code of Conduct for Procurement, Sourcing, and Hiring to serve as a guideline for developing the company's business towards sustainability in accordance with business ethics, product and service quality and standards, respect for human rights, fair treatment of labor, occupational health, safety and working environment, responsibility to the community and society, and environmental responsibility.

The Company has the following operating procedures:

1) Partner recruitment and selection, with criteria for Critical Tier 1 Suppliers

1.1 Partners with a purchase agreement value of 5 million baht or more

1.2 Partners that are important to the company's business

1.3 Partners with low revenue or for whom no other goods or services can be substituted

2) Partner risk identification and assessment, which includes assessing economic, social, and environmental risks after joining the partner registry, which must undergo an annual performance evaluation (Yearly Suppliers Evaluation) using a partner evaluation form (Supplier Selection and Evaluation Form) with a scoring criteria divided into 4 grades as follows:

Grade A: Score 90 – 100

Grade B: Score 75 – 89

Grade C: Score 60 – 74

Grade D: Score less than 60

3) Promoting and supporting the sustainable development of partners through various projects, both in terms of occupational health and safety, to help develop the business operations of partners.

The Company has a policy of setting a credit term for partners between 0 – 90 days. The payment term will depend on the mutual agreement between the partners and the Company, considering the nature of the partners' operations, the length of time the Company and the partners have been doing business together, or other appropriate factors, focusing on maximizing efficiency. This payment term will be agreed upon with each partner from the stage of joining as a partner with the Company for fairness and transparency.

For the year ended December 31, 2023, the Company had an average debt payment period of 12 days, reflecting efficient cash flow management and financial position, helping to build confidence among partners and stakeholders.

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

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

<u>Compensation and Employee Retention Plan</u>

Objective

- To manage compensation and benefits fairly, transparently, and in accordance with employee capabilities and performance.
- To reduce employee turnover and retain high-potential personnel in the organization in the long term.

Goal

- Reduce employee turnover rate to no more than 50 percent by 2024.
- Increase employee satisfaction in terms of compensation and benefits.

Guidelines and Measures

- Provide basic and supplementary benefits that cover the needs of employees.
- Organize relationship-building activities between employees and executives, such as Townhalls.
- Prepare a resignation rate analysis report to use the information to develop employee retention policies.
- Create an Engagement Survey questionnaire to measure employee satisfaction.

<u>Employee Development Plan</u>

Objective

- To enhance the knowledge, skills, and potential of employees to be in line with business changes.
- To encourage employees to be able to work efficiently and achieve company goals.

Goal

- Increase average training hours per employee to at least 8 hours/person/year.
- Promote learning that is consistent with the duties and career paths of employees.

Guidelines and Measures

- Promote learning through online systems (E-Learning).
- Develop courses that meet the needs of each level, such as basic courses, specialized skills, and leadership courses.
- Develop a learning outcome tracking system to evaluate results and plan for further development.

<u>Occupational Safety, Health and Working Environment Plan</u>

Objective

- To prevent accidents and occupational illnesses in the organization.
- To create a safe, standardized work environment that is conducive to employee health.

Goal

- Continuously reduce the rate of work-related accidents to zero (Zero Accident) every year.
- Continuously reduce the number of work-related illnesses to zero.

Guidelines and Measures

- Develop policies on safety, occupational health, and the work environment.
- Provide safety inspections by the Safety Committee.
- Provide annual health checks and promote various activities related to safety.

<u>Plan to Promote the Employment of Persons with Disabilities</u>

Objective

- To promote equality and participation of people with disabilities in the workplace.
- To provide opportunities for people with disabilities to access occupations and demonstrate their potential to work appropriately.

Goal

- Continuously increase the employment of people with disabilities by ≥ 5% per year.

Guidelines and Measures

- Coordinate with government/private organizations such as the Department of Skill Development or the Foundation for the Disabled to access sources of disabled labor.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals? : Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Work accident	2023: Work-related accidents are 0	2024: Work-related accidents are 0
• Employee training and development	Average training hours per employee (hours/person/year)	2023: Average employee training hours (hours/person/year) = 10 hours	2024: Average employee training hours (hours/person/year) must increase
• Promoting employee relations and participation	Employee turnover rate	2023: The employee turnover rate is 66.1.	2024: The employee turnover rate decreased to 50 percent in 2024.
• Fair employee compensation	close	2023: -	2024: -

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

• Personnel Development

The Company recognizes the value of human resources because it believes that employees are important resources that will enable the organization to achieve its goals. The company has a plan for training and developing the potential of its personnel to have the knowledge, expertise, and ability to perform their duties successfully. The company has provided all employees in the organization with the opportunity to learn and develop themselves through the company's online system (E-Learning), which offers over 400 training courses. The Human Resources Department provides both internal and external training, designing courses that are appropriate to the line of work and level of work, such as Effective Communication, Leader as a Coach, and Growth Mindset. The personnel development approach is in line with the organization's Core Value of "Be Better, Move Faster, Think of Other," which emphasizes employees developing themselves to be better every day in order to improve their work performance and be able to help and support others, whether they are colleagues, supervisors, or customers of the company, to achieve success together.

The average number of training hours per employee per year from 2022 to 2024 can be shown as follows:

- Year 2022: The average number of training hours was 2.30 hours/person/year.
- Year 2023: The average number of training hours was 10.00 hours/person/year.
- Year 2024: The average number of training hours was 5.63 hours/person/year.

• Compensation and Benefits

The company adheres to the principle of equality in compensation management by considering the abilities and performance of employees to receive fair and consistent compensation for their work, including efficient employee welfare management to create a good quality of life and a sense of security in the organization. In addition, the company aims to motivate employees and make them feel valued within the organization, which is an important factor in creating satisfaction and retaining employees for the long term.

In terms of employee retention, the company places importance on analyzing the employee turnover rate to find the causes of resignation and develop measures to effectively reduce the turnover rate. The company uses exit interviews to gather information and suggestions that can be used to improve and develop the work environment, such as improving benefits and strengthening good relationships with all employees, so that employees are satisfied and ready to develop their work potential even further.

The Company has established a **Welfare Committee** to allocate beneficial welfare for employees. The welfare provided to employees includes:

- Provident Fund: Employees can enroll in the provident fund with a contribution rate ranging from 3% to a maximum of 15%.
- Annual leave: Divided into:
    1) Sick leave: 30 days/year.
    2) Vacation leave based on length of service:
        - 1 – 3 years of service are entitled to 15 days of vacation leave per year.
        - 3 – 5 years of service are entitled to 18 days of vacation leave per year.
        - More than 5 years of service are entitled to 20 days of vacation leave per year.
    3) Personal leave: 3 days.
- Financial assistance on various occasions.
- Group life and health insurance.
- Discounts on products from Jaymart.
- GH Bank Housing Loan.

The targets and performance results regarding the employee turnover rate from 2022 to 2024 can be shown as follows:

Target: Reduce employee turnover rate to 50% in 2024.

Performance Results:

- Year 2022: The employee turnover rate was 58.58%.
- Year 2023: The employee turnover rate was 66.1%.
- Year 2024: The employee turnover rate decreased to 42.14%.

The data shows that the turnover rate in 2024 decreased from 2023 and was also lower than in 2022, which is close to the target set for 2024 at 50%.

• Safety, Occupational Health and Working Environment

The Company has taken care of its employees in terms of safety, occupational health, and working environment through projects and has set a target of zero accidents and occupational illnesses. The performance from 2022 to 2024 can be shown as follows:

Year 2022: Zero (0) work-related accidents or injuries.

Year 2023: Zero (0) work-related accidents or injuries.

Year 2024: Zero (0) work-related accidents or injuries.

This information shows that from 2022 to 2024, there were no accidents or occupational illnesses as targeted. In addition, the company has taken care of employees in terms of safety, occupational health, and working environment through the following projects:

- Annual health check-up program for employees on October 4, 10, and 11, 2024, to promote health and monitor employee health risks.
- Fire evacuation drill on July 5, 2024, to enhance safety and prepare employees for emergency situations.
- AED installation project at the office to enhance safety and preparedness for employee health emergencies.
- Cardiopulmonary Resuscitation (CPR) training program to provide employees with the knowledge and skills necessary to save the lives of those experiencing sudden cardiac arrest or unconsciousness from medical emergencies.
- Training on the Safety Officer course for supervisors and executives during July-August 2024, with 20 participants, to enhance knowledge of safety and risk management in the workplace.
- Training on the Safety Committee course on October 17-18, 2024, with 20 participants, to enhance knowledge and skills in effectively managing workplace safety.

- Free Massage for PRTR Staff project to promote employee health and relaxation, reduce work-related stress, and support a better working environment.

- Body Combat Class project to promote employee health and fitness through cardio exercises that help increase fitness, reduce stress, and boost energy for work.

- Town Hall activities to communicate the company's vision, direction, and performance, while providing opportunities for employees to participate in expressing opinions, exchanging ideas, and fostering a transparent and participatory organizational culture.

In addition, the company organizes various activities to promote and build employee engagement within the organization, allowing employees to socialize and relax from work stress, meet and exchange ideas with colleagues and executives in the organization, such as Christmas parties, annual employee appreciation parties, and Songkran festivals.

Diagram of performance and outcomes for employee and labor management

2024 Annual Health Check-up Project

Annual fire drill

AED and First Aid Kit Installation Project at the Office

Free Massage for PRTR Project

Town Hall Meeting

Company Internal Activities

Information on employment

Employment

	2022	2023	2024
Total employees (persons)	589	590	598
Male employees (persons)	168	176	169
Percentage of male employees (%)	28.52	29.83	28.26
Female employees (persons)	421	414	429
Percentage of female employees (%)	71.48	70.17	71.74

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	287	264	270
Percentage of employees under 30 years old (%)	48.73	44.75	45.15
Total number of employees 30-50 years old (Persons)	293	314	314
Percentage of employees 30-50 years old (%)	49.75	53.22	52.51

	2022	2023	2024
Total number of employees over 50 years old (Persons)	9	12	14
Percentage of employees over 50 years old (%)	1.53	2.03	2.34

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	73	65	67
Percentage of male employees under 30 years old (%)	43.45	36.93	39.64
Total number of male employees 30-50 years old (Persons)	90	103	92
Percentage of male employees 30-50 years old (%)	53.57	58.52	54.44
Total number of male employees over 50 years old (Persons)	5	8	10
Percentage of male employees over 50 years old (%)	2.98	4.55	5.92

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	214	199	203
Percentage of female employees under 30 years old (%)	50.83	48.07	47.32
Total number of female employees 30-50 years old (Persons)	203	211	222
Percentage of female employees 30-50 years old (%)	48.22	50.97	51.75
Total number of female employees over 50 years old (Persons)	4	4	4
Percentage of female employees over 50 years old (%)	0.95	0.97	0.93

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	565	553	560
Percentage of employees in operational level (%)	95.93	93.73	93.65
Total number of employees in management level (Persons)	13	25	25
Percentage of employees in management level (%)	2.21	4.24	4.18

	2022	2023	2024
Total number of employees in executive level (Persons)	11	12	13
Percentage of employees in executive level (%)	1.87	2.03	2.17

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	159	163	154
Percentage of male employees in operational level (%)	94.64	92.61	91.12
Total number of male employees in management level (Persons)	4	8	10
Percentage of male employees in management level (%)	2.38	4.55	5.92
Total number of male employees in executive level (Persons)	5	5	5
Percentage of male employees in executive level (%)	2.98	2.84	2.96

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	406	390	406
Percentage of female employees in operational level (%)	96.44	94.20	94.64
Total number of female employees in management level (Persons)	9	17	15
Percentage of female employees in management level (%)	2.14	4.11	3.50
Total number of female employees in executive level (Persons)	6	7	8
Percentage of female employees in executive level (%)	1.43	1.69	1.86

Significant changes in the number of employees

Significant changes in number of employees over the past 3 Years : Yes

The Company has experienced a significant change in the number of employees in recent periods due to the following key reasons

1. Expansion of Outsourcing Services:
PRTR has expanded its employee outsourcing services to clients across various industries.
This has led to a continuous increase in the number of employees under its management.

2. Growth in Recruitment Services:
The Company has focused on recruiting employees in various categories to meet the growing demands of its clients, resulting in a significant increase in the number of placed candidates.

3. Expansion into New Employee Segments:
PRTR has extended its services to new groups of employees, such as housekeepers, drivers, and sales representatives for pharmaceutical and healthcare products. These changes reflect PRTR's strategy to respond to the evolving needs of the labor market.

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	161	164	178

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	257,265,919.49	280,396,191.75	290,908,082.21
Average remuneration of employees (Baht / Person)	436,784.24	475,247.78	486,468.36

Provident fund management policy

Provident fund management policy : Have

The company has established a provident fund managed by Bangkok Capital Asset Management Company Limited under the name "Bualuang Wealth Provident Fund" since December 1, 2018. The company has set a contribution policy at a rate of 3% of wages for both the company and its subsidiaries. Regarding the employee contribution rate, the company has adjusted the previous fixed rate of 3% to a flexible range of 3% to 15%, based on the employee's preference for savings.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	165	222	246
Proportion of employees who are PVD members (%)	28.01	37.63	41.14
Total amount of provident fund contributed by the company (baht)	3,723,616.00	4,934,907.00	5,013,480.43
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	1.45	1.76	1.72

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	2.30	10.00	5.63
Total amount spent on employee training and development (Baht)	480,177.15	674,820.50	499,318.45
Percentage of training and development expenses to total expenses (%)(*)	0.000082	0.000109	0.000070
Percentage of training and development expenses to total revenue (%)(*)	0.000079	0.000105	0.000068

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

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	N/A	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	N/A	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	N/A	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	N/A	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (**persons**)	345	390	252
Proportion of voluntary resignations (%)	58.57	66.10	42.14

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

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

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Development of customer satisfaction and customer relationship

<u>**Customer Relationship Management**</u>

Customer relationship management is one of the company's key strategies in building long-term satisfaction and trust. The company focuses on developing close relationships with customers through various channels, especially by responding to customer needs and suggestions promptly and efficiently. Customer responsiveness is not just about resolving problems or complaints, but also about creating a positive customer experience through transparent and open communication.

One of the key methods the company uses to respond to customers is through regular meetings to listen to feedback and suggestions directly from customers. These meetings not only enable the company to understand customer needs and problems, but also help build strong relationships and trust between customers and the company.

The company focuses on making meetings an opportunity to develop and improve services by gathering information from all stakeholders to enable effective problem-solving and development. In addition, there is a follow-up to the meeting to ensure that suggestions are implemented and services are improved according to the actual needs of customers.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals	:	Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Renewal Rate	2023: -	2024: Customers renew their contracts at a rate of at least 95%.

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company aims to be a leader in providing Total HR Solutions. Therefore, it prioritizes comprehensive and standardized service development, along with leveraging technology to enhance operational efficiency. This commitment ensures the delivery of exceptional services to clients.

• Service Development for Comprehensive Coverage

The Company has expanded its services to provide comprehensive and integrated Human Resources services to its clients. These services include online and offline training through the Integrated Learning Services platform, an online job platform (Job Platform), and Human Capital Management Program software. In 2024, the Company will introduce a new service, PRTR Global, which focuses on overseas job placement. This expansion aims to cater to market demands and broaden the scope of service coverage.

• Leveraging Technology to Support Operations

The Company is committed to leveraging technology to enhance work efficiency. For instance, the PRTR Connect application facilitates employees and supervisors in managing time and attendance, work schedules, and leave requests. This allows for swift processing and approvals through the system, resulting in more accurate and precise data for utilization.

The Company has also adopted Artificial Intelligence (AI) technology to enhance data analysis capabilities, support decision-making, reduce operational time, and minimize redundancy in various processes. Utilizing technology and AI also helps modernize human resource management, aligning with the Digital Transformation approach and serving as a crucial foundation for enhancing the organization's long-term competitiveness.

• Service Development to Meet International Standards

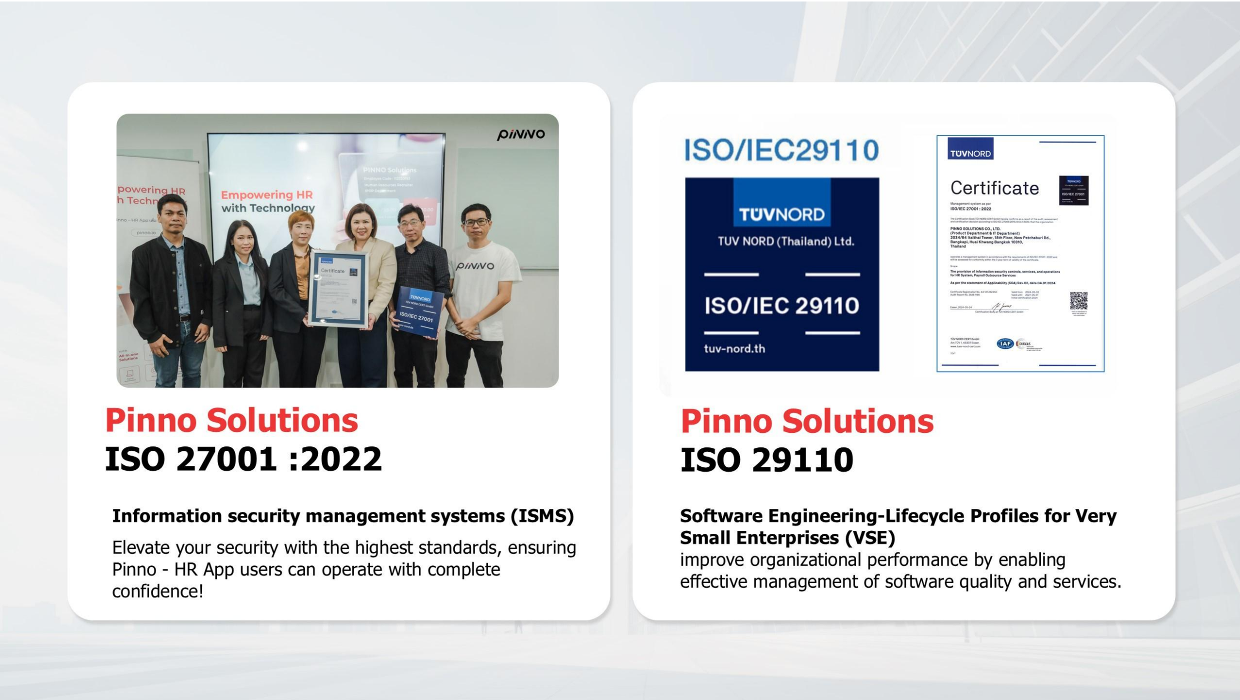
The Company also prioritizes developing services that meet international standards. For example, it has implemented information technology security control processes in accordance with ISO/IEC 27001, the international standard for Information Security Management Systems (ISMS). The Company raises awareness about computer and information technology system security and provides training to employees on personal data protection according to the Personal Data Protection Act. These measures aim to build trust and confidence among the Company's clients.

In addition, PINNO has been certified with ISO 29110, an international standard that defines software development guidelines for Very Small Entities (VSEs). It focuses on improving the software development process to be efficient, enhancing product quality, and ensuring that operations comply with international standards. This reflects the Company's commitment to developing technological systems with the highest quality and reliability.

• Business Innovation Development

The Company has developed the OS Invoice system, an innovation that helps enhance the Invoice Management process to be accurate, fast, and efficient. It is designed to reduce operational errors by linking data from one system to another. This system is part of the Company's Digital Transformation strategy, which focuses on leveraging innovation to improve work processes to be efficient, transparent, and in line with international standards. The OS Invoice system can support complex operations, increase accuracy and speed, reduce manpower, and enhance work efficiency.

Diagram of performance and outcomes of customer management



ISO standards

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	027160000
Fax	:	-
Email	:	whistle-blowing@prtr.com
Company's website	:	https://www.prtr.com/
Address	:	PRTR Group Public Company Limited 2034/82 Ital – Thai Tower, 18th Floor, New Petchburi Road, Bangkapi, Huaykwang, Bangkok 10310

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Others : Cybersecurity and Personal Data Protection

Plan to promote future knowledge and skills with university students

Objectives

- To prepare students with the necessary skills for future work.

Objectives

- Organize seminars/workshops with ≥ 2 universities per year.

Guidelines and Measures

- Organize practical seminar activities with universities.
- Organize workshops to develop skills and creativity.

Cybersecurity and Personal Data Protection Plan

Objectives

- To enhance security measures for the organization's information technology systems.
- To prevent unauthorized leakage, access, or use of personal data.
- To create knowledge, understanding, and an organizational culture of compliance with personal data protection laws.

Objectives

- Minimize or eliminate data breaches within the organization's systems.

Guidelines and Measures

- Develop a contingency plan for data incidents such as system breaches, data leaks, and cyberattacks.
- Develop a data security policy and practices that cover data collection, use, transfer, and deletion.
- Organize training on the Personal Data Protection Act (PDPA).
- Organize awareness-raising activities, such as Cybersecurity Awareness.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals	:	Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Corporate Governance and Business Ethics	CGR Supervision and Monitoring Assessment Results	2023: Excellent CGR Supervision Assessment Result	2024: Maintaining an excellent rating for Corporate Governance (CGR) for the second consecutive year.
• Others : Corruption or misconduct allegations or incidents in business operations	Number of corruption or business ethics violation incidents or complaints	2023: 0 Corruption or business ethics violation incidents or complaints	2024: 0 Corruption or business ethics violation incidents or complaints
• Others : Certification from Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)	Certified as a member of the Collective Action Coalition Against Corruption (CAC)	-	2024: Certified as a member of the Collective Action Coalition Against Corruption (CAC)
• Disadvantaged and vulnerable groups	Job creation for people with disabilities	2023: The number of disabled employees is 164.	2024: Increased employment of people with disabilities

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The company recognizes the importance of society and the environment and participates in activities to support the community and develop society as follows:

1. Organized the PEOPLE STRATEGY SUMMIT 2024 seminar under the theme BEYOND AI: BUILDING A FUTURE POWERED BY PEOPLE on June 21, 2024, at the Auditorium Hall, True Digital Park. The event aimed to enhance organizational readiness for adaptation and growth in the AI era. It emphasized strengthening public-private partnerships to develop workforce skills in line with the needs of the new era's labor market. The seminar also provided policy information from government agencies and facilitated the exchange of ideas from experts in various fields. The ultimate goal was to create a robust and sustainable society by leveraging AI and human development to enhance organizational and overall economic growth.

2. The KH Camp for Next C-Suite project by KH Academy focuses on developing the potential of the new generation of workers, especially outstanding university students. The program aims to prepare them to become leaders in a rapidly changing and challenging work environment. This is achieved through knowledge-sharing activities and future leadership development by transferring knowledge and experience through workshops under the topic "Working Life 101: Preparing for the World of Work." The program emphasizes developing various skills necessary in the working world and raising awareness about being a visionary leader with the ability to handle future challenges.

3. Organized the PRTR Career and Life Launcher for the Next Generation (Resume Technique and How to Prepare for Job Interview) program. The main objective of this program was to provide knowledge to students on resume preparation, job interview techniques, and job application strategies. It also included a workshop on choosing the right job that aligns with their qualifications, preparing them for the real-world work environment. The benefits for participants included: 1) Participants could create resumes and prepare for successful job applications and interviews. 2) The program helped participants choose jobs that matched their aptitudes. 3) Participants received guidance from the PRTR team, who have experience in recruitment for various private sector organizations. 4) Participants had the opportunity to apply for jobs and interview with numerous private companies that are clients of PRTR, with a wide range of positions available for new graduates. The program organized activities to provide opportunities for students from various universities to participate as follows:

- Phranakhon Rajabhat University, February 13, 2024
- Rajamangala University of Technology Tawan-Ok, Chakrapong Bhuvanart Campus, March 14, 2024
- Kenan Foundation Asia, March 23 – 24, 2024

4. The "Kick off: Core Value (G.I.V.E.)" training and workshop program, organized for the Revenue Generation Office of the Thai Red Cross Society, aimed to continuously promote and develop the potential of human resources. It focused on building an understanding of the organization's core values (G.I.V.E.) to support both individual and organizational growth in a sustainable manner. This project reflects the commitment to developing and enhancing the skills necessary for effective work and creating positive long-term outcomes. Human resource development is a crucial factor in driving the organization's steady progress in all aspects.

5. Signed a Memorandum of Understanding (MOU) with the War Veterans Organization of Thailand to enhance operational efficiency and create suitable employment opportunities for veterans. The focus is on strengthening the skills and potential of veterans and their families, including discharged soldiers, by providing appropriate job placements, vocational training, and curriculum development that aligns with current labor market demands. This initiative supports the growth of a strong and sustainable Thai society.

6. Participated as a speaker at the "Create Everlasting Company: Sustainability, Succession, and Strategy" event organized by the maiA (Association of Listed Companies on the Market for Alternative Investment). The event was supported by companies focused on long-term organizational development. The presentation was titled "The Art of Succession: Developing Tomorrow's Leaders from Inside and Out," which emphasized building a new generation of potential leaders from both inside and outside the organization to foster sustainable long-term growth for the organization. It also helps C-Suite executives cope with the challenges posed by rapid changes in the interconnected business world. This project reflects the company's commitment to promoting human resource development and creating visionary leaders to support market changes. It also aims to create a sustainable society by promoting collaboration between organizations to develop the overall economy and society through the creation of socially responsible leaders who can drive stable long-term growth.

7. A collaborative project with the Father Ray Foundation for People with Disabilities to promote opportunities and equality in society. This includes providing office equipment to people with disabilities and exploring ways to create employment opportunities for them in the future. The goal is to enable them to access suitable job opportunities that match their abilities and promote the development of essential work skills. This project is part of PRTR's commitment to corporate social responsibility (CSR) under the concept of "Be Better Together," which focuses on building an inclusive and equitable society by providing everyone with equal opportunities to develop and thrive. Furthermore, the collaboration with the Father Ray Foundation raises awareness about the importance of creating opportunities for people with disabilities, enabling them to participate in the workforce and add value to organizations and society as a whole.

Diagram of performance and outcomes in community and social management

Image of the PEOPLE STRATEGY SUMMIT 2024 project

KH Camp for Next C-Suite Project Activities

PRTR Career and Life Launcher for the Next Generation

Project Kickoff: Core Value (G.I.V.E.)

Memorandum of Understanding (MOU) signing ceremony with the War Veterans Organization

Speaker of the "Create Everlasting Company: Sustainability, Succession, and Strategy" project

Project in collaboration with the Chaipattana Foundation

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

	2022	2023	2024
Educational institutions supported under the company's CSR projects (Places)	1.00	5.00	3.00

information contained herein.

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company places great importance on corporate governance, recognizing that strong governance practices contribute to the Group's stable and sustainable growth. To uphold this commitment, the Company has established a written corporate governance policy and code of business business conduct. These policies align with the principles of good corporate governance as set by the Stock Exchange of Thailand (SET), the 2017 Corporate Governance Code for Listed Companies issued by the Securities and Exchange Commission (SEC) Office, and recommendations from the Thai Institute of Directors Association (IOD).

Additionally, they reflect international and domestic corporate governance assessment criteria and are tailored to the Company's business operations. These guidelines serve as a framework for directors, executives, and employees at all levels, ensuring compliance with best practices in corporate governance. The Company is committed to continuously enhancing its corporate governance standards to meet globally recognized benchmarks while remaining adaptable to the group's specific business circumstances and operations.
Furthermore, the Corporate Governance Policy, Code of Business Conduct, and other relevant corporate governance policies are subject to annual review and revision to ensure their ongoing relevance and effectiveness.

The corporate governance policy and code of business conduct apply to the Company and all its subsidiaries. Furthermore, the Company also encourages its associated companies, business partners, or suppliers to comply with the relevant laws and regulations and adhere to the principles of good corporate governance and business ethics that are equivalent to the international standards or the Company's practices. The Company has announced and communicated the Corporate Governance Policy and Code of Business Conduct to the directors, executives, and employees of the Group to acknowledge and adhere to, as well as publish the Corporate Governance Policy and Code ofBusiness Conduct on the intranet, the Company's internal communication network, and the Company's website.

The corporate governance policy is a part of the Corporate Governance Policy and Code of Business Conduct, which comprises 8 principles as follows.

Principle 1: Recognise the Roles and Responsibilities of the Board of Directors as Corporate Leaders in Creating Sustainable Values for the Business
Principle 2: Definition of Objectives and Main Goals of the Business for Sustainability
Principle 3: Strengthening the Effectiveness of the Board of Directors
Principle 4: Nomination and Development of Senior Executives and Personnel Management
Principle 5: Promotion of Innovation and Responsible Business Operations
Principle 6: Effective Risk Management and Internal Control Systems
Principle 7: Financial Integrity and Disclosure
Principle 8: Encourage Participation and Communication with Shareholders

Reference link for the full version of corporate governance policy and guidelines : https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf

Page number of the reference link : 4-44

Policy and guidelines related to the board of directors

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

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

Nomination of directors

The Board of Directors shall oversee that the nomination and selection process for directors is transparent and clear to ensure that appointed directors possess qualifications appropriate to the company's size, business type, and complexity. This process should also align with the business strategy and specified board composition.

(1) The Board of Directors has appointed the Corporate Governance, Sustainability, Nominating & Remuneration Committee (the "**Committee"**) to identify suitable individuals for nomination to the Board of Directors or to provide recommendations to the Board before presenting to the shareholders' meeting for appointment (as the case may be). The Board of Directors and/or shareholders will be provided with sufficient information about the nominated individuals to support decision-making.

(2) The Committee shall determine the criteria and procedures for director nomination. When nominating new directors, the committee will consider the structure of the Board, which should consist of an appropriate number of directors in line with the company's size and business strategy. Consideration will also be given to board diversity, including but not limited to race, religion, culture, origin, age, and gender. The suitability of the candidate's qualifications and skills, as well as any skill gaps on the current board, will be reviewed through the preparation of a Board Skill Matrix to define the desired qualifications. This ensures the selected directors possess the necessary qualifications, professional skills, knowledge, and expertise.

In cases involving the nomination of directors whose term is ending, the Committee will review and update the criteria and procedures for nomination to propose to the Board. If the Committee nominates existing directors for reappointment, their past performance will be taken into consideration.

(3) The Committee will consider individuals for nomination as company directors from various sources, including recommendations by existing board members, shareholder nominations, director pools maintained by relevant organizations, or other methods deemed appropriate by the Committee.

(4) In cases where an advisor is appointed to support the Committee by providing consultation and recommendations for the aforementioned processes, the company shall disclose information about such advisor, including their independence and absence of conflicts of interest, in Form 56-1 One Report and/or the annual report.

Reference link for Nomination of directors	:	https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf
Page number of the reference link	:	13-14

Determination of director remuneration

The shareholders' meeting has the authority to consider and approve the structure and remuneration rates for the Board of Directors. Therefore, in proposing director remuneration to the shareholders, the Board of Directors shall ensure that the structure and level of remuneration are appropriate to the duties and responsibilities of the directors, and serve to motivate the Board to lead the organization toward both short- and long-term goals.

(1) The Board of Directors assigns the Corporate Governance Committee to consider the policy, structure, amount, form, and criteria for all types of director remuneration, both monetary and non-monetary. The committee shall propose its recommendations to the Board of Directors for approval, which will then be submitted to the shareholders' meeting for final consideration and approval.

The director remuneration shall align with the company's performance, business size, long-term strategy and objectives, as well as the experience, duties, scope, roles, accountability, and responsibilities of each director. It shall also reflect the value expected by the company from each director. Remuneration must be benchmarked against companies in the same industry and listed companies on the Stock Exchange of Thailand (SET) with similar market capitalization, in order to attract and retain directors who provide value to the company.

(2) The shareholders are responsible for approving the structure and all forms of director remuneration (both monetary and non-monetary). The Board of Directors shall ensure the appropriateness of the remuneration, including fixed components (e.g., retainer fees and meeting allowances) and performance-based components (e.g., bonuses), linking them to the value created for shareholders in line with the nature and conditions of the company and its industry.

(3) The Board of Directors shall disclose the remuneration policy and criteria that reflect the duties and responsibilities of directors, along with the form and amount of such remuneration.

(4) In cases where an advisor is appointed to assist the Committee in carrying out the aforementioned responsibilities, information about the advisor, including their independence and the absence of conflicts of interest, shall be disclosed in Form 56-1 One Report and/or the annual report.

Reference link for Determination of director remuneration	:	https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf
Page number of the reference link	:	14-15

Independence of the board of directors from the management

The company's management structure clearly defines the separation of powers, duties, and responsibilities between the Board of Directors and Management. The Board of Directors, as the policy supervisor, is responsible for establishing the company's vision, mission, values, strategy, and long-term goals, as well as overseeing, monitoring, and evaluating the performance of management. The executives, as the management team, are responsible for carrying out day-to-day operations efficiently and effectively while ensuring compliance with the company's policies, vision, mission, values, strategy, and long-term goals. Additionally, they must report their performance to the Board of Directors regularly.

In addition, to support the performance of the Board of Directors, enhance the effectiveness of the management governance system, and promote a balance of power between the Board of Directors and Management—in accordance with Good Corporate Governance Principles—for the utmost benefit of the Company and its shareholders.

1. To represent the independent directors in consulting with the Chairman of the Board and the Management on matters that are relevant and significant to the Company’s business operations and to serve as a liaison among the independent directors, the Chairman of the Board, and the Management.

2. To jointly consider and pre-determine the annual agenda items for the Board of Directors’ meetings in coordination with the Chairman of the Board and the Chief Executive Officer;

3. To act as a liaison between the shareholders and the Board of Directors.

4. To serve as the Chairman of the meetings of the non-executive directors.

Reference link for Independence of the board of directors from the management	:	https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf
Page number of the reference link	:	12-13

Director development

The Board of Directors shall ensure that each director possesses sufficient knowledge and understanding of their roles and responsibilities, the nature of the company’s business, relevant laws and regulations, and applicable risk standards. The Board also supports the continuous development of directors’ skills and knowledge to enable them to effectively perform their duties. The Corporate Governance Committee is assigned to develop a director development plan to enhance the knowledge of both current and newly appointed directors. This plan aims to provide an understanding of the company’s business, the roles and responsibilities of the Board, and other key developments.

In addition, the Company has prepared a Directors’ Manual, which compiles useful information for serving as a director of a listed company. The information is regularly reviewed and updated to ensure it remains current.

The Board of Directors ensures that newly appointed directors receive proper orientation and essential information to support the performance of their duties. The information provided is regularly reviewed and updated to remain current. The Board arranges an orientation program for new directors to help them understand the Company's background, group business and shareholding structure, organizational structure, nature of business, business policies of the Group, financial position, and operating performance. The orientation also covers the roles and responsibilities of the Board of Directors and various Board Committees. In addition, relevant documents such as the Form 56-1 One Report and/or the Annual Report, the Corporate Governance Policy, and the Code of Conduct and Business Ethics are provided to support their understanding.

The Board of Directors ensures that directors continually develop and enhance their knowledge by encouraging and supporting directors and senior executives to attend seminars and training programs that are beneficial and relevant to their respective roles and responsibilities.

In this regard, the Board of Directors discloses information regarding the training, seminars, and ongoing development of directors in the Form 56-1 One Report and/or the Annual Report.

Reference link for Director development	:	https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf
Page number of the reference link	:	18-19

Board performance evaluation

The Company mandates an annual performance evaluation of the Board of Directors, which includes both group and individual assessments, as well as an evaluation of the subcommittees' performance. These evaluations serve as guidelines for reviewing performance, identifying challenges and obstacles from the past year, and enhancing work efficiency. Additionally, the results are used to assess the appropriateness of the Board of Directors' composition for continued effectiveness.

Reference link for Board performance evaluation	:	https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf
Page number of the reference link	:	17-18

Corporate governance of subsidiaries and associated companies

The Board of Directors governs and oversees the business operations within the PRTR Group sets out governing policies and standards, defines directions and business goals for the Group, as well as following up on the implementation and compliance thereof on a regular basis.

Reference link for Corporate governance of subsidiaries and associated companies	:	https://investor.prtr.com/storage/downloads/corporate-governance/corporate-policies/prtr-regulatory-policy-subsidiaries-joint-ventures-th.pdf
Page number of the reference link	:	16-17

Internal Control and Risk Management

The Board of Directors recognizes the importance of having effective internal control, internal audit, and risk management systems as essential mechanisms to safeguard shareholders' investments and protect the Company's assets. Accordingly, the Board has established relevant policies, measures, and supervisory structures. The Board of Directors has assigned the Audit and Risk Committee to oversee and monitor both the internal control system and the Company's risk management framework to ensure their adequacy,

Reference link for the other policy and guidelines	:	https://investor.prtr.com/storage/downloads/corporate-governance/corporate-policies/prtr-risk-management-policy-th.pdf
Page number of the reference link	:	6-7

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes

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

Shareholder

The Company places great importance on the rights of shareholders as the owners of the business. It facilitates and encourages all groups of shareholders—including retail investors, major shareholders, institutional investors, and foreign shareholders—to fully exercise their fundamental shareholder rights. These rights include the ability to buy or transfer shares, receive a share of the Company's profits, and access sufficient business information through the Stock Exchange of Thailand (SET) website, the Company's website, or other relevant channels.

Shareholders are also encouraged to participate in shareholder meetings to acknowledge the Company's annual performance and exercise their voting rights on significant matters as required by law. These matters include the appointment or removal of directors, determination of director remuneration, appointment of auditors, approval or suspension of dividend payments, capital increases, and issuance of new securities, as well as the right to ask questions or express opinions on matters reported or proposed by the Board of Directors.

The Company has established a policy to prevent the misuse of insider information, prohibiting directors, executives, employees, and related persons in positions with access to the Company's confidential information from using such information for personal gain in the trading of the Company's or its subsidiaries' securities. Disclosure of inside information to external or unrelated parties before its public release through the Stock Exchange of Thailand is also strictly prohibited.

Furthermore, the Company has implemented written policies and guidelines for the prevention of conflicts of interest, including policies governing related-party transactions and potential conflict-of-interest transactions. These policies form an integral part of the Company's corporate governance framework, as well as its business code of conduct and ethics, which can be further reviewed in the section on Conflict of Interest Prevention in this report and in the Company's Corporate Governance Policy and Code of Business Conduct.

Reference link for Shareholder	:	https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf
Page number of the reference link	:	41-44

Employee

Employees are one of the most valuable resources in business operations. Creating a positive work environment promotes fair employment practices and supports ethical behavior. The Group is committed to fostering a healthy and supportive workplace by recognizing and respecting the fundamental rights of workers, in accordance with the International Labour Organization (ILO) Core Labour Standards. These include the freedom of association, the right to collective bargaining, labor relations, the elimination of child labor, the prohibition of forced labor, equal opportunity and fair treatment, and occupational health and safety, among others.

Employees are entitled to equal opportunities and fair treatment, in alignment with human rights and labor principles, applicable laws and regulations, as well as the Company's Corporate Governance Policy and Code of Business Conduct. These principles form the foundation for the relationship between the Group and its employees, as well as among employees themselves.

Employees are entitled to receive fair compensation and appropriate benefits, based on the nature of their work, individual performance, and the overall performance of the Group. They are also provided with opportunities for internal and external training to enhance their capabilities, as well as career advancement prospects. Additionally, employees are encouraged to participate in activities that strengthen internal relationships, while enjoying a safe and healthy work environment that protects their well-being and personal property.

Maintaining a healthy work-life balance encourages employees to perform their duties efficiently, contributing to the Company's overall success. All Company personnel are expected to carry out their responsibilities with accountability, honesty, and a strong commitment to ethics. Employees must treat their colleagues and all individuals they interact with during their work with respect, remain open-minded, and listen to differing opinions with reason and fairness. They must not engage in any form of discrimination or prejudice based on race, religion, national origin, gender, skin color, age, physical ability, sexual orientation, political beliefs, social status, education level, or any other personal status.

The Company does not tolerate any inappropriate behavior or actions that undermine human dignity in the workplace. This includes psychological abuse, discrimination, and sexual harassment, as well as gestures, language, or physical contact of a sexual nature, coercion, intimidation, humiliation, or exploitation. All Company personnel are expected to work together to foster a positive workplace culture and promote teamwork and collaboration.

Reference link for Employee	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct-and-ethics-of-directors-executives%20and-employees-th.pdf
Page number of the reference link	:	3-7

Customer

The Group recognizes that business partners play a critical role in its operations, competitiveness, and the delivery of products and services. The Group is committed to the principles of non-discrimination and equal opportunity in the selection and engagement of partners, aiming to foster and maintain strong, long-term relationships that support mutual business growth.

All Company personnel must treat partners with transparency and fairness, selecting them through the Company's defined procurement process. Contract negotiations must be conducted based on terms and conditions that are fair to both parties. Interactions with partners must be in full compliance with contractual agreements, as well as the Company's Corporate Governance Policy and Code of Business Conduct.

Reference link for Customer	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct%20and-business-ethics-of-the-company-th.pdf
Page number of the reference link	:	8

Business competitor

The Group operates its business with honesty and professionalism, promoting free and fair competition, and refraining from any actions that violate domestic or international competition laws.

All Company personnel must treat the Company's competitors in accordance with applicable laws, the Corporate Governance Policy, and this Code of Business Conduct. Emphasis must be placed on conducting business with fairness, integrity, and transparency. Employees must not engage in actions that damage the reputation of competitors through defamatory statements, nor seek to obtain competitors' confidential information through dishonest or inappropriate means.

Reference link for Business competitor	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct%20and-business-ethics-of-the-company-th.pdf
Page number of the reference link	:	8-9

Business partner

The Group recognizes that business partners play a vital role in its operations, competitiveness, and the delivery of goods and services. The Group adheres to the principles of non-discrimination and equal opportunity in the selection of partners and throughout the course of business dealings. These principles aim to foster and maintain strong, long-term partnerships that support sustainable and collaborative business growth. All Company personnel are required to treat partners with transparency and fairness, select them through the Company's defined procurement process, and negotiate contracts based on mutually fair terms and conditions. Furthermore, interactions with partners must fully comply with the terms of the agreements and align with the Company's Corporate Governance Policy and Code of Business Conduct.

Reference link for Business partner	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct%20and-business-ethics-of-the-company-th.pdf
Page number of the reference link	:	8

Creditor

The Group is committed to building trust with its creditors by treating them with honesty, transparency, and fairness. The Company and its personnel are required to strictly adhere to the terms and conditions of agreements made with creditors, ensuring the accurate and timely repayment of loans and interest. Furthermore, borrowed funds must not be used for purposes contrary to those stated in the loan agreement, and no information or facts should be concealed that may cause harm or loss to the Group's creditors.

Reference link for Creditor	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct%20and-business-ethics-of-the-company-th.pdf
Page number of the reference link	:	9

Government agencies

The Company is committed to conducting its business with honesty and transparency in accordance with the principles of good corporate governance. The Company opposes all forms of bribery and corruption. It has a strict policy against hiring government officials as executives or employees of the Company in order to mitigate risks related to conflicts of interest that could compromise impartiality or influence government policies in favor of the private sector.

Reference link for Government agencies	:	https://investor.prtr.com/storage/downloads/corporate-governance/corporate-policies/prtr-anti-corruption-policy-th.pdf
Page number of the reference link	:	11-12

Community and society

Conducting business with social and community responsibility is a key driving force toward sustainable development, both at the community and national levels. The Group is committed to advancing the United Nations Sustainable Development Goals (SDGs), with the objective of improving the quality of life and well-being of society and communities. This contributes to strengthening communities and delivering long-term social benefits. The Group continuously supports activities that promote social and community development. These initiatives not only respond to the needs and expectations of society, communities, and relevant stakeholders but also encourage employee engagement, fostering a tangible sense of social and community responsibility among the Group's personnel. All employees are expected to actively participate in the Group's social and community initiatives, which are regularly organized in various regions across the country.

Reference link for Community and society	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct%20and-business-ethics-of-the-company-th.pdf
Page number of the reference link	:	9-10

Shareholders' Rights and Equitable Treatment of Shareholders

The Company places great importance on the rights of shareholders as owners of the Company. It facilitates and promotes the full exercise of fundamental shareholder rights for all groups, including minority shareholders, major shareholders, institutional investors, and foreign shareholders. Such rights include, but are not limited to: The right to buy, sell, or transfer shares The right to receive dividends from the Company's profits The right to access sufficient and accurate information through the Stock Exchange of Thailand's website, the Company's website, or other relevant communication channels The right to attend shareholders' meetings to acknowledge the Company's annual performance The right to vote on significant matters as required by law These matters include the appointment or removal of directors, the determination of directors' remuneration, the appointment of the external auditor, dividend payment or omission, capital increases, and the issuance of new securities. Shareholders are also entitled to raise questions or express their opinions on matters presented by the Board of Directors for consideration or approval at the shareholders' meetings.

The Company has established an Insider Trading Policy which strictly prohibits directors, executives, employees of the Group, and any related persons in positions or functions that allow access to the Company's inside information from using such information for personal gain in trading the securities of the Company or its subsidiaries. The disclosure of such insider information to any external or unrelated parties is also strictly prohibited prior to the information being made publicly available through the Stock Exchange of Thailand. In addition, the Company has defined clear practices for preventing conflicts of interest, including policies on related party transactions and transactions with potential conflicts of interest, all of which are documented as part of the Company's Corporate Governance Policy, Code of Conduct, and Business Ethics. Further details can be found in the sections on Conflict of Interest Prevention, Corporate Governance Policy, and the Code of Conduct and Business Ethics of the Company.

Reference link for the other policy and guidelines	:	https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf
Page number of the reference link	:	41-44

Disclosure and Transparency

The Company does not engage in discriminatory practices toward any specific group of shareholders. It emphasizes the equal disclosure of both financial and non-financial information to all shareholders and stakeholders. Such disclosures must be material, complete, accurate, sufficient, reliable, timely, and presented in clear and comprehensible language. They must also comply with applicable laws, regulations, and international standards of good corporate governance.

This approach ensures that shareholders and stakeholders receive full, timely, and equal access to information, thereby reflecting transparency in the Group’s business operations. Furthermore, the Company promotes the use of information technology in disseminating information. In addition to disclosure through the channels mandated by the Stock Exchange of Thailand, the Company also provides information in both Thai and English through other means, such as its corporate website, and continuously updates such information to ensure it remains current.

Reference link for the other policy and guidelines	:	https://investor.prtr.com/storage/content/corporate-governance/cg-policy/20240417-prtr-cg-policy-th.pdf
Page number of the reference link	:	36-40

Information on business code of conduct

Business code of conduct

Business code of conduct	:	Yes

The company establishes the company's code of ethics and business ethics as principles and practices to be adhered to as follows:

Principle 1
Integrity: The company believes that conducting business with honesty and integrity towards customers, partners, debtors, creditors, job applicants (Candidates) as well as other stakeholders, will build faith, trust, and confidence in the company.

Principle 2
Compliance: The company conducts business in compliance with laws, regulations of government agencies, and regulatory bodies by establishing effective internal control and monitoring to ensure that the company complies with relevant standards or laws under the supervision of internal auditors and the audit committee.

Principle 3
Confidentiality: The company conducts business with respect for the rights of data owners whose information the company receives and keeps confidential.

Principle 4
Competency: The company recognizes the knowledge, abilities, skills, and experience in performing duties to respond to

Policy and guidelines related to business code of conduct

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

Prevention of Conflicts of Interest

Conflict of interest refers to having personal interests or external interests that conflict with the best interests of the company group. Personal interests may be financial or personal relationships, or any other interests or relationships that may affect consideration and decision-making. Company personnel must perform their duties with honesty, integrity, and responsibility to the company. They must protect the company's interests and avoid creating conflicts of interest, not using their authority to influence decisions for personal gain. They should consider resolving conflicts of interest independently within a good ethical framework, as well as fully disclose information for the benefit of the company as a whole. Company personnel shall not engage in any business that competes with or is similar to the company group and shall not seek to profit from the company group's internal information, position, and responsibilities in the company. Company personnel shall not hold any outside positions or positions that may affect their ability and efficiency in performing their duties, unless such duties or positions are approved in writing by their supervisor.

Reference link for Prevention of Conflicts of Interest	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct%20and-business-ethics-of-the-company-th.pdf
Page number of the reference link	:	13

Anti-corruption

Corruption means seeking unlawful benefits for oneself or others in all forms, both directly and indirectly. This includes receiving or demanding bribes, political contributions, charitable donations, sponsorships, gifts, hospitality, and other expenses, especially if such actions result from the improper use of authority, whether by offering, promising, accepting, requesting, demanding, giving or receiving bribes, inducing unlawful acts, or breaching trust, or any other improper conduct that causes unfairness and damage to the Company, the economy, and society. Therefore, expressing the intention to combat corruption is considered a common benefit for everyone. The Group is committed to combating corruption, does not tolerate any corruption, and has no policy of punishing or taking any negative action against company personnel who resist corruption, even if such actions result in the Group losing business opportunities.

Company personnel, including those involved in the Company's business operations, must strictly comply with the Company's Anti-Corruption Policy and refrain from engaging in any form of corruption, both directly and indirectly, by prioritizing transparency and integrity in business transactions
with partners, officials, or other agencies to avoid actions that may result in inappropriate conduct and conflict with the Company's Anti-Corruption Policy or constitute an offense under the Anti-Corruption law. Please see further details in the Anti-Corruption Measures on the Company's website
at https://investor.prtr.com/th/corporate-governance/whistleblowing-channel#menu including the Corruption Risk Management Policy and guidelines and procedures in the Company's Intranet.

Whistleblowing and Protection of Whistleblowers

Stakeholders who witness a violation or non-compliance with the Code of Business Conduct can inquire or express their opinions through the following channels:

Channel 1 Report directly to the Chairman of the Audit and Risk Management Committee via the company's website.
https://www.prtr.com

Channel 2 Email To the Chairman of the Audit and Risk Management Committee whistle-blowing@prtr.com

Channel 3 By mail To the Chairman of the Audit and Risk Management Committee

PRTR Group Public Company Limited
2034/82 Ital Thai Tower, 18th Floor
New Petchburi Road, Bangkapi, Huai Khwang
Bangkok 10320

The Chairman of the Audit Committee will assign a responsible person to coordinate the investigation, follow-up, and compile the investigation results to report to the Audit Committee.

During the year 2024, the company did not find any complaints.

Reference link for Whistleblowing and Protection of Whistleblowers	:	https://investor.prtr.com/en/corporate-governance/whistleblowing-channel

Prevention of Misuse of Inside Information

The group of companies recognizes the importance of preventing the use of inside information for the benefit of themselves or others by the personnel of the group of companies, as well as related parties. The use of inside information for the benefit of securities trading is an offense under the Securities and Exchange Act.

Inside information means information that may affect securities prices or investment decisions. The Company's personnel must strictly comply with the Company's insider trading policy. If they have or receive inside information of the group of companies, whether from performing their duties or from any other source, the Company's personnel shall not use such inside information for their benefit or the benefit of others in trading in the securities of the Company, subsidiaries, and shall not disclose inside information to outsiders or unrelated persons, either directly or indirectly, during the period that such inside information has not been disclosed to the public through the Stock Exchange of Thailand. Or until such inside information expires or does not affect securities prices or investment decisions, including prohibiting the trading of securities during the period when information about the company's financial statements or material events is disclosed. Subsidiaries According to the criteria and procedures specified in the insider trading policy, the Company's personnel must ensure that their related persons, such as spouses and unemancipated children, or those involved in the Company's business operations and who have access to inside information, do not engage in acts that violate the insider trading policy. If there are any doubts regarding securities trading, the personnel of the group of companies can consult the legal department or the company secretary.

Money laundering prevention

The Group adheres to the Anti-Money Laundering and Combating the Financing of Terrorism laws to prevent any person from using the Group as a channel or tool to transfer, conceal, or disguise the source of illegally obtained assets as if they were obtained from legitimate business operations.

The Company's personnel must exercise caution in selecting business partners and thoroughly examine their background. They must conduct business legally and not engage in any conduct that may be considered money laundering or supporting money laundering.

The Company's personnel shall prevent and monitor against the transfer or transformation of assets, or support the transfer or transformation of assets, which is a form of payment that is not legal to the Company.

Gift giving or receiving, entertainment, or business hospitality

1. Giving or receiving gifts, souvenirs, entertainment or any other benefits must be as follows:

1) Do not accept, give, or demand, do not accept gifts, souvenirs that are cash, checks, bonds, stocks, gold, jewelry, real estate, or similar items from those involved in coordinating work, both in government agencies and private agencies, in order to obtain unlawful benefits, except for receiving gifts according to tradition, which must not exceed 3,000 baht per person per occasion.

2) Do not accept, give, or demand any property, items, gifts, souvenirs, or other benefits that induce negligence of duty. Do not give gifts or souvenirs unless they are given according to tradition, which must not exceed 5,000 baht per person per occasion.

3) Do not accept, give, or demand any property, items, gifts, or souvenirs, or other benefits to induce decision-making or result in non-compliance with appropriate and impartial practices. Entertainment must not exceed 3,000 baht per person per occasion.

4) Do not act as an intermediary in offering money, assets, items, or any other benefits to those involved in the business, government agencies, or any organizations in exchange for undue privileges or to cause government officials to refrain from complying with rules, regulations, and legal practices as prescribed.

Exceptions that can be made are prohibited from receiving or giving cash in all cases.

Giving or receiving gifts on various festive occasions according to traditional customs, such as New Year's Day, congratulations on various occasions, can be done in an appropriate value, according to the rules and regulations of the company. The company and the recipient company set the value of gifts given during the festival must not exceed 5,000 baht per person per occasion, and receiving gifts during the festival must not exceed 3,000 baht per person per occasion.

2. Giving or receiving business entertainment, including hospitality services and other expenses related to the performance of business contracts (Hospitality, Entertainment and Expense) must be as follows:

1) Business entertainment must state a clear objective, have verifiable evidence, and be carried out through the procedures according to company regulations.

2) Business entertainment must have a clear business purpose, be in accordance with customary practices, and not be a channel for corruption.

3) Entertainment must not exceed 3,000 baht per person per occasion.

However, the giving or receiving of business entertainment must be in accordance with the guidelines and procedures for spending, business entertainment and other expenses.

Compliance with laws, regulations, and rules

1. Perform duties in accordance with the law, regulations of government agencies and regulators, such as the Securities and Exchange Act, Public Company Act, regulations of the Stock Exchange of Thailand, the Securities and Exchange Commission, etc.
2. Avoid corruption, giving and/or receiving gifts, accepting hospitality or any benefits from customers, partners or parties related to the Company's business that constitute corruption, except for the benefit of the Company's legitimate business operations or on festivals or customary occasions at an appropriate value.
3. Do not engage in, cooperate with, assist, promote, or support any activities and transactions that appear to be unlawful or violate the law.
4. Maintain political neutrality, do not engage in any actions that show favoritism towards any political groups or parties, aim to create prosperity, benefit society, and preserve the environment.

Reference link for Compliance with laws, regulations, and rules	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct-and-ethics-of-directors-executives%20and-employees-th.pdf

Information and assets usage and protection

The company group recognizes the importance of the use and safeguarding of company information and assets to maximize benefits for the organization and prevent loss or misuse. Company personnel have the duty and responsibility to care for and use company assets appropriately, including strict compliance with relevant policies and practices.

Use and Safeguarding of Company Information

1. Company personnel must use company information with caution and protect confidential information from leaks or unauthorized use.
2. Internal company information, including financial data, strategic plans, customer lists, business data, or other information that may affect the company, must be stored and used securely.
3. Disclosure or forwarding of confidential company information to external parties or unauthorized individuals is prohibited, unless permitted by authorized personnel.
4. Company personnel must comply with laws and policies regarding the protection of personal data and must not use customer, employee, or business partner data without consent.

Use and Safeguarding of Company Assets

1. Company personnel must use company assets, such as office equipment, computers, network systems, software, and intellectual property, solely for the benefit of the company. Use for personal gain or illegal purposes is prohibited.
2. Company assets must be maintained in good condition, damage must be minimized, and they must not be used negligently.
3. Use or disclosure of company proprietary information or assets without authorization is prohibited.
4. Company personnel must exercise caution when using company email, internet, and information technology systems to prevent cyber threats and must comply with data security policies.

All company personnel are responsible for protecting company information and assets for the stability and sustainable growth of the organization.

Reference link for Information and assets usage and protection	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct-and-ethics-of-directors-executives%20and-employees-th.pdf

Anti-unfair competitiveness

The Company Group conducts business with integrity and professionalism, supporting free and fair competition and refraining from any actions that violate domestic and international competition laws. The Company's personnel shall treat the Company's competitors in accordance with the law and this Corporate Governance Policy and Code of Business Conduct, focusing on fair, honest, and transparent competition, not engaging in any acts that damage the reputation of competitors by making defamatory allegations, and not seeking information or secrets of competitors by dishonest or inappropriate means.

Reference link for Anti-unfair competitiveness	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct-and-ethics-of-directors-executives%20and-employees-th.pdf
Page number of the reference link	:	8-9

Information and IT system security

Currently, internet access, communication, and information exchange through electronic media are crucial to the operation and overall success of the business. However, advancements in information technology bring about risks to privacy and personal data protection. The company recognizes the importance and responsibility of managing information technology effectively.

The collection, processing, or use of personal data, such as information received from or relating to customers, employees, or external parties, must be conducted for legitimate business purposes and in accordance with the law, particularly to support operations, effective customer care, business or commercial activities, and appropriate human resource management.

Company personnel must handle personal data with care and caution, collecting, processing, and using personal data as permitted and in compliance with relevant personal data protection laws. They must also refrain from using such data for personal gain or in an inappropriate manner.

Reference link for Information and IT system security	:	https://investor.prtr.com/storage/content/corporate-governance/code-of-conduct/code-of-conduct-and-ethics-of-directors-executives%20and-employees-th.pdf

Page number of the reference link : 12

Environmental management

The Group focuses on maintaining a balance between pursuing economic benefits and environmental consciousness. We conduct business, develop, and improve operations to be environmentally friendly or have minimal environmental impact. This is in accordance with nationally and internationally recognized environmental laws and standards. We also continuously cultivate a culture of environmental care within the organization. Our personnel are expected to participate in achieving these goals by jointly preventing and managing the efficient use of limited resources such as energy and water. This includes participating in reducing emissions and managing waste that pollutes the environment, such as carbon dioxide, air exhaust, and wastewater. We also procure from and select partners who share the same environmental consciousness as the Group.

Human rights

The Group places importance on respecting human rights by considering equity and equality, without discrimination based on race, religion, place of origin, gender, skin color, age, physical ability, sexual orientation, political opinion, status, education, or any other status. The Group also respects privacy and human dignity in accordance with internationally recognized human rights principles, including the United Nations Declaration and Conventions on Human Rights. The Company's personnel must respect the personal dignity and rights of individuals with whom they communicate in the course of their work and shall not commit any act that causes or contributes to the violation of human rights.

Safety and occupational health at work

PRT Group Public Company Limited prioritizes safety, occupational health, and the environment. The Board of Directors and all employees strictly adhere to policies and practices and are committed to continuously improving safety, occupational health, and the environment in the workplace. Safety, Occupational Health and Environment Policy

1. Stipulate that safety at work is the responsibility of everyone. Supervisors at all levels must set a good example, lead and be responsible for ensuring that employees work safely and in accordance with the established safety regulations.
2. Comply with relevant laws and obligations regarding safety, security, occupational health, environment, and energy, including company requirements, as a minimum standard.
3. Work safely in all steps and work processes without causing damage to oneself, stakeholders, assets, communities, and the environment.
4. Develop a standard safety, occupational health, and working environment management system in accordance with laws and international standards.
5. Recognize the importance of preventive measures and assess the risks of hazards and safety impacts on employees or others.
6. Strive to operate in safety and occupational health, including environmental protection and pollution prevention, in strict compliance with the law.
7. Encourage the adoption of safety, occupational health, and environment policies as guidelines for partner organizations to strive towards a green society.

Urban activities

The Group is an organization that upholds political neutrality, supports compliance with the law, and democratic governance. It has no policy of supporting or providing political assistance to any political party, politician, or politically affiliated individual.

The Group respects and encourages its personnel to exercise their political rights within the legal framework. As good citizens, the Company's personnel have the right to express themselves, participate in, and support political activities outside of working hours, in their personal capacity, using their own resources, and shall not engage in any political activities on behalf of the Company within the premises.

of the Company or using the Company's resources to do so. It shall also be cautious of any action that may lead to a misunderstanding that the Company supports or favors any particular political party.

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 has a Code of Conduct and Ethics for Directors, Executives, and Employees to define the code of conduct and ethics for directors, executives, and employees. The Company, subsidiaries, and joint ventures shall adhere to the same standards. This Code serves as a tool to communicate the code of conduct and ethics for directors, executives, and employees in writing to the personnel of the Company, subsidiaries, and joint ventures to create a common understanding. It is effective and applicable to the personnel of the Company, subsidiaries, and joint ventures, including directors, executives, employees, contractors, consultants, as well as agents or assignees acting on behalf of the Company or the aforementioned individuals. This Code encompasses principles and guidelines.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	Yes
Anti-corruption networks or projects the company has joined or declared intent to join	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : -

Diagram of participation in anti-corruption networks

Photo of the certificate awarding ceremony through CAC accreditation

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

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter	:	Yes
Material changes and developments in policy and guidelines over the past year	:	Yes

The Company recognizes and places great importance on the continuous development and enhancement of its operational practices in alignment with the principles of good corporate governance. The Board of Directors has regularly reviewed and revised corporate governance policies and practices to ensure consistency with the Principles of Good Corporate Governance for Listed Companies 2017 issued by the Securities and Exchange Commission (SEC), and the Principles of Good Corporate Governance 2012 by the Stock Exchange of Thailand (SET). Furthermore, the Company aligns its practices with the ASEAN Corporate Governance Scorecard, the Corporate Governance Report (CGR) conducted by the Thai Institute of Directors (IOD), and the Quality Assessment Criteria for Shareholders' Meetings developed by the Thai Investors Association, while also taking into account the Company's ongoing business context and operational environment.

In 2024, the Company undertook several key corporate governance initiatives as follows: The Board of Directors reviewed and amended the Corporate Governance Policy and the Code of Business Conduct and Ethics to align with the Principles of Good Corporate Governance for Listed Companies 2017 issued by the Securities and Exchange Commission (SEC), as well as to enhance compliance with various corporate governance assessment criteria. The revised policy and code, dated February 25, 2025, have been effectively communicated to and clearly understood by directors, executives, and employees at all levels.

In 2024, the Company undertook several key corporate governance initiatives as follows:

- The Board of Directors reviewed and amended the Company's Corporate Governance Policy and Code of Business Conduct and Ethics to align with the Principles of Good Corporate Governance for Listed Companies 2017 issued by the Securities and Exchange Commission (SEC), as well as to better reflect various corporate governance assessment criteria. The revised policies, dated February 25, 2025, have been effectively communicated to directors, executives, and employees at all levels to ensure thorough understanding and alignment throughout the organization.

- The Board of Directors reviewed the Board Charter and concluded that it remains appropriate and aligned with applicable practices and standards. Therefore, no amendments were made.

- The Audit and Risk Management Committee reviewed and updated its charter by adding responsibilities related to enhanced risk management oversight.

- The Corporate Governance, Sustainability, Nomination and Remuneration Committee and the Executive Committee reviewed their respective charters and determined that they remain appropriate and in accordance with relevant principles and standards. As such, no revisions were necessary.

- The Board of Directors reviewed and revised the Anti-Corruption Policy, which became effective on February 25, 2025, including supporting measures to prepare for the Company's first renewal of membership in the Thai Private Sector Collective Action Coalition Against Corruption (CAC). Notably, on September 30, 2024, the Company was certified as a CAC member, with the next renewal due by September 30, 2027.

- The Board approved revisions to the Company's Code of Business Conduct and Ethics to expand its scope to include more comprehensive guidelines on stakeholder engagement, in alignment with good corporate governance principles. This aims to promote ethical treatment of stakeholders and foster mutual trust and sustainable growth.

- The Board approved enhancements to the Human Rights Policy, adding guidelines concerning customer rights and remedies in various forms, consistent with international safety standards.

- The Board approved a comprehensive sustainability policy and strategy, focusing on good governance, social value creation, and sustainable environmental management. The policy aims to balance financial performance, organizational development, and corporate social responsibility.

- The Board approved the Supplier Code of Conduct and Procurement Policy, establishing transparent, fair, and auditable procedures. The policy emphasizes quality, pricing, service, and environmental impact, with a commitment to legal and ethical compliance, rejection of improper benefits, and the promotion of equal human rights.

- Under the Supplier Code of Conduct, the Company commits to transparent and fair dealings with suppliers, taking into account business ethics, human rights, environmental protection, and stakeholder safety. The Code outlines standards for business operations, safety, labor practices, and environmental impact to promote long-term, sustainable partnerships.

- The Board approved the CEO Performance Evaluation Criteria for 2024 and the Development Plan for Directors and the CEO for 2025. The Board also reviewed the Succession Plan for the Chief Executive Officer and senior executives.

- The Board of Directors approved the Performance Evaluation Criteria for the Chief Executive Officer (CEO) for the year 2024 and also approved the Development Plan for Directors and the CEO for 2025. Additionally, the Board reviewed the Succession Plan for the CEO and senior executives.

Implementation of the CG Code for listed companies

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

The Board of Directors and relevant Board Committees reviewed the implementation of the Principles of Good Corporate Governance for Listed Companies 2017 issued by the Securities and Exchange Commission (SEC), as well as the Principles of Good Corporate Governance for Listed Companies 2012 by the Stock Exchange of Thailand (SET). In addition, they considered the ASEAN Corporate Governance Scorecard, the Corporate Governance Report (CGR) conducted by the Thai Institute of Directors (IOD), and the Shareholders' Meeting Assessment Criteria developed by the Thai Investors Association, including both domestic and international corporate governance evaluation criteria. These principles have been applied and adapted to align with the Company's business context. The Board also approved operational guidelines to further enhance compliance with these governance practices. These actions and decisions have been documented as part of the meeting minutes of the respective Board Committees.

Other corporate governance performance and outcomes

The Company received a rating of “Excellent” in the Corporate Governance Report (CGR) of Thai Listed Companies 2024, placing it in the 5-Star group. Additionally, the Company earned a score of 98 points, which is classified as Outstanding, in the 2024 Annual General Shareholders’ Meeting (AGM) Quality Assessment Program.

Corporate Governance Structure

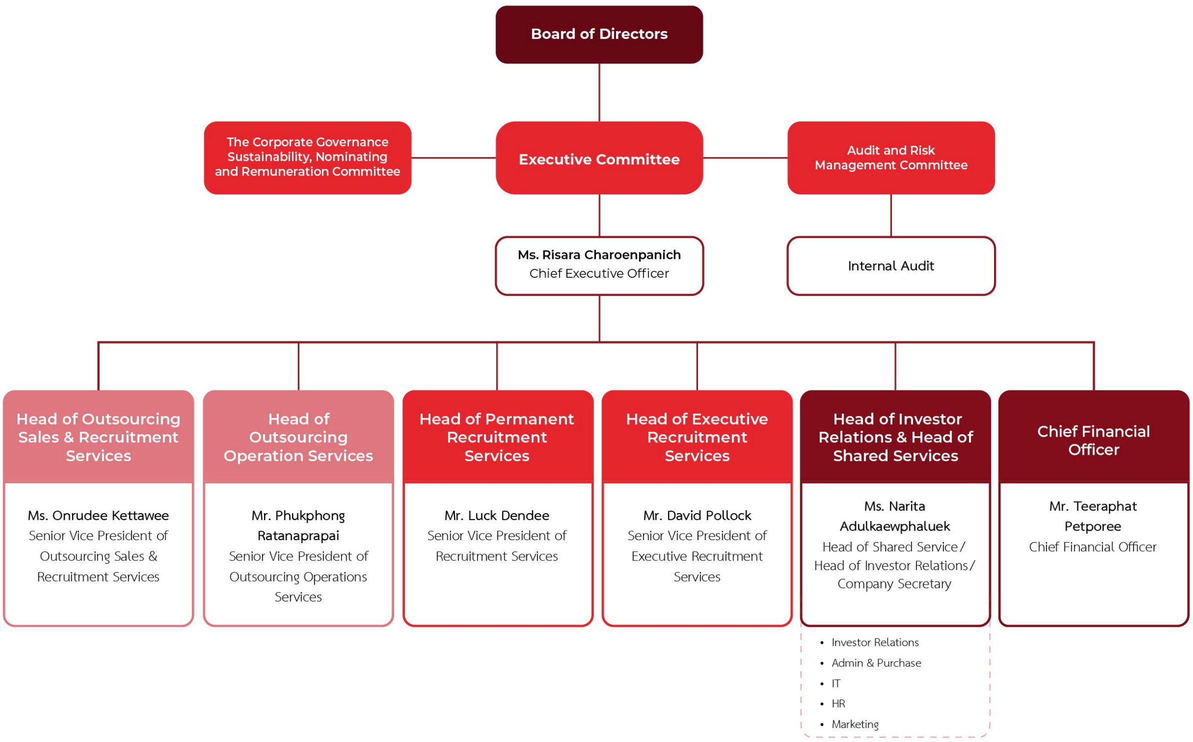
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Corporate Governance Structure

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	9	
	6	3
Executive directors	5	
	2	3
Non-executive directors	4	
	4	0
Independent directors	3	
	3	0

	2024	
	Male (persons)	Female (persons)
Non-executive directors who have no position in independent directors	1	
	1	0

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

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	50	
	53	45

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. NIPHON BUNDECHANAN Gender: Male Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Industrial Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years (*) : Doesn’t Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 600,000 Shares (0.100000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	11 Nov 2019	Business Administration, Engineering, Risk Management
2. Mr. Luck Dendee Gender: Male Age : 55 years Highest level of education : Bachelor'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 (*) : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 48,078,000 Shares (8.013000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Executive directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Existing director	6 Oct 1997	Human Resource Management, Business Administration, Data Management, Corporate Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
3. Ms. RISARA CHAROENPANICH Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Communications Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years (*) : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 100,211,600 Shares (16.701933 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 24,245,800 Shares (4.040967 %)	Director (Executive directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Existing director	12 Mar 2012	Business Administration, Marketing, Governance/ Compliance, Budgeting, Leadership
4. Ms. ONRUDEE KETTAWEE Gender: Female Age : 44 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 (*) : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 90,267,000 Shares (15.044500 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 2,368,900 Shares (0.394817 %)	Director (Executive directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Existing director	3 Oct 2018	Business Administration, Economics, Marketing, Human Resource Management, Data Management

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. CHAN ITTHITHAVORN Gender: Male Age : 56 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 (*) : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	11 Nov 2019	Business Administration, Accounting, Finance, Data Management, Audit
6. Mr. Phukphong Ratanaprapai Gender: Male Age : 53 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 (*) : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 2,288,000 Shares (0.381333 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Executive directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	11 Nov 2019	Marketing, Human Resource Management, Business Administration, Governance/ Compliance, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
7. Ms. NARITA ADULKAEWPHALUEK Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Management Information System Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 2,586,200 Shares (0.431033 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	11 Nov 2019	Accounting, Finance, Human Resource Management, Sustainability, Governance/ Compliance
8. Mr. PANYA CHUTISIRIWONG Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	20 Apr 2023	Economics, Data Management, Governance/ Compliance, Sustainability, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. METHA ANGWATANAPANICH Gender: Male Age : 57 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 (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Newly appointed director to replace the ex-director	25 Apr 2024	Engineering, Business Administration, Audit, Risk Management, Governance/ Compliance

Additional explanation:
(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Diagram of list of the board of directors

Mr. Niphon Bundechanan

Chairman (Acting) / Chairman of the Corporate Governance, Sustainability, Nominating and Remuneration Committee / Member of the Audit Committee / Independent Director

Mr. Chan Itthithavorn

Chairman of Audit Committee / Member of the Corporate Governance, Sustainability, Nominating and Remuneration Committee / Independent Director

Mr. Metha Angwatanapanich

Independent Director / Member of the Audit Committee / Member of the Corporate Governance, Sustainability, Nominating and Remuneration Committee

Mr. Luck Dendee

Director / Executive Director / Senior Vice-President of Recruitment Services

Ms. Risara Charoenpanich

Director / Member of the Corporate Governance Sustainability, Nominating and Remuneration Committee / Chairman of the Executive / Chief Executive Officer

Ms. Onrudee Kettawee

Director / Executive Director / Senior Vice-President of Outsourcing Sales and Recruitment Division, Outsourcing Services

Ms. Narita Adulkaewphaluek

Director / Executive Director / Head of Shared Service / Head of Investor Relations / Company Secretary

Mr. Phukphong Ratanaprapai

Director / Member of the Corporate Governance, Sustainability, Nominating and Remuneration Committee / Executive Director / Senior Vice-President of Executive Operations Division, Outsourcing Operations Services

Mr. Panya Chutisiriwong

Director

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

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. THUNYACHATE EKVETCHAVIT Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years (*) : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No	24 Apr 2024	-
2. Mr. Sukont Kanjana-huttakit Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years (*) : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %)	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No	5 Aug 2025	-

Additional explanation:
(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. NIPHON BUNDECHANAN	Chairman of the board of directors		✔	✔		
2. Mr. Luck Dendee	Director	✔				✔
3. Ms. RISARA CHAROENPANICH	Director	✔				✔
4. Ms. ONRUDEE KETTAWEE	Director	✔				✔
5. Mr. CHAN ITTHITHAVORN	Director		✔	✔		
6. Mr. Phukphong Ratanaprapai	Director	✔				✔
7. Ms. NARITA ADULKAEWPHALUEK	Director	✔				
8. Mr. PANYA CHUTISIRIWONG	Director		✔		✔	
9. Mr. METHA ANGWATANAPANICH	Director		✔	✔		
Total (persons)		5	4	3	1	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	22.22
2. Marketing	3	33.33
3. Accounting	2	22.22
4. Finance	2	22.22
5. Human Resource Management	4	44.44
6. Sustainability	3	33.33
7. Data Management	4	44.44
8. Corporate Management	1	11.11
9. Engineering	2	22.22
10. Leadership	1	11.11
11. Strategic Management	1	11.11
12. Risk Management	2	22.22
13. Audit	2	22.22
14. Budgeting	1	11.11
15. Governance/ Compliance	5	55.56
16. Business Administration	8	88.89

Information about the other directors (*)(**)

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

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

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

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

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

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

The Company separates the scope of duties and responsibilities of the Board of Directors and management as follows:

1. **Key Responsibilities of the Board of Directors** Consisting of

- Considers, approves, and/or provides opinions on important matters related to the Company's operations, such as setting policies, visions, missions, values, strategies, objectives and goals, and the Company's financial and non-financial performance.
- Governs the business with ethics and business integrity, including promoting the creation of a corporate culture for employees at all levels to adhere to and perform their duties with morality and ethics.
- Oversees the projects and operations of the Board of Directors to be appropriate for achieving the objectives and key goals in conducting business effectively.
- Recruiting, developing, determining compensation, and evaluating the performance of the Chief Executive Officer.
- Establishing compensation structures and benefits for employees at all levels, as well as overseeing a system and mechanism for appropriate compensation payment in line with the Company's performance in both the short and long term, with the Corporate Governance, Sustainability Development, Nomination and Remuneration Committee overseeing effectively.

2. **The Board of Directors, in conjunction with the management,**

- Considering, establishing, and overseeing the implementation of overall operational policies that align with the objectives and key goals of the business. The Board of Directors delegates the authority to manage the business to the management, as well as monitors and supervises the management to perform their assigned duties. The management is responsible for operating and managing the business in accordance with the strategies, policies, and plans approved or commented on by the Board of Directors. The management is also responsible for reporting to the Board of Directors on a regular basis, as appropriate.

- Establishes and reviews strategies, goals, business plans, and annual budgets.
- Provides and oversees adequate internal control and risk management systems.
- Defining appropriate operational authority in line with the responsibilities of the management.

The Board of Directors will oversee at the policy level, while the management will be responsible for the execution to comply with the strategies, policies, and plans approved by the Board of Directors, and is responsible for making decisions on various operations, including business operations, marketing, sales, procurement, resources, human resource management, and general administration.

Information on the roles and duties of the board of directors

Board charter : Have

1. The Board of Directors has the power, duties, and responsibilities to oversee the Company's management and business operations to comply with the law, objectives, company regulations, and resolutions of the shareholders' meeting with honesty, integrity, and prudence for the best interests of the Company and shareholders as a priority.

2. Establish the vision, mission, policies, and operational direction of the Company and oversee the management to effectively implement the established policies to create value and maximize value for the Company and shareholders sustainably by considering, reviewing, and approving the Company's vision, mission, strategies, and objectives annually, both (1) short-term for 1 year and (2) medium to long-term for 3-5 years, taking into account the environment and various current changes, including innovations and technologies used in the business.

3. Determine the Company's annual work plan, budget, and performance indicators, monitor and supervise the management and administration of the management, as well as the Company's quarterly performance and operating results compared to the work plan and budget, and consider the future trends of the year.

4. Establish a compensation structure and employee benefits by providing a compensation system that is appropriate and consistent with the Company's performance in both the short and long term.

5. Ensure that management establishes reliable accounting, financial reporting, and auditing systems, including monitoring and maintaining adequate financial liquidity, as well as providing adequate and appropriate internal control systems.

6. Consider and approve the acquisition or disposal of assets, investments in new businesses, and any actions to comply with applicable laws, announcements, regulations, and rules.

7. Consider and/or provide opinions on related transactions and/or the entry into transactions (in the event that the size of the transaction does not require approval by the shareholders' meeting) of the Company and its subsidiaries to comply with applicable laws, announcements, regulations, and rules.

8. Ensure that there are no conflicts of interest between the Company's stakeholders.

9. Consider and approve the payment of interim dividends to shareholders.

10. Consider various matters by taking into account the benefits of shareholders and all stakeholder groups of the Company fairly. Directors must notify the Company without delay if they have an interest in a contract made with the Company or increase or decrease their shareholding in the Company or its subsidiaries. For transactions with directors or persons who may have conflicts or interests, or may have other conflicts of interest with the Company and its subsidiaries, the directors who have an interest are not entitled to vote to approve the transaction in that matter.

11. Oversee corporate governance with ethics and morality, including promoting a corporate culture for employees at all levels to adhere to and perform their duties with morality and ethics, and review the Company's corporate governance and business ethics manual annually and evaluate compliance with such manual at least once a year.

12. Report their responsibilities in preparing financial statements, showing them in conjunction with the auditor's report in the annual report and covering important matters in accordance with the policy on best practices for the Board of Directors of listed companies, as well as disclosing various important information accurately, adequately, and timely in accordance with relevant rules, standards, and practices.

13. Authorize one or more directors or any other person to perform any act on behalf of the Board of Directors. Such authorization of directors shall not be an authorization or sub-authorization that causes the director or other benefits to conflict with the interests of the Company or its subsidiaries.

14. Appoint sub-committees to oversee the administration and internal control systems to comply with the established policies and require annual performance evaluations, as well as review the duties and responsibilities of each sub-committee's charter.

15. Consider delegating authority, duties, and responsibilities for management to the management to clearly separate the roles, duties, and responsibilities between the Board of Directors and the management, as well as supervise and monitor the management to carry out and perform their assigned duties, and review the separation of such roles and duties, including regular performance evaluations of the management to maintain a balance in management, enhance independence in performing duties, and increase operational efficiency.

16. Develop and review a Succession Plan to define the succession process for senior management positions.

17. Appoint a company secretary to ensure that the Board of Directors and the Company comply with applicable laws and regulations.

18. Consider establishing a Risk Management policy to cover the entire organization and ensure that there is a system or process for risk management with appropriate support measures and control methods to mitigate the impact on the business of the Company and its subsidiaries appropriately.

19. Evaluate the performance of the Board of Directors annually, both as a whole and individually, to be used as a framework for reviewing the performance of the Board of Directors, as well as reviewing the duties and responsibilities under the Board Charter annually.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role
• Audit of financial statements and internal controls
• Risk management

Scope of authorities, role, and duties
Duties and Responsibilities of Audit
1. To review and ensure that the Company and its subsidiaries report financial information accurately in accordance with generally accepted accounting principles (GAAP) and provide adequate disclosures.
2. To review and ensure that the Company and its subsidiaries maintain an appropriate and effective internal control system, internal audit function, and risk management policy; to assess the independence of the internal audit unit; and to jointly approve with the Chief Executive Officer the appointment, transfer, or dismissal of the head of the internal audit unit or any external auditor responsible for internal audit matters.
3. To review and ensure that the Company complies with the Securities and Exchange Act, the regulations of the Stock Exchange, and other applicable laws relating to the business operations of the Company and its subsidiaries.
4. To consider, select, propose, and appoint an independent person to serve as the Company's auditor, as well as to terminate the auditor's appointment and propose the auditor's remuneration. The Audit Committee shall also hold a meeting with the auditor without the presence of management at least once a year. The auditor shall cease to perform duties for the Company under the following circumstances:
1) The auditor violates and/or fails to comply with Section 89/25 of the Securities and Exchange Act B.E. 2535 (1992) (as amended).
2) The auditor's license becomes invalid under the law governing the accounting profession.
3) The auditor commits a serious breach of professional ethics, violates or fails to comply with key professional standards or the code of ethics for auditors, and is subject to license suspension or revocation under the law governing the accounting profession.
4) The auditor is determined by the committee of the Federation of Accounting Professions to have engaged in conduct that brings disrepute to the dignity of the accounting profession.
5. To review and provide opinions on related party transactions or transactions that may involve conflicts of interest to ensure compliance with relevant laws and regulations of the Stock Exchange, and to ensure that such transactions are reasonable and in the best interests of the Company.
6. To prepare the Audit and Risk Committee's report for disclosure in the Company's annual report. The report must be signed by the Chairman of the Audit and Risk Committee and shall include, at a minimum, the following information.
1) Opinions on the accuracy, completeness, and reliability of the Company's financial reports.
2) Opinions on the adequacy of the Company's internal control system.
3) Opinions on compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and relevant business laws.
4) Opinions on the appropriateness of the auditor.
5) Opinions on transactions with potential conflicts of interest.
6) The number of committee meetings held and the attendance of each committee member.
7) Overall observations or comments arising from the Committee's performance.
8) Other matters deemed necessary for shareholders and investors to be informed of within the Committee's scope of authority.
7. To review and provide opinions on the internal audit plan and the performance of the internal audit unit in accordance with its scope of responsibilities. The Audit and Risk Committee shall have the authority to summon management, executives, or relevant employees of the Company to provide opinions, attend meetings, or submit documents as deemed necessary.
8. In the performance of its duties, if the Audit and Risk Committee discovers or suspects the existence of any of the following matters which may have a material impact on the Company's financial position or operating results, the Committee shall report the matter to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit and Risk Committee.
1) Transactions with potential conflicts of interest.

2) Fraud, significant irregularities, or deficiencies in the internal control system.

3) Violations of the Securities and Exchange Act, the regulations of the Stock Exchange, or relevant laws.

If the Board or management fails to act within the timeframe deemed appropriate by the Committee, any Committee member may report the matter to the SEC or the Stock Exchange of Thailand.

9. To assess the adequacy and appropriateness of the Company's anti-fraud risk management policy and the systems used to manage such risks. The Audit and Risk Committee shall have the following key responsibilities related to organizational risk management:

1) To review the internal audit plan to ensure it covers internal control assessments related to anti-corruption measures, relevant policies, and fraud risks in various business processes.

2) To acknowledge reports concerning fraud incidents, such as periodic reports detailing fraud risk management, regular reports on fraud cases, urgent reports on serious fraud, investigation results, and disciplinary actions.

3) To consult with the auditor in the event that the Company encounters a significant fraud incident.

10. To review and revise the Audit and Risk Committee Charter as necessary and propose it to the Board of Directors for approval.

11. To have the authority to seek independent opinions from external professional advisors when deemed necessary, at the Company's expense.

12. To evaluate the Committee's performance through self-assessment and report the evaluation results, including any obstacles that may hinder the achievement of the Committee's objectives, to the Board of Directors annually.

13. To perform any other duties as assigned by the Board of Directors with the consent of the Audit and Risk Committee.

Risk Management Duties and Responsibilities

1. To consider, establish, revise, and review the adequacy of the enterprise risk management (ERM) policy and framework, including the evaluation of both positive and negative impacts of risks, at least once a year. This is to ensure alignment with the Company's objectives, strategies, and operational goals. The framework shall cover various risk areas, including but not limited to strategic, operational, financial, legal and regulatory, environmental, social, community, and corporate governance risks. The Committee shall also oversee and support business units in implementing risk management in accordance with the established policy and framework effectively and efficiently.

2. To consider, determine, review, and approve risk assessments, risk response strategies, and risk management plans proposed by management, as well as risk reports. The Committee shall oversee the overall risk management process, including identifying internal and external risks, assessing potential impact and likelihood, prioritizing risks, and defining appropriate mitigation plans and measures to ensure that risks remain within acceptable levels. This also includes determining the Company's risk appetite and risk tolerance.

3. To assess emerging risks that may have long-term impacts on the Company and determine appropriate risk mitigation strategies and action plans.

4. To promote and support continuous improvement in the risk management process, including the ongoing development of tools and information systems, and to foster a strong risk management culture throughout the organization.

5. To monitor and follow up on the effectiveness of the Company's risk management regularly, including assessing potential risks from the Company's operations. The Committee shall also establish early warning mechanisms by defining appropriate Key Risk Indicators (KRIs) to ensure that each business unit can promptly and appropriately respond to arising risks in accordance with established guidelines.

6. To request necessary documents from relevant departments to support the Committee's responsibilities, and to invite executives and/or relevant personnel to attend meetings and provide clarifications and information as deemed appropriate.

7. To establish a Risk Management Working Group to support the Committee's responsibilities and appoint qualified independent advisors to provide recommendations and assistance as necessary.

8. To acknowledge the results of risk management process audits conducted by the Company's internal audit department, as reviewed by the Risk Management Working Group, at least once a year.

9. To evaluate annual risk management performance and report the results to the Board of Directors.

10. To perform any other risk-related duties as assigned by the Board of Directors or as required by law or relevant regulatory agencies.

Reference link for the charter

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Executive Committee

Role

• Director and executive nomination
• Remuneration
• Corporate governance
• Sustainability development

Scope of authorities, role, and duties

1. To operate and manage the Company's business in accordance with its objectives, Articles of Association, policies, regulations, rules, and the resolutions of the Board of Directors and/or shareholders' meetings.
2. To oversee, supervise, and monitor the Company's performance to ensure alignment with its approved policies, goals, business plans, strategies, and budget, and within the delegated authority granted by the Board of Directors, ensuring effective and efficient management. The Committee shall also provide advice and recommendations to senior management.
3. To review and screen proposals from management and present the Company's goals, policies, strategies, and annual business plans and budgets to the Board of Directors for approval.
4. To approve major capital expenditures specified in the annual budget as delegated by the Board of Directors or as previously approved in principle by the Board.
5. To authorize operating expenses in the normal course of business within the approved budget, and in accordance with the authority limits previously approved by the Board of Directors.
6. To monitor the progress and performance of investment projects in each business unit and report the results, including any problems or obstacles and corrective actions, to the Board of Directors.
7. To propose an appropriate organizational structure for the Company to the Corporate Governance, Sustainability, Nominating & Remuneration Committee for consideration before submitting to the Board of Directors for approval.
8. To consider the profit and loss of the Company and its subsidiaries, and propose interim or annual dividend payments to the Board of Directors for approval.
9. To consider and propose the annual salary adjustment budget or salary grade revisions, as well as annual bonus payments for employees of the Company and its subsidiaries, for inclusion in the Company's annual budget and submission to the Board of Directors for approval.
10. To arrange for executives, management, or employees to attend Executive Committee meetings or prepare and present relevant information related to the matters to be discussed in such meetings.
11. To appoint advisors or independent experts to provide opinions or recommendations as necessary.
12. To have the authority to delegate powers to any person(s) to act on its behalf under the supervision of the Executive Committee, as deemed appropriate and within a specified timeframe. The Executive Committee may cancel, revoke, amend, or modify such delegated authority as it deems necessary.

Reference link for the charter

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Corporate Governance, Sustainability, Nominating and Remuneration Committee

Role

- Others
  - Corporate Governance Responsibilities
  - Sustainability Responsibilities
  - Nomination and Remuneration Responsibilities

Scope of authorities, role, and duties

Corporate Governance

1. Develop and recommend appropriate corporate governance practices for the company that align with the Principles of Good Corporate Governance of the Stock Exchange of Thailand, for submission to the Board of Directors.
2. Monitor and ensure that the company operates in accordance with the approved corporate governance practices as endorsed by the Board of Directors.
3. Review the company's corporate governance practices by benchmarking against international standards and the Principles of Good Corporate Governance of the Stock Exchange of Thailand, and propose continuous improvements to the Board of Directors.
4. Review the company's business philosophy, code of business ethics, director ethics, employee ethics, and other relevant practices as appropriate, for submission to the Board of Directors.
5. Perform any other duties related to corporate governance as assigned by the Board of Directors.

Sustainable Development

1. Review and consider the company's policies, goals, and strategies on sustainable development, taking into account responsibilities toward stakeholders across Environmental, Social, and Governance (ESG) dimensions.
2. Oversee and assess the company's sustainable development performance to ensure balance, effectiveness, and maximum benefit to the company and its stakeholders, in alignment with national and international sustainability standards and best practices.
3. Review the disclosure of sustainability-related information in the company's Annual Report and Form 56-1 One Report.
4. Perform any other duties related to sustainable development as assigned by the Board of Directors.

Nomination and Remuneration

1. Recommend the structure, size, and composition of the Board of Directors and sub-committees, including the qualifications, criteria, and policies for the nomination of candidates to serve as directors and members of sub-committees in accordance with the defined structure, size, and composition of the Board.
2. Propose nominations for individuals to be appointed as directors, sub-committee members, and the Chief Executive Officer (CEO), for submission to the Board of Directors and/or the shareholders' meeting in the event of any vacancies.
3. Consider and propose policies and guidelines for determining both monetary and non-monetary remuneration for the Board of Directors, sub-committees, and the CEO, ensuring alignment with the company's performance and industry benchmarks, for submission to the Board of Directors and/or shareholders' meeting for approval.
4. Evaluate the performance assessment criteria for the CEO and present them to the Board of Directors for consideration and feedback.
6. Review the development plan for the CEO and senior executives to ensure a succession plan is in place in the event of retirement or inability to perform duties, thereby ensuring continuity in the company's management.
7. Perform any other duties as assigned by the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. CHAN ITTHITHAVORN(*) Gender: Male Age : 56 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	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	11 Nov 2019	Business Administration, Accounting, Finance, Data Management, Audit
2. Mr. NIPHON BUNDECHANAN Gender: Male Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Industrial Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	11 Nov 2019	Business Administration, Engineering, Risk Management
3. Mr. METHA ANGWATANAPANICH Gender: Male Age : 57 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	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	14 May 2024	Engineering, Business Administration, Audit, Risk Management, Governance/ Compliance

Additional explanation :
(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. THUNYACHATE EKVETCHAVIT Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	24 Apr 2024	-

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Ms. Risara Charoenpanich Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Communication Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	1 Mar 2022
2. Mr. Luck Dendee Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Mar 2022
3. Ms. Onrudee Kettawee Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Mar 2022
4. Mr. Phukphong Ratanaprapai Gender: Male Age : 53 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	1 Mar 2022
5. Ms. Narita Adulkaewphaluek Gender: Female Age : 47 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	1 Mar 2022

Other Subcommittees

Subcommittee name	Name list	Position

Subcommittee name	Name list	Position
Corporate Governance, Sustainability, Nominating and Remuneration Committee	Mr. NIPHON BUNDECHANAN	The chairman of the subcommittee (Independent director)
	Mr. CHAN ITTHITHAVORN	Member of the subcommittee (Independent director)
	Mr. METHA ANGWATANAPANICH	Member of the subcommittee (Independent director)
	Mr. Phukphong Ratanaprapai	Member of the subcommittee
	Ms. RISARA CHAROENPANICH	Member of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Ms. RISARA CHAROENPANICH Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Communications Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	12 Mar 2012	Business Administration, Marketing, Governance/ Compliance, Budgeting, Leadership
2. Ms. Onrudee Kettawee Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Vice President of Sales and Marketing, People Operations (The highest-ranking executive)	1 Jul 2012	Marketing, Human Resource Management, Business Administration, Economics, Data Management
3. Mr. Phukphong Ratanaprapai Gender: Male Age : 53 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 : No	Senior Vice President, Staffing Services (The highest-ranking executive)	1 Jan 2017	Marketing, Human Resource Management, Business Administration, Governance/ Compliance, Sustainability
4. Ms. Narita Adulkaewphaluek Gender: Female Age : 47 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 : No	Senior Vice President, Central Administration (The highest-ranking executive)	1 Jul 2018	Accounting, Sustainability, Governance/ Compliance, Budgeting

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Luck Dendee Gender: Male Age : 55 years Highest level of education : Bachelor'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 : No	Senior Vice President of Human Resources (The highest-ranking executive)	1 Jul 2018	Human Resource Management, Business Administration, Data Management, Corporate Management, Strategic 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 next four executives as of date : 28 Mar 2025

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

Ms. Risara Charoenpanich

Director / Member of the Corporate Governance Sustainability, Nominating and Remuneration Committee / Chairman of the Executive / Chief Executive Officer

Mr. Teeraphat Petporee

Chief Financial Officer

Ms. Onrudee Kettawee

Director / Executive Director / Senior Vice-President of Outsourcing Sales and Recruitment Division, Outsourcing Services

Ms. Narita Adulkaewphaluek

Director / Executive Director / Head of Shared Service / Head of Investor Relations / Company Secretary

Mr. Phukphong Ratanaprapai

Director / Member of the Corporate Governance, Sustainability, Nominating and Remuneration Committee / Executive Director / Senior Vice-President of Executive Operations Division, Outsourcing Operations Services

Mr. Luck Dendee

Director / Executive Director / Senior Vice-President of Recruitment Services

Mr. David Pollock

Senior Vice-President of Executive Recruitment

Remuneration policy for executive directors and executives

Appropriate Compensation Structure and Evaluation

The Board of Directors will oversee the establishment of an appropriate compensation structure and evaluation process.

1. The Board of Directors, upon the recommendation of the Corporate Governance Committee, will determine a compensation structure that incentivizes the Chief Executive Officer, executives, and personnel at all levels to perform in alignment with the organization's objectives and key goals and in the best interests of the company.

2. The Board of Directors has assigned the Corporate Governance Committee to consider and propose criteria, amounts, and forms of compensation for the Chief Executive Officer, both short-term and long-term, using various indicators as criteria, including the performance evaluation of the Chief Executive Officer, business success, and benchmarking against other listed companies on the Stock Exchange of Thailand, for presentation to the Board of Directors meeting for consideration and approval. The evaluation criteria should incentivize the Chief Executive Officer to manage the business in accordance with the objectives, key goals, strategies, and long-term interests of the business. The evaluation criteria, evaluation results, and areas for development should be communicated to the Chief Executive Officer on a regular basis every year.

3. For senior executives, the Chief Executive Officer will consider the appropriateness of determining individual

compensation based on the performance of each executive, using various indicators and in accordance with the compensation and benefits system approved by the Corporate Governance Committee. For short-term benefits, there will be adjustments to salaries and annual bonuses.

4. The Board of Directors has assigned the Corporate Governance Committee to establish and oversee the performance evaluation and compensation and benefits system for employees at all levels in accordance with the compensation and benefits structure determined by the Board of Directors.

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

The Corporate Governance, Sustainability, Nomination and Remuneration Committee has considered and determined the remuneration for directors and executives. The remuneration is determined based on the responsibilities and performance of each individual. When compared to companies in the same industry and companies of similar size, the Corporate Governance, Sustainability, Nomination and Remuneration Committee considers the remuneration to be at an appropriate and sufficient level to attract and retain qualified directors and executives.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	29,520,610.20	28,662,735.00	31,366,671.00
Total remuneration of executives (baht)	29,520,610.20	28,662,735.00	31,366,671.00

The Executive Committee and executives receive a monthly retainer, which is paid on a fixed monthly basis regardless of the number of meetings attended. Bonuses may be granted on a discretionary basis, such as in the case of strong company performance. Additional benefits and privileges include life insurance, health insurance, and other welfare arrangements.

Other remunerations of executive directors and executives

	2022	2023	2024
Company’s contribution to provident fund for executive directors and executives (Baht)	573,343.20	649,035.00	832,971.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

In 1984, other remuneration for the Chief Executive Officer and 12 executives totaled 0.83 million baht, consisting of provident funds.

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Kanlaya Pattarakulsri	kanlaya@prtr.com	081-755-0745

List of the company secretary

General information	Email	Telephone number
1. Ms. Narita Adulkaewphaluek	narita@prtr.com	083-988-4852

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Chalida Kongprajya	chalida.kongprajya@th.pwc.com	+66 2844 1000

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Prapaporn Injeen	prapaporn.in@prtr.com	083-988-5397

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Narita Adulkaewphaluek	ir@prtr.com	+66 (0) 63 237 3997

Company's auditor

Details of the company’s auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone number +66 2034 0000	2,580,000.00	-	1. Ms. PORAKOCH JONGKOLSIRI Email: pjongkolsiri@deloitte.com Telephone number: +66 2034 0000 License number: 7150 2. Ms. JUNTIRA JUNTRACHAICHOAT Email: jjuntrachaichoat@deloitte.com Telephone number: +66 2034 0000 License number: 6326 3. Mr. WEE SUJARIT Email: wsujarit@deloitte.com Telephone number: +66 2034 0000 License number: 7103 4. Ms. LASITA MAGUT Email: lmagut@deloitte.com Telephone number: +66 2034 0000 License number: 9039

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

In 2024, the Board of Directors considered key issues covering legal compliance, risk management and internal audit, corporate strategy, as well as material transactions, as follows:

1. Legal and Regulatory Compliance The Board of Directors reviewed and approved key matters in accordance with its roles and responsibilities, such as financial statements, dividend payments, the convening of shareholders' meetings, related party transactions, the appointment of directors and sub-committees, and the execution of significant contracts. These actions were taken to ensure compliance with applicable laws and regulatory requirements.
2. Governance and Oversight Based on Good Corporate Governance Principles The Board played a critical role in monitoring and reviewing matters to ensure operations were conducted in accordance with Good Corporate Governance (GCG) principles and international standards. This included oversight of ethics reports, reports on executives' securities trading, sub-committee reports, charter revisions for sub-committees, and quarterly reviews of corporate governance performance, among others.
3. Corporate Strategy and Key Policies The Board placed great importance on formulating and driving the Company's strategic direction. It monitored and ensured that operations were in line with established strategies at every quarterly board meeting. Additionally, the Board reviewed key policies such as the Company's vision, mission, and corporate strategy to ensure alignment with the evolving business environment.
4. Revisions to the Anti-Corruption Policy and considerations of investments in significant projects were also addressed. The Board also closely monitored the management's performance by requiring regular reporting on financial performance, strategic goals, and the progress of various initiatives.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Phukphong Ratanaprapai	Director	11 Nov 2019	Marketing, Human Resource Management, Business Administration, Governance/ Compliance, Sustainability
Ms. NARITA ADULKAEWPHALUEK	Director	11 Nov 2019	Accounting, Finance, Human Resource Management, Sustainability, Governance/ Compliance

List of newly appointed director to replace the ex-director

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. METHA ANGWATANAPANICH	Director	25 Apr 2024	Engineering, Business Administration, Audit, Risk Management, Governance/ Compliance

Selection of independent directors

Criteria for selecting independent directors

A person appointed to serve as an Independent Director must possess the qualifications as defined by the company's criteria for independent directors, which are based on the minimum requirements prescribed by the Capital Market Supervisory Board. In the case of the Audit and Risk Committee, members must not only meet the qualifications of an independent director but must also fully comply with the specific qualifications required for Audit and Risk Committee members. The appointment and removal of directors must be carried out in accordance with the rules and procedures specified by law and the company's Articles of Association and must be approved by the Board of Directors or, where applicable, endorsed by the Board and submitted to the shareholders' meeting for approval, depending on the case.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee	:	Yes
Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee	:	No

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons)	:	1

Rights of minority shareholders on director appointment

Criteria and Procedures for Director Election at the Shareholders' Meeting

1. Each shareholder shall have voting rights equal to the number of shares held, with one share equal to one vote.

2. Each shareholder shall use all of their votes, as specified in (1), to elect one or more persons as directors.
(2) In the case where multiple individuals are being elected as directors, the shareholder may not split their votes unequally among the candidates. Voting shall be conducted using a ballot, with the shareholder casting votes for each nominee as listed on the ballot.
3. The persons receiving the highest number of votes in descending order shall be elected as directors in a number equal to the number of directors to be elected at that meeting.
4. In the event that candidates receiving the next highest number of votes have equal votes above the number of directors to be elected at that meeting, the Chairperson shall have the casting vote.

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. NIPHON BUNDECHANAN (Chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) • 2023: Advanced Audit Committee Program (AACP) • 2021: Director Leadership Certification Program (DLCP) • 2011: Successful Formulation & Execution of Strategy (SFE) • 2010: Financial Statements for Directors (FSD) • 2009: Director Certification Program (DCP) Other • 2024: Sustainability -related Financial Disclosures by Thai and ASWAN Companies • 2010: Role of the Compensation Committee (RCC)
2. Mr. Luck Dendee (Director)	Participating	Thai Institute of Directors (IOD) • 2018: Director Accreditation Program (DAP)
3. Ms. RISARA CHAROENPANICH (Director)	Participating	Thai Institute of Directors (IOD) • 2023: Successful Formulation & Execution of Strategy (SFE) • 2017: Director Accreditation Program (DAP) Other • 2024: The 2nd Certified Management Accountant Program (CMA) 34/2567 • 2023: Corporate Governance for Executives 22/2566
4. Ms. ONRUDEE KETTAWEE (Director)	Participating	Thai Institute of Directors (IOD) • 2018: Director Accreditation Program (DAP)
5. Mr. CHAN ITTHITHAVORN (Director)	Participating	Thai Institute of Directors (IOD) • 2020: Advanced Audit Committee Program (AACP) • 2019: Director Accreditation Program (DAP)
6. Mr. Phukphong Ratanaprapai (Director)	Participating	Thai Institute of Directors (IOD) • 2019: Director Accreditation Program (DAP)
7. Ms. NARITA ADULKAEWPHALUEK (Director)	Participating	Thai Institute of Directors (IOD) • 2019: Director Accreditation Program (DAP) Other • 2024: ESG 201: ESG Risk Management, attended in June 2024 • 2024: ESG DNA: Sustainability Knowledge for Corporate Employees, attended in February 2024 • 2024: ESG Risk Management Workshop, attended in July 2024 • 2022: E-learning CFO's Refresher Course, June 2022 • 2022: e-Learning CFO's Refresher Course, 6 hours, attended in June 2022 • 2021: CFO's Refresher Course (Class 2/2021), 6 hours, attended in December 2021 • 2020: Company Secretary Program (CSP) 105/2563 • 2017: Strategic CFO in Capital Markets Program Class 5/2017, The Stock Exchange of Thailand • 2017: Strategic CFO in Capital Markets Program, not less than 12 hours, Class 5 (2017), organized by The Stock Exchange of Thailand

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. PANYA CHUTISIRIWONG (Director)	Participating	Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP)
9. Mr. METHA ANGWATANAPANICH (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Advanced Audit Committee Program (AACP) Other • 2022: DSTARTUP: Business Innovation Development Program • 2021: The NEXT Real 10 • 2012: National Defence Course (NDC), Class 55 • 2012: Senior Executive Program Class 14, Capital Market Academy (CMA 14)
10. Mr. THUNYACHATE EKVETCHAVIT (Director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Certification Program (DCP) • 2016: Director Accreditation Program (DAP)
11. Mr. Sukont Kanjana-huttakit (Chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) • 2010: Advanced Audit Committee Program (AACP) • 2007: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

In 2024, the company conducted a performance evaluation of the Board of Directors, both on an individual basis and as a whole.
The evaluation covered various aspects, including board structure and member qualifications, roles and responsibilities, meeting attendance, performance of duties, self-development, and relationships with management.

The purpose of the evaluation was to review the Board's achievements, challenges, and obstacles from the past year in order to enhance its effectiveness, reinforce directors' awareness of their responsibilities, and foster a strong working relationship with management.

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

Performance Evaluation of the Board of Directors and Sub-Committees The performance evaluation of the Board of Directors and all sub-committees is conducted both on an individual basis and as a collective group, using a five-level scoring system ranging from 1 to 4, with 4 representing the highest level of performance. According to the latest evaluation results, the Board of Directors and all sub-committees have fully performed their duties in accordance with their assigned scopes of authority and responsibilities, and in compliance with the principles of good corporate governance. The evaluation scores exceeded the predetermined performance targets.

Board Meeting Attendance and Use of Technology In 2024, each director attended no less than 75% of the Board of Directors and sub-committee meetings as scheduled, which is in line with the requirements outlined in the Company's Corporate Governance Policy.

In addition, the Company adopted Microsoft Teams 365 as a meeting platform to enhance efficiency and provide convenience for directors in attending meetings remotely. For any month in which no formal meeting was held, the Company Secretary Office prepared and circulated a summary report of the Company's and its subsidiary's operational performance for the Board's acknowledgment.

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	3.95	4
	Self-assessment	3.98	4
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	3.92	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Corporate Governance, Sustainability, Nominating and Remuneration Committee	Group assessment	3.92	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company has clearly established guidelines for the annual performance evaluation of the Chief Executive Officer (CEO) or equivalent senior executives. The evaluation criteria cover both financial aspects and Environmental, Social, and Governance (ESG) dimensions, reflecting the achievement of the Company’s strategic objectives and promoting responsible management.

The performance evaluation criteria have been reported to the Board of Directors at the Board meeting.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 5

Date of AGM meeting : 25 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)

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. NIPHON BUNDECHANAN (Chairman of the board of directors, Independent director)	5	/	5	1	/	1	N/A	/	N/A
2. Mr. Luck Dendee (Director)	5	/	5	1	/	1	N/A	/	N/A
3. Ms. RISARA CHAROENPANICH (Director)	5	/	5	1	/	1	N/A	/	N/A
4. Ms. ONRUDEE KETTAWEE (Director)	5	/	5	1	/	1	N/A	/	N/A
5. Mr. CHAN ITTHITHAVORN (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
6. Mr. Phukphong Ratanaprapai (Director)	5	/	5	1	/	1	N/A	/	N/A
7. Ms. NARITA ADULKAEWPHALUEK (Director)	5	/	5	1	/	1	N/A	/	N/A
8. Mr. PANYA CHUTISIRIWONG (Director)	5	/	5	1	/	1	N/A	/	N/A
9. Mr. METHA ANGWATANAPANICH (Director, Independent director)	3	/	3	0	/	0	N/A	/	N/A
10. Mr. THUNYACHATE EKVETCHAVIT (Director, Independent director)	1	/	1	0	/	0	N/A	/	N/A
11. Mr. Sukont Kanjana-huttakit (Chairman of the board of directors, Independent director)	4	/	4	1	/	1	N/A	/	N/A

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

1. Mr. Thanyachet Ekwetwit, Independent Director, resigned from his directorship effective 24 April 2024 and Therefore, did not attend any meetings following his resignation.

2. Mr. Metha Angwattanapanich (Independent Director, Member of the Audit and Risk Committee, and Member of the Corporate Governance, Sustainability, Nomination and Remuneration Committee) was appointed by the 2024 Annual General Meeting of Shareholders held on 25 April 2024.

3. Mr. Sukon Kanjanahattakit, Independent Director, resigned from his directorship effective 5 August 2024 and therefore did not attend any meetings following his resignation.

Remuneration of the board of directors

Types of remuneration of the board of directors

Monetary Remuneration for the Chairman, Independent Directors, and Non-Executive Directors The total monetary remuneration paid to the Chairman, Independent Directors, and Non-Executive Directors (a total of 9 persons) amounted to THB 1.39 million. The remuneration was paid in the form of meeting allowances, based on the actual attendance of each director, and was allocated according to the Company's remuneration policy. This remuneration was within the approved budget ceiling of THB 3 million, which was approved by the 2024 Annual General Meeting of Shareholders held on April 25, 2024. The allocated remuneration comprised meeting allowances, as follows:

<u>Board of Directors</u>
The Chairman of the Board receives a meeting allowance of THB 60,000 per meeting.
Independent Directors receive a meeting allowance of THB 40,000 per meeting. No monthly retainer fees are paid.

<u>Audit and Risk Committee</u>
The Chairman of the Committee receives a meeting allowance of THB 40,000 per meeting.
Independent Directors receive a meeting allowance of THB 25,000 per meeting. No monthly retainer fees are provided.

<u>Corporate Governance, Sustainability, Nomination, and Remuneration Committee</u>
The Chairman of the Committee receives a meeting allowance of THB 20,000 per meeting.
Independent Directors receive a meeting allowance of THB 15,000 per meeting.
No monthly retainer fees are provided.

<u>Meeting Allowance Conditions</u>
1. Meeting allowances are paid per actual attendance, based on the number of meetings attended.
2. Meeting allowances are paid only to Independent Directors.
3. In cases where a director performs the duties of the Chairman, the allowance is paid at the Chairman's rate.
4. For online meetings held solely for informational purposes that last no longer than 15 minutes, no meeting allowance shall be paid to the attending directors.

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. NIPHON BUNDECHANAN (Chairman of the board of directors)			**360,000.00**		**0.00**
Board of Directors	220,000.00	0.00	220,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee	100,000.00	0.00	100,000.00	No	
Corporate Governance, Sustainability, Nominating and Remuneration Committee	40,000.00	0.00	40,000.00	No	
2. Mr. Luck Dendee (Director)			**0.00**		**0.00**
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	
3. Ms. RISARA CHAROENPANICH (Director)			**0.00**		**N/A**
Board of Directors	0.00	0.00	0.00	No	
Corporate Governance, Sustainability, Nominating and Remuneration Committee	0.00	0.00	0.00	No	
4. Ms. ONRUDEE KETTAWEE (Director)			**0.00**		**0.00**
Board of Directors	0.00	0.00	0.00	No	
5. Mr. CHAN ITTHITHAVORN (Director)			**390,000.00**		**N/A**
Board of Directors	200,000.00	0.00	200,000.00	No	
Audit Committee	160,000.00	0.00	160,000.00	No	
Corporate Governance, Sustainability, Nominating and Remuneration Committee	30,000.00	0.00	30,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. Phukphong Ratanaprapai (Director)			**0.00**		**N/A**
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	
Corporate Governance, Sustainability, Nominating and Remuneration Committee	0.00	0.00	0.00	No	
7. Ms. NARITA ADULKAEWPHALUEK (Director)			**0.00**		**N/A**
Board of Directors	0.00	0.00	0.00	No	
8. Mr. PANYA CHUTISIRIWONG (Director)			**0.00**		**0.00**
Board of Directors	0.00	0.00	0.00	No	
9. Mr. METHA ANGWATANAPANICH (Director)			**195,000.00**		**N/A**
Board of Directors	120,000.00	0.00	120,000.00	No	
Audit Committee	75,000.00	0.00	75,000.00	No	
Corporate Governance, Sustainability, Nominating and Remuneration Committee	0.00	0.00	0.00	No	
10. Ms. Risara Charoenpanich (The chairman of the executive committee)			**0.00**		**N/A**
Executive Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
11. Ms. Onrudee Kettawee (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
12. Ms. Narita Adulkaewphaluek (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
13. Mr. THUNYACHATE EKVETCHAVIT (Director)			65,000.00		N/A
Board of Directors	40,000.00	0.00	40,000.00	No	
Audit Committee	25,000.00	0.00	25,000.00	No	
14. Mr. Sukont Kanjana-huttakit (Chairman of the board of directors)			240,000.00		N/A
Board of Directors	240,000.00	0.00	240,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	820,000.00	0.00	820,000.00
2. Audit Committee	360,000.00	0.00	360,000.00
3. Executive Committee	0.00	0.00	0.00
4. Corporate Governance, Sustainability, Nominating and Remuneration Committee	70,000.00	0.00	70,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	1,250,000.00

	2024
Other monetary remuneration (Baht)	0.00
Total (Baht)	1,250,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

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, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

1. The Board of Directors appoints representatives of the company to serve as directors and executives in subsidiaries and associated companies, in proportion to the company's shareholding, to oversee and control the operations of such entities accordingly.
2. Supervision is carried out through appointed representatives and executives, in alignment with the policies established by PRTR. 3. The Board considers and approves matters of significance, such as strategies, business plans, capital increases or reductions, dissolution of companies, and other key policies.
4. Performance monitoring is carried out by the management team, the Executive Committee, and the Board of Directors of PRTR.
5. Ensure that subsidiaries and associated companies comply with relevant regulatory requirements issued by governing bodies, including related party transactions, acquisitions and disposals of assets, adequate and timely disclosure of information, and proper preparation of accounting records and financial statements in accordance with applicable laws and generally accepted accounting standards.
6. For any significant transactions undertaken by subsidiaries that may affect PRTR's business operations or financial position, such transactions must be approved by PRTR's Board of Directors prior to execution.
7. Internal audits are conducted by the Internal Audit Department to ensure that internal controls are adequate and effective.
8. For financial and operational disclosures of subsidiaries, PRTR appoints the same external audit firm to audit and consolidate both financial and non-financial data for inclusion in PRTR's consolidated financial statements.

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

None

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company recognizes the importance of conducting business with integrity, transparency, and accountability, which are the fundamental principles of good corporate governance and essential for enhancing organizational efficiency.

Accordingly, the Company has established a policy requiring directors, executives, and employees to avoid any actions that may result in conflicts of interest with the Company, which may arise from:

- Interactions with the Company's business-related parties, such as customers, partners, etc.
- Using the Company's opportunities or inside information for personal gain
- Entering into transactions with the Company
- Engaging in business that competes with the Company

In cases where such actions may result in a loss of benefit to the Company and are unavoidable, the transaction must be conducted with transparency, fairness, and on an arm's length basis—similar to transactions with external parties—while prioritizing the Company's best interests and ensuring fairness to all stakeholders.

If any action is found to potentially constitute a conflict of interest with the Company, directors, executives, and employees are required to report or raise concerns and complaints via the designated email: whistle-blowing@prtr.com, In accordance with the Company's Whistleblowing and Complaint Policy.

Prevention of Conflicts of Interest

The Company has established the following guidelines to prevent conflicts of interest:

1. Directors, executives, and employees shall refrain from engaging in any business that is of the same nature as, or in competition with, the Company or its subsidiaries—whether for personal benefit or for the benefit of others—which may cause direct or indirect harm to the Company. This includes becoming a partner, a shareholder with decision-making authority, or an executive in a business that competes with, or is similar in nature to, that of the Company or its subsidiaries. Exceptions may be made if it can be clearly demonstrated that appropriate mechanisms are in place to ensure that such conduct will not adversely affect the Company, and that measures have been established to ensure the best interests of the Company and its shareholders as a whole. In such cases, directors, executives, and employees must immediately report the matter to the Chairman of the Audit Committee.

2. Directors, executives, and employees shall refrain from holding a significant number of shares in a business that competes with the Company, if such ownership could impair their ability to perform their duties or result in a conflict with their responsibilities.

In cases where the shares were acquired prior to becoming a director, executive, or employee—or prior to the Company entering into the relevant business—or were obtained through inheritance, the director, executive, or employee must immediately report the shareholding to the Company in accordance with the procedures prescribed by the Board of Directors.

3. Directors, executives, and employees shall not use the Company's information, confidential data, or assets for their own benefit or for the benefit of others. This includes engaging in business activities that compete with the Company or are related to the Company's business.

4. Directors, major shareholders, and executives who have a vested interest in any meeting agenda item must abstain from voting or refrain from participating in the meeting during the discussion of such item, if they and/or their related persons have a conflict of interest or a vested interest in a transaction that may lead to a conflict with the Company.

5. Directors, major shareholders, executives, and employees are required to disclose any personal business activities or businesses operated jointly with family members, relatives, or dependents that may pose a conflict of interest with the Company or its subsidiaries.

The Company Secretary is responsible for coordinating the preparation of documentation on the disclosure of direct or indirect interests, to be conducted annually or whenever there are significant changes to previously disclosed information. The Company Secretary shall compile and report the information to the Board of Directors at least once a year.

- Investing in or having a vested interest with a vendor or business partner dealing with the Company or its customers
- Holding any position or even serving as an advisor to a vendor or business partner dealing with the Company or its customers
- Engaging in the sale of goods or provision of services to the Company or its subsidiaries, either directly or through a third party

6. The Board of Directors shall ensure that the Company complies with the Securities and Exchange Act, as well as the rules,
regulations, notifications, orders, and guidelines of the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and the Capital Market Supervisory Board.

In addition, the Company must disclose information regarding related party transactions in various disclosures in accordance with the regulations of the Stock Exchange of Thailand and other relevant regulatory authorities.

7. Directors, executives, and employees of the Company must make business operation decisions in the best interests of the Company.
8. Directors, executives, and employees of the Company must perform their duties on a full-time basis to the best of their abilities and must not engage in any personal business that interferes with their responsibilities or working hours with the Company.
9. Directors, executives, and employees of the Company must refrain from taking any action that may be considered as managing or influencing decisions in a manner that undermines the Company's interests or benefits any individual or legal entity, whether for their own gain or for the benefit of others.
10. Directors, executives, and employees of the Company must avoid financial involvement and/or relationships with external parties that may result in a loss of benefit to the Company, create a conflict of interest, or hinder the effective performance of their duties.

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 inside information to seek benefits over the past year : Yes

The Board of Directors has established the "Criteria and Procedures for Reporting the Interests of Directors and Executives" to ensure that the Company has the necessary information to monitor and oversee any interests and transactions that may give rise to conflicts of interest involving directors and executives. This enables the Company, its directors, and executives to perform their duties with responsibility, caution, and integrity, and to prevent conflicts of interest.

Directors and executives are required to disclose their own interests and those of related persons when entering into any transaction with the Company or its subsidiaries. They shall not provide opinions or vote on matters under consideration if such transactions involve their own or related parties' interests.

To ensure effective governance, the Board of Directors has approved the "Related Party Transactions Policy" and assigned the compliance unit to be responsible for communicating, overseeing compliance with the policy, and disclosing information on such transactions to the Stock Exchange of Thailand. Additionally, the Company shall disclose the relevant information in its annual report.

Related Party Transactions Policy

To ensure that related party transactions between the Company or its subsidiaries and related persons are conducted in compliance with applicable laws, notifications, regulations, and best practices issued by regulatory authorities—and are based on transparency and the best interests of the Company—the Company has established a Related Party Transactions Policy. This policy applies to all related party transactions entered into by the Company or its subsidiaries with related persons of the Company.

For related party transactions between subsidiaries and related persons of the subsidiaries, the practices shall comply with the Company's policies and code of conduct for business partners, specifically in the areas of procurement, sourcing, and contracting, as well as the Company's Code of Conduct and Ethics.

The roles and responsibilities of the Board of Directors, the Audit and Risk Committee, and the Compliance Function are clearly defined. The Compliance Function is responsible for reviewing the reasonableness of related party transactions and ensuring compliance with applicable laws and regulations.

All departments involved in or aware of the occurrence of a related party transaction are required to notify the Compliance Function before entering into such transactions.

The core principle of the policy emphasizes that any related party transaction undertaken by the Company or its subsidiaries must be treated as if it were a transaction with an external party, under general commercial terms (Arm's Length Basis), to ensure the Company's best interests.

The policy outlines the procedures for reviewing related party transactions and prohibits any directors or executives who have a vested interest or conflict of interest in the transaction from participating in the consideration or approval of such transactions.

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

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

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

In 2024, the company was certified for the first time by the Thai Private Sector Collective Action Coalition Against Corruption (CAC).
The company remains committed to upholding and promoting ethical business conduct. The key practices can be summarized as follows:

- Participation in anti-corruption initiatives: PRTR has taken a firm stance and actively promotes its anti-bribery and anti-corruption policy through participation in various external activities and initiatives related to combating corruption.

- PRTR has been certified for the renewal of its membership with the Thai Private Sector Collective Action Coalition Against Corruption (CAC), marking its first year of formally affirming its commitment to transparency. The company continues to prioritize anti-corruption efforts and remains firm in its stance as a transparent organization.

- The company also continues to uphold its "No Gift Policy" during the New Year and other festive seasons by clearly communicating this position to business partners and stakeholders through various online and electronic channels, both internally and externally. This is to promote transparency in operations and to avoid any activities that may lead to conflicts of interest with the company.

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

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

The company has established channels for stakeholders to report concerns and submit complaints via designated email and telephone contacts. An independent Audit and Risk Committee, separate from the management team, is responsible for reviewing and evaluating the facts. Additionally, the Internal Audit Department is assigned to screen and assess the reported concerns and complaints.

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

The monitoring of compliance with other corporate governance policy and guidelines

The Company has monitored compliance with other corporate governance policies and practices beyond the key areas of conflict of interest prevention, insider trading, anti-corruption, and whistleblowing. The areas under review included:

- Promoting the responsibility of the Board of Directors and management in operating under sound governance principles

- Ensuring transparency, accuracy, completeness, and timeliness of information disclosure
- Treating all stakeholders fairly
- Respecting human rights and promoting fair labor practices
- Promoting sustainable development and corporate social and environmental responsibility

Based on the monitoring conducted over the past year, the Company and relevant departments have consistently complied with the established guidelines. No material issues or indications of non-compliance with the aforementioned policies and practices were found.

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

Meeting attendance of audit committee[3]

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. CHAN ITTHITHAVORN (Chairman of the audit committee)	4	/	4
2 Mr. NIPHON BUNDECHANAN (Member of the audit committee)	4	/	4
3 Mr. METHA ANGWATANAPANICH (Member of the audit committee)	3	/	3
4 Mr. THUNYACHATE EKVETCHAVIT (Member of the audit committee)	1	/	1

Remark: [3] *1. Mr. Thanyachet Ekkavechawit resigned from the position of Audit and Risk Committee Member, effective from April 24, 2024, and attended 1 meeting during his tenure.*

2. Mr. Metha Angwatanapanich was appointed as a member of the Audit and Risk Committee on May 14, 2024, and has attended 3 meetings.

The results of duty performance of the audit committee

The Audit and Risk Committee of PRT Group Public Company Limited was appointed by the Board of Directors to oversee the Company’s operations in a transparent and fair manner, thereby enhancing confidence among shareholders, investors, and all stakeholders. The Committee is responsible for establishing policies and frameworks for enterprise risk management. and monitoring the implementation of those policies to ensure that the Company’s operations can respond effectively to changes in the business environment, and are aligned with the Company's objectives, strategies, and operational goals.

The Committee also reports its meeting outcomes regularly to the Board of Directors in accordance with good corporate governance principles. This report of the Audit and Risk Committee has been prepared and disclosed in the Company’s 2024 Annual Report (Form 56-1 One Report). The key duties and responsibilities performed by the Audit and Risk Committee during the year 2024 are summarized as follows:

1. Reviewed the Company’s Financial Reports The Committee reviewed both quarterly and annual consolidated financial statements of the Company and its subsidiaries, prepared in accordance with Thai Financial Reporting Standards, which are aligned with international standards. The Committee examined significant issues and special transactions and obtained satisfactory explanations from the external auditors and management. The financial statements and accompanying notes were deemed to comply with legal and accounting standards. The Committee approved the audited financial statements, which received an unqualified opinion from the external auditor.

Furthermore, the Committee held private meetings with the Company’s auditor (without management) to independently discuss key matters related to financial statement preparation and disclosure. No material discrepancies were found that would indicate the financial statements were not presented fairly in accordance with generally accepted accounting principles.

2. Reviewed Related Party Transactions and Potential Conflict of Interest Issues The Committee reviewed significant related party transactions or those that may pose a conflict of interest, and concluded that they were conducted on an arm's length basis under normal commercial terms, and were beneficial to the Company. The Company's auditor also reviewed and disclosed these transactions in the financial statements and accompanying notes. The Committee's opinion was consistent with that of the auditor.

3. Assessed the Adequacy and Effectiveness of Internal Controls and Anti-Corruption Measures The Committee reviewed the Company's internal control systems and anti-corruption framework. Internal audit services were provided by PricewaterhouseCoopers ABAS Ltd. ("PwC"), which reports directly to the Committee. The audit covered the adequacy and effectiveness of internal control systems, and the results indicated that they were sufficient and appropriate for ensuring the achievement of operational objectives.

4. Reviewed Compliance with Relevant Laws and Regulations The Committee reviewed the Company's operations to ensure compliance with the Securities and Exchange Act, regulations of the Stock Exchange of Thailand, and other laws relevant to the Company's business. Meetings were held with executives and department heads to confirm the effective implementation of good governance practices.

5. Considered and Nominated External Auditors The Committee selected and proposed the appointment of independent external auditors. Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. ("Deloitte") was appointed as the auditor for the fiscal year ending December 31, 2024. The appointed auditors are: Ms. Kornthong Luangwilai (CPA No. 7210) and/or Mr. Weerach Sujarit (CPA No. 7103) and/or Ms. Prokach Chongkolsiri (CPA No. 7150) The audit fee was approved at THB 2,580,000 by the Board of Directors and subsequently by the Annual General Meeting of Shareholders.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Ms. Risara Charoenpanich (The chairman of the executive committee)	12	/	12
2 Mr. Luck Dendee (Member of the executive committee)	12	/	12
3 Ms. Onrudee Kettawee (Member of the executive committee)	12	/	12
4 Mr. Phukphong Ratanaprapai (Member of the executive committee)	12	/	12
5 Ms. Narita Adulkaewphaluek (Member of the executive committee)	12	/	12

The results of duty performance of Executive Committee

The Executive Committee comprised five members in 2024, namely: Ms. Risara Charoenpanich , Mr. Luck Dendee, Ms. Onrudee Kettawee,
Mr. Phukphong Ratanaprapai, and Ms. Narita Adulkaewphaluek.

The Executive Committee held a total of 12 in-person meetings during the year. The Committee performed its duties in accordance
with the scope of authority, responsibilities, and duties as defined in the Committee's Charter. The key responsibilities carried out are summarized as follows:

1. Formulated the Company's strategic direction, including the annual business plan and budget, as well as the relevant management structure,
for submission to the Board of Directors for consideration.
2. Monitored the Company's performance, both financial and operational, and reported the results to the Board of Directors.
3. Provided opinions on the Company's dividend payment policy for the Board's consideration.
4. Identified and assessed investment opportunities in new businesses and presented them to the Board for consideration.
5. Reviewed and approved various Company transactions, such as investment transactions, within the authority delegated by the Board of Directors.
6. Provided opinions on matters to be proposed to the Board of Directors for approval, except for matters already reviewed by other
sub-committees under their delegated authority.

Meeting attendance of Corporate Governance, Sustainability, Nominating and Remuneration Committee

Meeting Corporate Governance, Sustainability, Nominating and Remuneration Committee (times) : 2

List of Directors	Meeting attendance of Corporate Governance, Sustainability, Nominating and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. NIPHON BUNDECHANAN (The chairman of the subcommittee)	2	/	2
2 Mr. CHAN ITTHITHAVORN (Member of the subcommittee)	2	/	2
3 Mr. METHA ANGWATANAPANICH (Member of the subcommittee)	0	/	0
4 Mr. Phukphong Ratanaprapai (Member of the subcommittee)	2	/	2
5 Ms. RISARA CHAROENPANICH (Member of the subcommittee)	2	/	2

The results of duty performance of Corporate Governance, Sustainability, Nominating and Remuneration Committee

1. Good Corporate Governance

1.1 Oversee the regular review of the key contents of the Corporate Governance and Business Ethics Handbook, Anti-Corruption Measures, and various policies on an annual basis. This includes continuously developing good corporate governance practices to ensure they remain current and aligned with the principles of good corporate governance as prescribed by the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, as well as other relevant domestic and international standards and best practices.
1.2 Monitor and ensure the implementation of communication and training processes for the Company's and its subsidiaries' executives and employees to raise awareness and understanding of the core principles outlined in the Corporate Governance and Business Ethics Handbook. Ensure strict compliance with such principles and guidelines.

2. Sustainability Development

2.1 Encourage the Company to set sustainability goals and disclose its sustainability targets across various dimensions in the Company's Annual Report (Form 56-1 One Report) on a yearly basis.

2.2 Acknowledge the Company's key sustainability issues and consider approaches for development and improvement, including related sustainable development practices in various aspects.

2.3 Promote the Company's participation in various sustainability indices and collaborative projects with government agencies and listed companies to enhance the effectiveness of the Company's sustainability operations at the international level.

2.4 Monitor and provide recommendations on the Company's Corporate Social Responsibility (CSR) initiatives, focusing on sustainable business growth alongside contributions to community, social, and environmental development.

2.5 Encourage the Company to set climate-related goals and strategies, and implement projects aimed at improving energy efficiency and conservation in response to climate change. Additionally, support the implementation of energy-saving and greenhouse gas reduction initiatives, such as reducing electricity usage, using environmentally friendly products, and minimizing paper usage.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company places importance on conducting business with social responsibility, good governance, and sound corporate governance, leading to continuous economic growth and environmental consciousness. This serves as a framework for the company's operations in accordance with the principles of sustainable development. It also serves as a guide for stakeholders to adapt and implement, with a stipulation for the sustainable development policy to be reviewed at least once a year. This policy was approved at the board of directors meeting 1/2568 on February 25, 2568. It outlines policies for sustainable development, including good governance, social value creation, and sustainable environmental management. These align with the Sustainable Development Goals (SDGs) and the organization's vision, mission, strategies, and objectives for sustainable business growth.

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company has set both short-term and long-term corporate sustainability management goals. These goals address sustainability issues in the economic, social, and environmental dimensions and are integrated with the United Nations Sustainable Development Goals (SDGs). Details are as follows:

Environmental Dimension

1. Energy and Resource Management

- **Factors affecting the company:** Rising energy costs from fluctuating electricity and fuel prices
- **Goals:** : Reduce electricity and water consumption, promote recycling
- **Response Plan:** : Promote policies to reduce electricity and water consumption, promote recycling by requiring waste sorting points in the office.

Integrated with Sustainable Development Goal (SDG) 12

2. Climate Change Management

- **Factors affecting the company:** Stricter environmental regulations
- **Goals:** Expanding the use of electric vehicles (EVs) and reducing the use of fossil fuel vehicles
- **Response Plan:** Gradually replace company vehicles with EVs

Integrated with Sustainable Development Goals (SDGs) 7 and 13

Social Dimension

1. Workplace Safety and Environment

- **Factors affecting the company:** Accident risks, employee health affecting work efficiency
- **Goals:** Zero work-related accidents, provide all employees with access to 100% mental and physical health programs
- **Response Plan:** Install first-aid equipment and emergency assistance points in the workplace.

Integrated with Sustainable Development Goals (SDGs) 3 and 8

2. Creating Opportunities and Increasing Employment

- **Factors affecting the company:** Disadvantaged labor, societal expectations for equality
- **Goals:** Promote employment for vulnerable groups, such as people with disabilities, organize CSR projects/activities to promote professional work every year.
- **Response Plan:** Collaborate with public and private organizations to create equal employment opportunities

Integrated with Sustainable Development Goals (SDGs) 1 and 4

3. Equality and Diversity in the Organization

- **Factors affecting the company:** Acceptance of diversity in the workplace and expectations of human rights and non-discrimination
- **Goals:** Increase the proportion of employees in diverse groups, 0 complaints of discrimination or human rights violations

- Response Plan: Establish a Human Rights Policy that covers all employee groups, promote fair compensation and benefits (Equal Pay & Benefits) appropriately regardless of gender, age, or social status.

Integrated with Sustainable Development Goals (SDGs) 5 and 8

<u>Corporate Governance and Economic Dimension</u>

1. Corporate Governance and Anti-Corruption

- Factors affecting the company: Governance and regulatory standards

- Goals: Maintain an excellent CGR corporate governance assessment score, with 0 incidents or complaints arising from breaches of business ethics.

- Response Plan: Continuously review and improve policies, conduct regular employee training, and perform risk assessments consistently.

Integrated with Sustainable Development Goals (SDGs) 16 and 17

2. Data Security, Personal Data Protection, and Cybersecurity

- Factors affecting the company: Increased cyber threats and expectations for data security

- Goals: 0 internal data breach incidents, 0 complaints of personal data breaches, and 0 cybersecurity incidents affecting operations

- Response Plan: Regularly review and improve the Backup & Disaster Recovery Plan, conduct PDPA Awareness Training, and perform Cybersecurity Penetration Tests. Continuously install and update Firewall and cybersecurity systems.

Integrated with Sustainable Development Goal (SDG) 16

3. Innovation for Service Efficiency Enhancement

- Factors affecting the company: Technological changes

- Goals: Create 1 innovation to improve work

- Response Plan: Support all departments in developing and improving work processes to enhance efficiency and operational quality.

Integrated with Sustainable Development Goal (SDG) 9

4. Maintaining Service Quality and Standards

- Factors affecting the company: Competition in service quality

- Goals: Increased average customer satisfaction score

- Response Plan: Continuously develop and improve service processes to increase efficiency and reduce errors

Integrated with Sustainable Development Goal (SDG) 8

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

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

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

The Company places importance on conducting business with social responsibility, good governance, and sound corporate governance, leading to continuous economic growth and environmental care. This serves as a framework for the Company's operations in accordance with the principles of sustainable development. It also serves as a guideline and best practice for stakeholders to adapt and implement. The Company mandates a review of the sustainable development policy regularly at least once a year. This policy was approved by the Board of Directors Meeting No. 1/2568 on February 25,

2568. It establishes sustainable development policies encompassing good governance, social value creation, and sustainable environmental management. These align with the Sustainable Development Goals (SDGs) and the organization's vision, mission, strategies, and goals for sustainable business growth.

Information on impacts on stakeholder management in business value chain

Business value chain

The Company places importance on managing its Value Chain, which is a tool to help develop competitiveness and reduce risks from business operations in terms of sustainability. It analyzes core activities from upstream to downstream in the organization's business operations, along with identifying key stakeholders or those with business relationships. This information is then used to review the relationships of stakeholders and the positive and negative impacts they receive from the organization's activities. The Company's value chain consists of the following core and supporting activities:

Core Activities

1. Sales and Customer Coordination
   - Contact customers to offer services that meet their specific needs
   - Manage customer requests or requirements and build good relationships with both new and existing customers to provide continuous and efficient service
   - Stakeholders: Customers, job applicants, competitors, and society/community
2. Marketing
   - Develop marketing strategies focusing on creating and disseminating service content through social media platforms such as Facebook and LinkedIn, as well as the company's website, to increase brand awareness, attract job applicants, and create interest for customers to use the service. The content should be relevant to the target audience and clearly communicate the strengths of the service.
   - Stakeholders: Job applicants, employees, customers, and government agencies/regulators
3. Service preparation
   - Conduct screening, recruitment, and hiring of candidates who meet the qualifications and requirements of clients, along with providing professional human resources consulting
   - Develop online training courses by designing appropriate content from experts in each field
   - Develop and improve human resource management software systems to be modern and meet current needs
   - Stakeholders: Job applicants, employees, and partners
4. Service delivery
   - Recruit candidates who match the positions required by clients, manage the hiring of outsourced employees according to customer needs, including managing payroll and training employees to enhance work efficiency as required by clients
   - Deliver training plans and provide training to employees
   - Deliver software and training
   - Stakeholders: Job applicants, customers, and employees
5. Customer Support
   - Follow up on results and receive suggestions from both customers and job applicants
   - Provide after-sales services such as employee performance evaluation, outsourcing, and improvement of personnel development processes according to customer needs or requirements
   - Monitor the effectiveness of training and adjust the curriculum appropriately
   - Support the use of customer software in case of problems
   - Stakeholders: Job applicants and employees

Supporting Activities

1. Internal Human Resource Management
   - Develop personnel within the company through training and retention of talented employees, take care of compensation and benefits, and provide adequate and appropriate equipment or tools to enable employees to provide quality services to customers.
   - Stakeholders: Employees and partners
2. Information technology and infrastructure
   - Maintain, develop, and improve critical systems to have up-to-date technology at all times to support the work of employees in the organization

- Manage applicant and employee databases to be able to respond to customer needs
- Stakeholders: Employees, customers, and job applicants

3. Corporate Governance
- Oversee risk, legal compliance, and corporate strategy planning to ensure clear and transparent operational direction
- Manage finance and accounting to create stability and efficiency in business operations, and establish a system to support operations that comply with ethical principles and governance standards
- Stakeholders: Government agencies/regulators, shareholders/investors/analysts, society and community, and employees

4. Procurement
- Procure resources related to work, such as software developers
- Procurement to support customers
- Partner relationship management
- Stakeholders: Partners and employees

Materiality Identification and Assessment

The Company has assessed the risks and opportunities from stakeholders in each activity within the value chain based on the Global Reporting Initiative Standards (GRI Standards) and the Sustainable Development Goals (SDGs). The process and steps for assessing material sustainability issues are as follows:

1) Identifying relevant sustainability issues

The Company considers various factors that affect the business, both risks and opportunities, both internally and externally. The focus is on assessing factors that may affect long-term operations and value creation, including considering all stakeholder groups. This ensures that the Company can operate sustainably and respond to challenges in all aspects effectively. There are a number of key issues, as follows:

- Environmental aspect
  - Energy and resource management
  - Climate change management
- Social aspect
  - Workplace safety and environment
  - Create opportunities and increase employment rates
  - Equality and diversity in the organization
- Governance and economic aspects
  - Corporate governance and anti-corruption
  - Data security, personal data protection, and cybersecurity
  - Create innovations to enhance service efficiency
  - Maintain the quality and standards of service

2) Assessment and prioritization

The Company assesses the significant impacts of its business operations on all stakeholder groups through a Materiality Prioritization process, considering two levels of significance:

1. Significance/Impact on the business: Considering various aspects such as finance, operations, strategy, corporate image/reputation, and laws/regulations

2. Significance/Impact on stakeholders: Considering the number of stakeholder groups affected or the level of interest that stakeholder groups have in the issue, as well as how the issue affects stakeholder decisions

The scoring for each aspect is divided into 4 levels: Low, Medium, High, and Very High. The Company has prioritized sustainability issues and defined them in the Materiality Matrix.

The Company has established management guidelines to improve and develop business processes in line with the identified material issues. The objective is to reduce negative impacts and risks that may arise from business operations, as well as to build sustainable competitiveness. These guidelines are described in the Sustainability Goals and Material Issues section.

3) Review and approve key issues

The Sustainability Working Group will jointly consider and propose a sustainability action plan to the Corporate Governance, Sustainability Development, and Remuneration Committee. It will then be presented to the Board of Directors for approval and further implementation.

4) Development, improvement, and follow-up

The Company manages material sustainability issues by setting goals and continuously working towards them, as well as regularly monitoring progress to achieve its sustainability strategy. The Company also discloses information on its operations to stakeholders on each issue appropriately.

Business value chain diagram

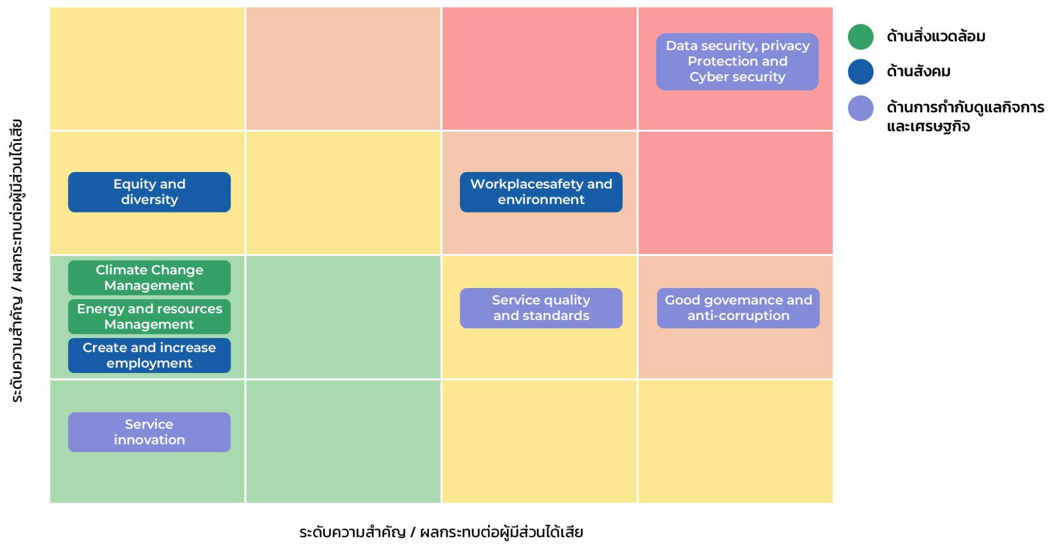
Main Activities	Details	Stakeholders
Sales and Customer Coordination	• Contact customers to offer services that meet their specific needs • Manage customer requests or requirements and build good relationships with both new and existing customers to provide continuous and efficient service	• Customers • Job applicants • Competitors • Society/community
Marketing	• Develop marketing strategies focusing on creating and disseminating service content through social media platforms such as Facebook and LinkedIn, as well as the company's website, to increase brand awareness, attract job applicants, and create interest for customers to use the service. The content should be relevant to the target audience and clearly communicate the strengths of the service	• Job applicants • Employees • Customers • Government agencies/ regulators
Service Preparation	• Conduct screening, recruitment, and hiring of candidates who meet the qualifications and requirements of clients, along with providing professional human resources consulting • Develop online training courses by designing appropriate content from experts in each field • Develop and improve human resource management software systems to be modern and meet current needs	• Partners
Service Delivery	• Recruit candidates who match the positions required by clients, manage the hiring of outsourced employees according to customer needs, including managing payroll and training employees to enhance work efficiency as required by clients • Deliver training plans and provide training to employees • Deliver software and training	• Job applicants • Customers • Employees
Customer Support	• Follow up on results and receive suggestions from both customers and job applicants • Provide after-sales services such as employee performance evaluation, outsourcing, and improvement of personnel development processes according to customer needs or requirements • Monitor the effectiveness of training and adjust the curriculum appropriately • Support the use of customer software in case of problems	• Job applicants • Employees

Main Activities in the Company's Value Chain

Supporting Activities	Details	Stakeholders
Internal Human Resource Management	• Develop personnel within the company through training and retention of talented employees, take care of compensation and benefits, and provide adequate and appropriate equipment or tools to enable employees to provide quality services to customers.	• Employees • Partners
Information technology and infrastructure	• Maintain, develop, and improve critical systems to have up-to-date technology at all times to support the work of employees in the organization • Manage applicant and employee databases to be able to respond to customer needs	• Employees • Customers • Job applicants
Corporate Governance	• Oversee risk, legal compliance, and corporate strategy planning to ensure clear and transparent operational direction • Manage finance and accounting to create stability and efficiency in business operations, and establish a system to support operations that comply with ethical principles and governance standards	• Government agencies/ regulators • Shareholders/investors/ analysts • Society and community • Employees
Procurement	• Procure resources related to work, such as software developers • Procurement to support customers • Partner relationship management	• Partners • Employees

Support Activities in the Company's Value Chain

ตาราง Materiality Matrix



Materiality Matrix

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain(4)

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
• Employees	- Appropriate compensation and benefits - Career growth opportunities - Company stability - Suitable work environment and workspace - Availability and adequacy of work equipment - Opportunities for professional development and advancement - Equal opportunities and support	- Establish policies and plans for personnel development. - Implement a Succession Plan to map career growth paths for key positions. - Review and adjust compensation and benefits to align with the labor market. - Maintain a safe and appropriate work environment. - Promote and support both online and offline training programs for employees to enhance their work potential and create growth opportunities.	• Online Communication • Internal Meeting • Employee Engagement Survey • Others • Welfare Committee Meeting

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Customers	- Received services that met the requirements. - Service fees were reasonable. - Provided advice and solutions to problems professionally. - Maintained service standards and ensured data security for customers. - Disclosed complete and accurate service information without distortion of facts.	- Develop service standards to meet international standards such as ISO 27001 Information Security Management System. - Communicate comprehensive information about services. - Conduct customer satisfaction surveys. - Implement internal audit and risk management systems. - Develop employees to have professional customer service skills. - Develop services to cover customer needs such as training services, payroll services, and Human Resources Information Systems (HRIS).	• Online Communication • Satisfaction Survey • Others • Meeting with clients
• Society • Others • Community	- Collaborate to develop, enhance skills, and provide knowledge to students and youth to open up opportunities to access their desired careers. - Promote employment for the disadvantaged. - Conduct business with environmental considerations.	- Collaborate with universities to organize workshops and events that enhance career readiness. - Partner with foundations and associations to develop and promote employment opportunities for students and disadvantaged individuals. - Share knowledge and insights on human resource management through social media and the company website. - Develop technologies that support work processes and reduce the consumption of natural resources.	• Social Event • Online Communication • Others • Receiving feedback and suggestions through various company channels

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Investors or investment institutions • Analysts • Shareholders	- Worthwhile investment returns and sustainable organizational growth. Good governance - Accurate, complete, timely, transparent, and equitable information, both financial and non-financial - Risk management system - Good internal control and audit system	- Conduct business operations efficiently to meet shareholder expectations and provide appropriate dividend payments. - Disclose information transparently and consistently, such as holding quarterly investor meetings. - Have an investor relations department to communicate information, answer inquiries, and coordinate with investors. - Develop business plans and operational strategies. - Manage risks prudently.	• Visit • External Meeting • Annual General Meeting (AGM) • Others • Quarterly Earnings Announcement • Analyst Meeting • Listed Company Investor Meeting • Receiving feedback or answering questions from shareholders through investor relations channels
• Suppliers	Transparent procurement practices, treating all business partners fairly and equitably as outlined in the Business Code of Conduct.	Comply with the procurement code of conduct for fairness.	• Online Communication • Others • Conduct an annual vendor performance evaluation report
• Government agencies and Regulators	- Comply with laws, regulations, and requirements. - Cooperate with and support government policies.	- Strictly comply with all applicable laws, regulations, and rules. - Keep abreast of new applicable laws to ensure compliance. - Have a policy against corruption, communicate it, and supervise it appropriately. - Provide training to employees as required by law.	• Online Communication
• Others • Job Applicant	- Data privacy - Suitable job opportunities based on skills and experience	- Complete and accurate information - Job interview preparation tips to increase candidate's chances	• Others • Job search website • Social Media (LinkedIn, Facebook) • Recruitment Officer

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Competitors	- Fair competition - Respect for each other's data and innovations	- Compliance with competition law - Protection of business information and intellectual property	• Online Communication • Others • Annual Report • Bidding • Conference

Diagram of the stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Employees	• Appropriate compensation and benefits • Career growth opportunities • Company stability • Suitable work environment and workspace • Availability and adequacy of work equipment • Opportunities for professional development and advancement • Equal opportunities and support	• Establish policies and plans for personnel development • Establish policies and plans for personnel development • Implement a Succession Plan to map career growth paths for key positions. • Review and adjust compensation and benefits to align with the labor market. • Maintain a safe and appropriate work environment. • Promote and support both online and offline training programs for employees to enhance their work potential and create growth opportunities.	• Town Hall • Email • Share Point • Welfare Committee Meeting • Employee Engagement Survey • Online Communication
Customers	• Received services that met the requirements. • Service fees were reasonable. • Provided advice and solutions to problems professionally. • Maintained service standards and ensured data security for customers. • Disclosed complete and accurate service information without distortion of facts	• Develop service standards to meet international standards such as ISO 27001 Information Security Management System. • Communicate comprehensive information about services. • Conduct customer satisfaction surveys. • Implement internal audit and risk management systems. • Develop employees to have profes-sional customer service skills. • Develop services to cover customer needs such as training services, payroll services, and Human Resources Information Systems (HRIS).	• Company Website • Email • Meeting with clients • Satisfaction Survey
Society/ Community	• Collaborate to develop, enhance skills, and provide knowledge to students and youth to open up opportunities to access their desired careers. • Promote employment for the disadvantaged. • Conduct business with environmental considerations.	• Collaborate with universities to organize workshops and events that enhance career readiness. • Partner with foundations and associations to develop and promote employment opportunities for students and disadvantaged individuals. • Share knowledge and insights on human resource management through social media and the company website. • Develop technologies that support work processes and reduce the consumption of natural resources.	• Company Website • Online Communication • Receiving feedback and suggestions through various company channels

Stakeholder Analysis in the Business Value Chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Investors/ Analysts/ Shareholders	• Worthwhile investment returns and sustainable organizational growth. Good governance • Accurate, complete, timely, transparent, and equitable information, both financial and non-financial • Risk management system • Good internal control and audit system	• Conduct business operations efficiently to meet shareholder expectations and provide appropriate dividend payments. • Disclose information transparently and consistently, such as holding quarterly investor meetings. • Have an investor relations department to communicate information, answer inquiries, and coordinate with investors. • Develop business plans and operational strategies. • Manage risks prudently.	• Annual General Meeting (AGM) • Quarterly Earnings Announcement • Analyst Meeting • Listed Company Investor Meeting • Company Visit • Receiving feedback or answering questions from shareholders through investor relations channels • Annual Report • Company Website
Suppliers	• Transparent procurement practices, treating all business partners fairly and equitably as outlined in the Business Code of Conduct.	• Comply with the procurement code of conduct for fairness.	• Email • Conduct an annual vendor performance evaluation report • Company Website
Government agencies and Regulators	• Comply with laws, regulations, and requirements. • Cooperate with and support government policies.	• Strictly comply with all applicable laws, regulations, and rules. • Keep abreast of new applicable laws to ensure compliance. • Have a policy against corruption, communicate it, and supervise it appropriately. • Provide training to employees as required by law.	• Company Website
Job Applicant	• Data privacy • Suitable job opportunities based on skills and experience	• Complete and accurate information • Job interview preparation tips to increase candidate's chances	• Job search website • Social Media (LinkedIn, Facebook) • Email • Recruitment Officer
Competitors	• Fair competition • Respect for each other's data and innovations	• Compliance with competition law • Protection of business information and intellectual property	• Company Website • Annual Report • Bidding • Conference

Stakeholder Analysis in the Business Value Chain (Continued)

Remark: [(4)] *The company will assess stakeholder expectations at least once a year through feedback mechanisms, satisfaction surveys, meetings, or other engagement channels. This is to ensure consistent understanding of the positive and negative impacts and issues arising from the company's relationship with its stakeholders, leading to comprehensive and sustainable development.*

Information on organization's material sustainability topics

Organization's material sustainability topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Data security, personal data protection, and cybersecurity	• Good Governance
Good governance and anti-corruption	• Good Governance

Diagram of organization’s material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report	:	Doesn’t Have data

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

PRTR is committed to conducting business with stability and sustainability, therefore, we are well aware of the importance of assessing organizational risks, both reviewing and developing risk management plans regularly under uncertainty, both in terms of social, economic, environmental, and various technological changes that are rapidly changing today. In order for the business to be sustainable and successful according to the organization's goals, risk management is an extremely important foundation, whether it is the process of risk identification, risk assessment, as well as finding measures to control, monitor, and review risks regularly. To ensure that if new risks arise, the company will be able to manage the risks that may occur to be within the criteria that the company can accept. In order for various departments in the company to have guidelines for risk management in the same direction, PRTR has established guidelines to comply with PRTR's risk management policy as follows:

1) PRTR is committed to good corporate governance by adopting the Enterprise Risk Management (ERM) framework in accordance with the COSO (The Committee of Sponsoring Organizations of the Treadway Commission) Risk Management Framework, which is an international standard risk management guideline, to be used as a guideline for risk management of the Company and its subsidiaries, which the Board of Directors, executives, and employees at all levels must comply with the risk management policy to ensure effective and efficient risk management.

2) PRTR will prepare a risk register in accordance with the COSO ERM guidelines and review it at least once a year. PRTR will prepare and review to manage risks to an acceptable level or deviate no more than the level that PRTR accepts.

Risk Management Structure

The Company has defined the roles and responsibilities for risk management as follows:

1) The Board of Directors is responsible for supporting, promoting, overseeing risk management, and approving the risk management policy. Ensure that the Company and its subsidiaries have adequate and appropriate management of risks that may have a material impact and understand the risks that may have a material impact on the Company.

2) The Audit and Risk Management Committee is responsible for independently overseeing and monitoring risk management, reviewing the internal control system to ensure that the Company and its subsidiaries have adequate and appropriate enterprise risk management. Communicate with the Executive Committee to understand key risks linked to internal control and internal audit. Report to the Board of Directors on risks and risk management at least annually.

3) The Executive Committee has overall responsibility for the organization's risk management, considers and approves the risk management policy, and submits it to the Audit and Risk Management Committee for consideration and approval before submitting it to the Board of Directors for further approval. Approve the risk management framework and risk management plan. Monitor the development of the risk management framework and the risk identification and assessment process. Communicate with the Audit and Risk Management Committee on key risks and report to the Audit and Risk Management Committee on risks and risk management at least annually.

4) The Chief Executive Officer is responsible for preparing and reviewing the risk management policy, company regulations on risk management to be consistent with the changing situation, and submitting them to the Executive Committee for consideration and approval. Monitor significant risks, ensure that there is an adequate and appropriate risk management plan, as well as support, promote, implement the risk management policy, and ensure that the risk management process is implemented throughout the company.

5) The Risk Management Working Group conducts risk assessments and oversees various departments to comply with the risk management plan by establishing appropriate criteria, processes, and measures, including holding regular follow-up meetings to enable the company to manage risks effectively and in accordance with good corporate governance guidelines.

6) The risk management officer of the department is responsible for ensuring that a framework, work plan, and risk management process are in place for the department and submit them to the Executive Committee for approval, support, and follow up on the risk management of the department under their responsibility, including promoting and encouraging employees to be aware of the importance of risk management.

7) Personnel at all levels and departments of PRTR are responsible for identifying, measuring, controlling, monitoring, and reporting risks related to their work to the risk management officer of the department and jointly developing a risk management plan and implementing the plan.

8) The Internal Audit is responsible for reviewing the internal control system and ensuring that the Company has implemented an appropriate and company-wide risk management system, has adequate and appropriate internal controls to manage risk, and that such internal controls are effectively implemented. Review the performance of risk management, including communicating and understanding with management and auditees about risks to plan risk-based audits.

<u>Risk Type</u>

The Company has assessed and categorized the relevant risks as follows:

1) Strategic Risk Refers to the risk that may affect the set strategy not going according to the operational plan, such as the company's lack of human resources, which may not be able to support business expansion or dependence on executives, etc.

2) Operational Risk Refers to the risks arising from operational processes that may directly affect operations and business objectives, such as the risk of personnel shortage from high resignation rates, reliance on skilled personnel, delayed or incorrect service delivery, as well as the expansion of the customer base and market share to meet targets, etc.

3) Financial Risk Refers to risks related to financial liquidity, financial management, and budgeting, such as the risk of inappropriate budgeting, insufficient working capital, and the risk of counterparties not fulfilling their obligations (Credit Risk) or interest rate volatility, etc.

4) Information Technology Risk Refers to the risk of loss of employee and information assets, which are the main assets of the company. The risk of misuse of information, the risk of computer system failures, prolonged interruptions affecting operations, and the credibility of the company, etc.

5) Compliance Risk Refers to the risk of changes in relevant laws, regulations, and rules or the inability to comply with relevant laws, regulations, and rules that may affect the Company's business operations, etc.

6) Fraud and Corruption Risk Refers to the risk that may arise for unlawful gain, such as receiving or giving bribes, gifts, or financial assistance, etc., both directly or indirectly, in order to obtain undue benefits, etc.

7) Environmental, Social, and Governance (ESG) Risk Refers to risks related to environmental, social, and governance factors that may impact business operations and the sustainability of the organization. Environmental risks arise from changes in the environment and related regulations, which may affect operational processes, resources, and business costs. Social risks relate to labor issues, human rights, the health and safety of employees and stakeholders, as well as relationships with the community and society. While governance risks arise from ineffective oversight, lack of transparency, or unethical business conduct, which may affect investor confidence and the organization's reputation.

8) Emerging Risk Refers to losses arising from risks that are not currently apparent but may arise in the future due to changing circumstances. This type of risk is a slow-onset risk that is difficult to identify, has a low frequency of occurrence, but when it does occur, it has a severe impact. This emerging risk is often the result of political, legal, social, technological, physical environmental, or natural changes. Sometimes, the impact of this type of risk may not be identifiable at present. For example, problems arising from natural disasters or epidemics, etc.

Reference link to risk management policy and plan : https://investor.prtr.com/storage/downloads/corporate-governance/corporate-policies/prtr-risk-management-policy-th.pdf

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management	:	Yes
Standards on ESG risk management	:	COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Strategic Risk: Risk of lack of Brand Awareness in the HR business

Related risk factors	:	Strategic Risk • Volatility in the industry in which the company operates
ESG risk factors	:	No

Risk characteristics

The company may face challenges in building brand awareness among its target audience. The HR (Human Resources) industry is highly competitive with numerous service providers, making it difficult for the company's brand to stand out and be memorable in the market. Furthermore, without a clear and effective marketing strategy, the company will be unable to differentiate itself from competitors, impacting its ability to attract new customers and retain existing ones.

Risk-related consequences

• **Business opportunities decrease** If the target group is unaware of or unfamiliar with the company's brand, the company may lose opportunities to expand its new customer base, which is essential for organizational growth. Failure to build good awareness can lead to a decrease in sales or revenue due to a lack of contact from new customers or businesses.

• **Competitiveness decreases** The company may experience a loss of competitiveness, especially in markets with well-known competitors. The lack of a unique identity or differentiation in the market may lead customers to choose services from competitors with greater reputation or stronger marketing, which will prevent the company from expanding its business.

Risk management measures

Develop a business development and market expansion strategy (Business Development Strategy). Provide useful and relevant information to the target group. Utilize social media to increase reach and build relationships with the target audience. This includes conducting Public Relations (PR) to gain brand mentions in appropriate media.

Risk 2 Strategic Risk: Risk of not being able to deliver services as expected by customers

Related risk factors	:	Strategic Risk • Behavior or needs of customers / consumers
ESG risk factors	:	Yes

Risk characteristics

The company may not be able to deliver services that meet customer expectations. This may be due to several reasons such as unclear understanding of customer needs or service delivery that does not meet standards, resulting in services that do not meet customer expectations. This risk may cause customers to be dissatisfied and decide to stop using the service or find a new service provider.

Risk-related consequences

• **Loss of customers and trust** If the services provided do not meet expectations, customers may be dissatisfied and choose to use services from competitors, which may affect the company's revenue and reputation.

• **Impact on corporate image** Receiving complaints or negative feedback from customers may damage the company's reputation, especially if opinions are shared online or on social media.

Risk management measures

• Regularly hold meetings with customers to listen to their feedback, expectations, and suggestions regarding services, as well as conduct regular Customer Satisfaction Surveys to assess service quality and identify areas for improvement.

Risk 3 Strategic Risk: Risk of changes in labor demand in the industry

Related risk factors	:	Strategic Risk • Behavior or needs of customers / consumers
ESG risk factors	:	Yes

Risk characteristics

Changes in labor demand in the industry may impact the company's revenue. A decrease in labor demand in certain industries, such as the technology industry or industries adapting to new trends, could lead to the company losing a significant source of revenue and potentially affecting the company's financial stability.

Risk-related consequences

• **Revenue decrease** If the industries that the Company relies on experience a decrease in labor demand or changes in service requirements, the Company may lose customers in those industries, resulting in a decline in revenue from that customer group.

Risk management measures

• Customer Base Diversification Across Industries: The company has implemented a strategy to diversify its customer base across multiple industries to reduce reliance on any single industry. This includes expanding the PC (Personal Computer) customer base into new sectors such as healthcare, education, and services.

• Customer Surveys and Meetings: The company conducts regular monthly satisfaction surveys and meetings with customers. This is to monitor customer needs and tailor services to meet expectations, aiming to maintain a customer retention rate of no less than 95%.

Risk 4 Operational Risk: Risk of Outsource Staff Shortages

Related risk factors	:	Operational Risk • Shortage or reliance on skilled workers
ESG risk factors	:	Yes

Risk characteristics

Currently, more than 95% of service revenue comes from the Outsource business, which covers the recruitment of outsource employees, the management of employees to meet the needs of each customer, as well as the preparation and payment of salaries and employee training to be able to fully meet the diverse needs of customers. Therefore, personnel are an important mechanism to drive the company's business. It can be seen that in the past period from 2020-2024, the number of PRTR's outsource employees has increased continuously, which is in line with the growth of revenue from services - Outsource business, as follows:

• **Number of Outsource Employees (persons)**

Over the past 5 years, the number of the company's outsource employees has grown continuously. In 2020, the number of outsource employees was 12,586 and increased to 19,022 in 2024, reflecting the continuous expansion of the number of employees hired by the company through outsourcing, especially in 2024, which increased by more than 13% from the previous year.

• **Revenue from services - Outsource business (million baht)**

Revenue from Outsource services has increased every year. In 2020, revenue was 4,679.5 million baht and increased to 7,055.0 million baht in 2024. In 2023, revenue from the Outsource business increased slightly by 4.0% compared to 2022. However, in 2024, there was a high growth of 15.6%, which is considered the highest growth in the past 5 years.

The nature of the human resources outsourcing services business (HR Outsourcing Services or Outsource) is typical of businesses that have to manage a large number of employees. There is a variety of job positions and industries in which employees must work at the customer's workplace. Therefore, it is normal to have employees coming in and out.

- Employees who resign to work elsewhere or pursue other occupations.

- It comes from the normal course of business that the employment contract will have a term of employment equal to the term of the service agreement with the customer (Back to Back), so that when the contract expires and the project ends, the employee will resign voluntarily to find a new job.

- Increased recruitment of employees both in the short term during festivals (Seasonal) or long term.

- Transferring employees to work with client companies, in which case the client company must pay a conversion fee to PRTR.

The nature of the business results in PRTR having a high turnover rate of more than 50%. Therefore, recruiting employees to maintain the number of employees in each category to meet customer needs is very important to PRTR. If PRTR cannot find employees with the qualifications and numbers to meet customer needs,

Risk-related consequences

• **Service quality and reputation** If the company fails to comply with the agreement with the customer, which may result in a breach of contract, and may have to pay a fine, the customer may terminate the contract or not renew the contract.

• **Impact on net profit** If customer loss or high penalties occur due to a breach of contract, the company will lose both revenue and net profit, which may affect the company's financial stability.

Risk management measures

• Regularly prepare recruitment plans with clients to be able to recruit employees with specific expertise to match the job positions and qualifications required by the clients according to the plan.

• There is an outsourced recruitment team to support business expansion. As of December 31, 2017, PRTR had 128 employees working in outsourced recruitment. The outsourced recruitment team will recruit employees according to the qualifications required by customers through various online and offline methods, such as posting job advertisements through the PRTR Website, job websites, and various social media channels, employee network line groups, employee network Facebook groups, creating referral networks, setting up booths at various locations such as communities near workplaces, educational institutions, or universities, participating in job fairs, etc. This also includes a database of more than 650,000 applicants, which comes from the history of those who have applied for jobs through PRTR and leading job websites.

• Provide training in important skills, whether soft skills or skills specific to that job. PRTR will coordinate training, whether by PRTR or through the Blacksmith by PRTR platform, as well as invite external personnel or send them to training at relevant agencies to continuously develop the company's work potential.

• There is a policy of paying fair and appropriate compensation to employees at all levels based on experience, employee performance, and PRTR's performance. PRTR conducts salary and benefits surveys and can advise clients on appropriate employee compensation as well as maintain timely payment of compensation as agreed.

• PRTR has good benefits and an experienced team to provide appropriate advice and support to employees. We have a PRTR coordinator team that takes care of labor relations between employees and clients. They will talk to employees regularly to listen to any comments or questions they may have, clarify or resolve any conflicts that may arise, provide a complaint hotline, organize annual parties, coordinate with banks to provide employees with access to home loans or personal loans to reduce the impact of informal loans, provide accidental death insurance to employees, provide financial assistance in case of family death, and other benefits such as store discounts, etc.

Risk 5 Operational Risk : Payment of compensation to employees according to the Labor Protection Act B.E. 2541

Related risk factors : Operational Risk
• Systems or internal control system

ESG risk factors : Yes

Risk characteristics

The payment of compensation to employees under the Labor Protection Act B.E. 2541 stipulates that compensation must be paid upon the termination of the contract or dismissal. As outsourced employees are employees of PRTR (PRTR is the employer under the law), if compensation is not paid to employees in accordance with the Labor Protection Act B.E. 2541, PRTR will be liable under the law.

Risk-related consequences

• **Legal Consequences** If the company fails to pay compensation in accordance with the Labor Protection Act

B.E. 2541, it may be subject to lawsuits or penalties from relevant authorities due to non-compliance with legal requirements. This could result in legal expenses for the company and potential damage to its reputation.

Risk management measures

• Closely monitor the matter. The employment contract will specify the employment period equal to the service contract period with the client (Back to Back) to ensure a mutual understanding between PRTR and the employee that the client's project has an end date. Upon the expiration of the contract and project, the employee will voluntarily resign to seek new employment. In such cases, PRTR is not required to pay severance pay under Section 118 as it is a voluntary resignation. In the past, in such cases, PRTR has not had to pay severance pay, and this trend is likely to continue in the future.

However, if the termination occurs before the project ends, PRTR is legally obligated to pay severance pay. PRTR can recover almost all of the severance pay from the client, as stipulated in the client contract. However, if the employee's conduct falls under the circumstances of termination without severance pay according to Section 119 of the Labor Protection Act B.E. 2541, as follows, PRTR is not required to pay severance pay:

(1) Dishonesty in the performance of duties or intentional criminal offenses against the employer.

(2) Intentional acts that cause damage to the employer.

(3) Negligence causing serious damage to the employer.

(4) Violation of work regulations, employer's rules, or lawful and fair orders, and the employer has given a written warning, except in serious cases where a written warning is not required. The warning letter shall be valid for no more than 1 year from the date the client commits the violation.

(5) Abandonment of duty for 3 consecutive working days, whether or not there are holidays in between, without reasonable cause.

(6) Imprisonment by a final court judgment, except for offenses committed by negligence or petty offenses.

In addition, PRTR has legal counsel specializing in labor law to provide advice on various aspects to ensure compliance with relevant laws.

Risk 6 Operational Risk : Risk from the shortage of permanent employees at PRTR's office

Related risk factors	:	Operational Risk • Shortage or reliance on skilled workers
ESG risk factors	:	Yes

Risk characteristics

The shortage of office staff at PRTR is a significant risk, as office staff play a vital role in supporting the Outsource and Recruitment businesses by working that requires contact with customers and coordinating the recruitment of employees, as well as solving problems within a limited timeframe. If there is insufficient office staff or a lack of necessary skills, it may not be possible to provide services to customers as expected, which will affect the company's ability to operate.

The turnover rate of employees after passing the 119-day probationary period for the years 2022, 2023, and 2024 are as follows:

1. Number of office staff at the end of the year
    - Year 2022: Total number of employees 595
    - Year 2023: Total number of employees 590
    - Year 2024: Total number of employees 598

2. Resignations during the year
    - Year 2022: Number of resigned employees 213
    - Year 2023: Number of resigned employees 240
    - Year 2024: Number of resigned employees 175

3. % Turnover Rate
    - Year 2022: Turnover rate 41.6%
    - Year 2023: Turnover rate 40.5%
    - Year 2024: Turnover rate 29.46%

Note: Turnover Rate is calculated by dividing the number of employees who resigned during the year by the average number of employees at the end of the current and previous years.

Risk-related consequences

• **Decline in service quality.** A shortage of office staff or staff unfamiliar with the nature of the work may result in an inability to manage and serve customers to the standards they expect. This could lead to customer dissatisfaction and reduced confidence in PRTR's services.

• **Delays in work.** The lack of specialized office personnel may lead to an inability to meet customer needs promptly, resulting in service delays. This could cause PRTR to lose business opportunities and experience customer retention issues.

Risk management measures

In the past, the turnover rate was quite high due to the aforementioned reasons. However, PRTR acknowledges this risk and has implemented the following measures to prevent risks from labor shortages and reduce employee turnover:

• Provide a mentoring system for new employees.

• Enhance the recruitment process to better align with job requirements.

• Regularly prepare a recruitment plan by recruiting employees with specific expertise to match the job positions and meet the qualifications required by clients.

• Provide training on essential skills, including both soft skills and job-specific skills. PRTR will coordinate training, whether conducted by PRTR itself or through the Blacksmith by PRTR platform. External personnel will be invited, or employees will be sent for training at relevant organizations to continuously develop the company's workforce potential.

• Pay fair and equitable compensation to employees at all levels, commensurate with their experience and performance, including PRTR's overall performance. PRTR has incorporated data from its internal Salary and Benefits Survey to determine employee compensation. PRTR also ensures timely payment of compensation as agreed upon, without any improper deductions beyond the employment contract or those not in accordance with the law. The employment contracts have been reviewed by legal counsel.

• Provide appropriate benefits to ensure a good quality of life for employees. Various benefits are provided, including health insurance, life and accident insurance, provident fund, annual health check-ups, etc.

Overall, the turnover rate in 2023 decreased to 29.46% from 40.5% in 2022. The company has considered various activities and projects to support and enhance organizational commitment, such as the Employee Joint Investment Program (EJIP), along with other ongoing activities.

Risk 7 Operational Risk : Risk from increasing Outsource employee costs

Related risk factors	:	Operational Risk • Other : Government policy on minimum wage payment
ESG risk factors	:	No

Risk characteristics

The primary cost for PRTR is the compensation of outsourced employees. Therefore, the increase in the minimum wage according to the law may result in an increase in PRTR's costs. On December 23, 2014, the Wage Committee issued the Wage Committee Notification Re: Minimum Wage Rate (No. 13) to determine the minimum wage rate to be effective from January 1, 2015, onwards. This resulted in an average minimum wage of 355.58 Baht per day, an increase of 2.9 percent compared to the previous year. When considering each province, the provinces that received a minimum wage of 400.00 Baht were Phuket, Chachoengsao, Chonburi, Rayong, and Koh Samui District, Surat Thani Province. The minimum wage of 380 Baht was specific to Mueang Chiang Mai District, Chiang Mai Province, and Hat Yai District, Songkhla Province. These 7 areas adjusted their wages by an additional 30 to 55 Baht per day, while other areas increased by 7 and 9 Baht per day compared to the previous year. This new minimum wage rate may result in increased costs for the company, which may affect the company's operating results.

Risk-related consequences

• **Increased costs** The increase in the minimum wage will increase PRTR's outsourced employee costs, which could impact the company's overall costs. If the company cannot control these costs, it could result in a decrease in net profit.

Risk management measures

• Passing on costs to customers: Due to the structure of PRTR's contracts with customers, which allows for billing based on actual costs incurred, such as minimum wage and various benefits, PRTR can fully pass on the increased costs to customers. In the past, PRTR has not encountered any issues with passing on such costs to customers. Furthermore, the increase in the minimum wage will have a positive impact on PRTR by increasing service revenue.

• Effective cost management: Consider effective cost management to reduce unnecessary costs in other areas. This will enable the company to cope with the increased costs from the minimum wage without impacting operational results.

Risk 8 Operational Risk : Risk of Non-Renewal

Related risk factors : Operational Risk
• Other : Service contract renewal
ESG risk factors : No

Risk characteristics

The primary revenue-generating business for PRTR is the provision of outsourced personnel. The nature of these contracts is continuous, meaning that if clients are satisfied with the quality and comprehensive services provided by PRTR, and there are no conditions necessitating the termination of services, they will continue to utilize PRTR's services. Although PRTR does not rely on any single client for more than 30% of its total revenue, if several major clients were to not renew their contracts, it could potentially impact the company's revenue and net profit.

However, with PRTR's strengths stemming from its long-standing experience in this business and its corporate culture of working closely with clients as a business partner, we possess a deep understanding of our clients' organizational cultures and needs. We are always prepared to assist in resolving any situation as a unified team. This approach has resulted in a high level of client satisfaction, with a contract renewal rate of approximately 95%. The majority of our clients are existing customers who consistently choose to renew their contracts with PRTR.

Risk-related consequences

• **Loss of revenue and profit** If customers do not renew their contracts, it may cause an immediate decrease in service revenue, which will directly impact the company's net profit.

Risk management measures

• Customer Satisfaction from the Start: Before providing services, signing contracts, or making changes to orders, PRTR will acknowledge and understand the client's requirements clearly. Discussions are held to present and ensure clients understand the details of the service before proceeding.

• Customer Relationship Management: Regular meetings are held with clients to listen to problems, changing needs, and solutions.

• Division of Work: Teams are structured to cover all processes.

- The Sales Department oversees the overall project, monitors feedback, and addresses customer issues.
- The Human Resources Department takes care of employee recruitment and plans with clients to ensure smooth business operations.
- The Human Resources Department, which manages employees, handles orientation, compensation, payroll, and benefits. They work closely with clients to ensure that employees can work efficiently for the smooth operation of the client's business.

Risk 9 Operational Risk: Risk of errors and losses from the work performed by employees sent to work with customers (Outsourced employees)

Related risk factors : Operational Risk
• Human error in business operations
ESG risk factors : Yes

Risk characteristics

The performance of Outsource employees may sometimes result in errors or damages during their work. PRTR and the client will jointly consider whether the damage is a direct result of errors made by PRTR's employees or due to errors arising from following the client's instructions. If the damage arises from following the client's instructions, PRTR will not be held liable. However, in cases where defects and damages arise from the negligence of Outsource employees, whether intentional or unintentional, or from cases of fraud, embezzlement, or deception, PRTR shall be liable for compensation to the client. Subsequently, PRTR will proceed to collect the compensation from the employee. This is because Outsource employees are considered employees of PRTR and are under the direct responsibility of PRTR.

Risk-related consequences

• **Financial Impact** If damages occur for which PRTR is liable to compensate customers, the significant value of such damages could impact the company's revenue and net profit, including its financial liquidity. This is because the company would need to compensate customers for damages first.

• **Impact on Reputation** Damages caused by outsourced employees may lead to customer dissatisfaction and loss of trust in PRTR, negatively impacting the company's reputation and image in the market. This could result in the company losing existing customers or failing to attract new ones.

Risk management measures

PRTR acknowledges this potential risk, and should any damage occur that PRTR is liable for and the value is material, it could impact PRTR's revenue and net profit, as well as its reputation and liquidity. Therefore, PRTR has arranged comprehensive insurance coverage to mitigate the risk of potential damages caused by outsourced employees as follows:

- General Liability / Miscellaneous Accident Policy
- Fidelity Guarantee Insurance for employees as specified by customers or in accordance with the nature of each job type, such as salespeople, accounting staff, and employees handling high-value assets. (The insurance company will compensate the employer for the actual amount of damage directly resulting from fraudulent acts, embezzlement, or misconduct by the insured person, detected during the insurance period.)
- Miscellaneous Professional Liability Insurance

In addition, PRTR has taken out insurance coverage as stipulated in the service agreements between PRTR and certain customers. These agreements specify the insured amount for performance guarantees to cover any potential damages. They also mandate relevant insurance coverage for specific amounts, such as Public Liability Insurance, which covers liabilities arising within the business premises or from the insured's operations, and General Liability Insurance. PRTR believes that the aforementioned insurance coverage is sufficient and adequately covers potential damages arising from such risks.

Risk 10 Operational Risk : Risk from natural disasters that affect operations

Related risk factors	:	Strategic Risk • Climate change and disasters Operational Risk • System disruption risk
ESG risk factors	:	Yes

Risk characteristics

Natural disasters such as floods, earthquakes, or other calamities may impact employee performance, infrastructure, information technology systems, and overall business operations. This could lead to service disruptions, affect the ability to fulfill customer contracts, and cause damage to company assets.

Risk-related consequences

• **Service disruption** If a severe natural disaster occurs, the company may not be able to provide services to customers as agreed. This could affect customer satisfaction and may result in contract cancellations or non-renewals.

• **Damage to infrastructure and assets** Natural disasters can damage company property or infrastructure, such as buildings, offices, or critical equipment. This could prevent the company from operating normally and require time for repairs or restoration.

• **Impact on information technology systems** The company's information technology (IT) systems may be damaged by natural disasters, which could disrupt employee work and customer service. This could lead to the loss of important data or the inability to access necessary information.

Risk management measures

To address this risk, the Company has established a Business Continuity Plan (BCP), which is an important guideline in mitigating the impact of natural disasters and defining response measures to enable the company to operate continuously even in emergency situations. Key measures implemented include:

- Business Impact Analysis (BIA) by assessing the severity of natural disasters that may affect the organization in various aspects such as damage to the workplace, IT systems, and critical infrastructure, as well as identifying critical business processes that need to be restored first in order to resume operations quickly, such as customer service, management of critical databases, and support systems essential for operations.
- Define a Business Recovery Strategy by preparing alternative work locations to accommodate emergencies or support Work from Home (WFH) to enable employees to work remotely continuously. In addition, the company has implemented measures to back up data and IT systems to prevent data loss, as well as planned system recovery to be able to return to use quickly and efficiently.

Risk 11 Financial Risk: Risk of late payment from debtors

Related risk factors	:	Financial Risk • Default on payment or exchange of goods
ESG risk factors	:	No

Risk characteristics

The company faces risks from debtors who make late payments or are unable to settle their debts according to the agreed-upon terms, which could lead to bad debts and impact financial liquidity. This risk may arise from various factors, such as the financial problems of customers, some of whom may lack liquidity or experience financial difficulties, resulting in payment delays. In addition, external factors such as economic recession or changes in market conditions may affect customers' cash flow and lead to payment delays as well.

Risk-related consequences

• **Loss of Revenue and Cash Flow** Late payments or non-payments of debts can cause companies to lose cash flow necessary for business operations, resulting in the company's inability to use funds for investments or important operations.

• **Bad debts** Debtors who fail to make payments on time will lead to revenue loss in the form of bad debts, which can directly impact the company's net profit and may require an increase in allowance for doubtful accounts.

Risk management measures

To manage and mitigate the risk of late payments from customers, the Company has established clear measures.

- Credit Granting Criteria: The Company establishes clear credit granting criteria by considering the financial history, debt repayment ability, and business stability of new customers. For existing customers, credit terms are reviewed upon contract renewal. This practice mitigates the risk of extending credit to customers who may default on their payments.
- Standardized Debt Collection System: The Company implements a standardized debt collection system, including the preparation of a monthly Aging Report to monitor the status of accounts receivable and determine appropriate debt collection strategies. Additionally, a monthly report on debtors and payment status is submitted to management to facilitate timely planning and mitigation of potential issues. In cases of persistent late payments, the Company employs debt collection measures such as phone calls, emails, or warning letters. If these measures prove ineffective, legal action may be considered to address outstanding debts appropriately.

Risk 12 Financial Risk: Liquidity Risk

Related risk factors	:	Financial Risk • Liquidity risk
ESG risk factors	:	No

Risk characteristics

Financial liquidity risk is a risk that may affect the Company's ability to operate its business. If cash flow cannot be managed effectively, there may be problems in paying short-term debts or continuing operations, especially in the event of unforeseen events such as late payments from customers, economic changes, or emergency expenses.

As of December 31, 2023 and 2024, PRTR had a liquidity ratio of 4.7 times and 4.2 times, respectively. PRTR had cash and cash equivalents as of December 31, 2023 and 2024, amounting to 480.3 million baht and 477.8 million baht. With future cash flow from operations and unused credit facilities as of December 31, 2023, including a promissory note (P/N) facility totaling 550.0 million baht and an overdraft facility of 30.0 million baht.

For the debt-to-equity ratio (D/E Ratio) as of December 31, 2023 and 2024, it is at 0.4 times, the same for both years. In addition, PRTR currently has no interest-bearing loans.

From the cash flow from operations, cash and cash equivalents, and the aforementioned debt-to-equity ratio, combined with close cash flow management every week, the management is confident that PRTR will have sufficient working capital for current needs and for the next 12 months.

Risk-related consequences

• Impact on business continuity: If a company lacks liquidity, it may be unable to pay recurring or emergency expenses, such as employee salaries or customer service-related expenses, impacting business continuity.

• Loss of credibility: Lack of liquidity may cause a company to lose credibility in the eyes of partners, customers, and financial institutions, especially if it is unable to make payments on time.

Risk management measures

- Close cash flow management PRTR closely manages liquidity by planning and monitoring cash flow weekly to manage working capital efficiently.
- Short-term and long-term financial planning Capital expenditures are planned in advance, including the preparation of financial projections to forecast cash flow continuously, helping to prepare for possible situations.

Risk 13 Information Technology Risks : Risks from Cyber Threats

Related risk factors : <u>Operational Risk</u>
• Information security and cyber-attack
ESG risk factors : Yes

Risk characteristics

Cyber threats are a risk that can impact the security of the company's information systems. Cyberattacks, such as data breaches or system intrusions, can occur through various channels, such as unauthorized access to critical information, data leakage, or attacks that disrupt system operations, especially when the system is connected to public networks or the internet. The company must constantly address these evolving and complex threats.

Risk-related consequences

• Loss of Critical Data: Cyberattacks can lead to the loss or leakage of sensitive information, such as customer data, financial information, or data related to company operations. This can damage customer and partner trust, as well as result in lawsuits or penalties under privacy and data protection regulations.

• System Disruption: Cyberattacks can cause company systems to malfunction or be disrupted, resulting in service outages for customers. This can impact business operations and reduce employee productivity.

Risk management measures

- Information Technology Security Policy The company has established a strict information technology security policy and has been certified to ISO 27001, an international standard for information security management systems, to ensure that best security practices are followed.
- IT Security Awareness Training The company regularly communicates and trains employees on IT Security Awareness to increase knowledge and awareness about data security, such as avoiding opening suspicious emails or following security practices when using the system.
- Network Segmentation The company has implemented clear internal and external network segmentation to prevent unauthorized access to critical information from the outside and reduce the risk of attacks that may arise from public networks.
- Penetration Testing The company conducts penetration testing to assess the vulnerabilities of systems connected to public networks and test the security of the system to withstand cyberattacks.

Risk 14 Information Technology Risk: Risk of information leakage or loss

Related risk factors : <u>Operational Risk</u>
• Information security and cyber-attack
ESG risk factors : Yes

Risk characteristics

The leakage or loss of sensitive information can occur due to various reasons, such as unauthorized data access, poor data management, or the use of insecure passwords. This can impact data security, lead to violations of data protection regulations (e.g., GDPR or PDPA), and diminish the organization's credibility in the eyes of customers, partners, and stakeholders.

Risk-related consequences

• Data security breaches. The leakage of critical information may result in the unauthorized disclosure or access to sensitive or personal customer data, impacting data security and potentially leading to data breaches.

Risk management measures

- Password Setting Improvement: The company has improved password settings to be more secure, such as using complex passwords and enforcing regular password change policies to prevent unauthorized access.
- User Account Control: The company has implemented user account control by separating employee accounts from privileged accounts. This limits access to sensitive information and high-risk systems, reducing the chances of unauthorized access to unnecessary data.
- Inactive Account Deletion: Inactive or unattended user accounts are regularly deleted from the system to mitigate the risk of unauthorized access from unused accounts.
- Privileged Account Management Process: The company has established a process for managing privileged user accounts, such as Administrator accounts or accounts that can access critical information. This process includes strict monitoring and control of usage, as well as logging all activities for auditing and tracking purposes.

Risk 15 Information Technology Risks : Risks from Information Technology System Failure

Related risk factors	:	Operational Risk • Other : Cloud Information System
ESG risk factors	:	No

Risk characteristics

Information Technology (IT) Systems are essential to the company's operations, including data management, internal communication, and customer service. The risk of system failures or disruptions, whether due to hardware, software, power outages, or other disasters, could result in business interruption.

Risk-related consequences

• Operational Disruption: If the information system fails, employees may not be able to access core systems such as accounting, payroll, or customer databases, resulting in business disruption or delays.

Risk management measures

- Develop an Information System Disaster Recovery Plan (DRP). The company has developed a Disaster Recovery Plan (DRP) as a guideline for responding to unexpected events. It specifies the steps for inspection, recovery, and restoration of the system to be back in operation quickly and safely.
- Establishing IT policies. The company has established IT policies to govern practices related to data storage, usage, and control, including the assignment of appropriate data access rights to enhance system security.

Risk 16 Legal Risk: Risks arising from non-compliance or inconsistencies with laws, regulations, and rules.

Related risk factors	:	Compliance Risk • Violations of laws and regulations
ESG risk factors	:	Yes

Risk characteristics

The company has regularly developed and reviewed Work Instructions to ensure that work processes comply with relevant standards and regulations. In addition, legal counsel has been hired to review and advise on compliance practices.

Risk-related consequences

• Compliance risk is the risk that may arise from non-compliance with relevant standards or requirements. This may be due to a lack of understanding of legal requirements, outdated operating manuals, or a lack of effective internal controls. Non-compliance may expose the company to legal risks that affect business operations.

Risk management measures

- Prepare and review work instructions. The company regularly prepares and reviews work instructions to ensure that each work process complies with relevant laws and regulations, including established standards.
- Hiring legal counsel. The company hires legal counsel to advise on compliance with applicable laws and regulations and to help review relevant practices to ensure that the company complies with the law fully.

Risk 17 Legal Risks: Risks arising from non-compliance with Personal Data Protection Laws

Related risk factors : Compliance Risk
• Violations of laws and regulations
ESG risk factors : Yes

Risk characteristics

Personal data breaches are a potential risk arising from the collection, use, or disclosure of personal data without consent or data handling that does not comply with the Personal Data Protection Act B.E. 2562 (PDPA). This can occur due to employee ignorance, negligence, or misunderstanding, including a lack of effective control systems for managing personal data held by the company.

Risk-related consequences

• Legal Violations and Penalties: If the company handles personal data incorrectly or not in accordance with the PDPA, it may result in legal penalties such as administrative fines or lawsuits by data subjects.
• Reputational Damage: Personal data breaches can cause customers, partners, or employees to lose trust in the company, impacting its image and credibility in the long run.

Risk management measures

- Policy Development and Training: The company has established a personal data protection policy in accordance with the PDPA and regularly conducts training for employees at all levels on compliance with the law and personal data protection policies. This ensures that employees are aware of the importance of data privacy and act accordingly.
- Access Control and Personal Data Management: Access rights are granted on a need-to-know basis, and secure data management procedures are in place to prevent unauthorized access.

Risk 18 Risks of Fraud and Corruption: Offering gifts, entertainment, or contributions to government agencies in a manner that could be considered bribery

Related risk factors : Operational Risk
• Corruption
ESG risk factors : Yes

Risk characteristics

The risks associated with providing gifts, entertainment, or donations to government agencies may lead to conflicts of interest or improper benefits to government officials, which could violate anti-corruption laws and potentially impact the company's business operations.

Risk-related consequences

• Legal violations and lawsuits: If the company is found to be involved in bribery or corruption, it may face legal action, potentially resulting in fines or lawsuits.
• Loss of reputation: Involvement in bribery or corruption can severely damage the company's reputation and image, leading to a loss of trust among customers, partners, and stakeholders.

Risk management measures

- Anti-Corruption Policy and Training: The Company has established an anti-corruption policy that sets guidelines for giving and receiving gifts, entertainment, donations, and sponsorships. The Company also provides regular training and communicates the policy to employees to raise awareness and prevent violations.
- Whistle-blowing and Complaint Channels: The Company has established whistle-blowing and complaint

channels via email. Whistle-blowing@prtr.com which can be sent directly to the Chairman of the Audit Committee, so that employees can report inappropriate or unethical events without fear of retaliation.

Risk 19 ESG risks

Related risk factors	:	Strategic Risk • ESG risk
ESG risk factors	:	Yes

Risk characteristics

1) Environmental Risk The company may face risks from climate change and operations that do not comply with environmental laws or regulations, which may affect business operations and the company's image.

2) Social Risk Employee health and safety risks, as well as the impact of operations on communities, may result in workplace safety issues and adverse impacts on the communities where the company operates.

3) Governance Risk Failure to comply with corporate governance standards or strictly control systems may affect maintaining trust with customers and stakeholders. It may also expose the company to risks from non-compliance with IT security standards or personal data protection laws.

Risk-related consequences

• Reputation and Image Impact: Non-compliance with environmental regulations or unsustainable operations may negatively impact the company's reputation and lead to a loss of trust from customers and stakeholders.

• Financial Impact: Non-compliance with laws or regulations related to the environment or safety may result in fines or expenses for process improvements to ensure compliance, including increased costs associated with unsustainable operations.

• Safety Risks: In the event of accidents, health issues arising from operations, or negative impacts on the community due to business operations, the company may face costs related to damage restoration, as well as a loss of trust from employees and the community.

• Operational Disruption: Failure to comply with corporate governance standards or a lack of IT controls and personal data protection may lead to problems that prevent the company from operating normally or expose it to legal violations.

Risk management measures

- Closely monitor government laws, regulations, and policies related to the environment. Develop a Corporate Social Responsibility & Sustainability Policy and encourage employee participation in activities such as waste separation campaigns, energy reduction, and paper minimization.

- Establish a Safety, Occupational Health, and Working Environment Committee. Provide health benefits such as annual health check-ups, fitness/dental discounts, etc. Provide public liability insurance to cover potential risks to the community. Establish a Welfare Committee to oversee and continuously develop employee welfare.

Establish a Corporate Governance Policy and communicate it to employees. Establish a Corporate Governance Committee to oversee sustainability, recruitment, and compensation. Update ISO 27001 to the latest version and conduct regular internal audits. Train employees on IT Security and control according to ITGC and PDPA standards.

Risk 20 Emerging Risks: Risks from the advancement of Artificial Intelligence (AI) that may displace human labor.

Related risk factors	:	Strategic Risk • Other : Advancements in Artificial Intelligence (AI)
ESG risk factors	:	No

Risk characteristics

Technological advancements, particularly in Artificial Intelligence (AI) and Automation, have led some industries to reduce their reliance on human labor and utilize robots or AI instead. The company has adapted by developing technologies to enhance business operations, such as Automate System, Chat GPT, and AI Matching System for matching candidates with suitable job positions. Furthermore, Digital Signature technology has been implemented in employment contract processing to streamline procedures and enhance the convenience of human resource management.

Risk-related consequences

• Reduced demand for certain types of labor: The adoption of AI and automation to replace human labor may result in the displacement of some jobs or a decrease in labor demand.

Risk management measures

- Technological Development for Enhanced Efficiency: PRTR has adopted technologies such as Automate System, ChatGPT, and AI Matching System to match candidates with suitable job positions.
- Utilizing Digital Signature: To reduce steps and enhance convenience in human resource management by implementing Digital Signature technology in employment contract preparation.

Risk 21 Emerging Risk: Risk of labor shortages due to demographic changes

Related risk factors : Operational Risk
• Impact from population structure

ESG risk factors : Yes

Risk characteristics

The entry into an aging society results in a decline in the working-age population while the elderly population increases. This may lead to labor shortages in some business sectors and increase the difficulty in finding personnel who meet the required qualifications.

Risk-related consequences

• Labor shortage: As the working-age population declines, there may be problems finding employees with the skills and abilities suitable for jobs in some industries.
• Difficulty in competing for qualified personnel: The company may have to compete with other organizations to attract and retain highly skilled employees.

Risk management measures

- Building Networks with Talent Sources: The company has established collaborations with universities and educational institutions to serve as a reserve of personnel with the required skills and knowledge.
- Developing the Potential of the New Generation Workforce: The company has implemented CSR projects that focus on developing the potential of the new generation workforce to meet the needs of the future labor market.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has established a Business Continuity Management (BCM) system and implemented a Business Continuity Plan (BCP) to address significant risks such as fire, natural disasters, terrorism, epidemics, and infectious diseases.
The BCP includes the following key steps:

Business Impact Analysis (BIA)

Analyze the criticality of each activity, identify recovery time objectives (RTO) and recovery point objectives (RPO), and assess associated risks.

Risk Assessment

Identify potential incidents such as fire, flood, cyberattacks, or disease outbreaks, along with appropriate mitigation and response measures.

Recovery Planning

Define backup locations, alternative equipment, access to critical data, and key personnel involved in recovery operations.

Training and Plan Testing

Provide training to relevant employees and conduct regular testing of the BCP to evaluate its effectiveness and the organization’s responsiveness during real incidents.

Review and Improvement

The BCP is reviewed annually, or whenever there are significant changes in organizational structure, technology, or other risk factors, to ensure ongoing relevance and effectiveness.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines : Yes

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

The Company places great importance on Supply Chain Management (SCM), based on the principles of good corporate governance. Emphasis is placed on efficient use of resources, environmental friendliness, and accountability to stakeholders across economic, social, and environmental dimensions. In addition, the Company promotes **green procurement**, which considers environmental impacts alongside product quality, service, price, and quantity.

Sustainable Supply Chain Operation Process

The Company has structured its supply chain sustainability efforts into three main stages:

1. **Supplier Sourcing and Selection**
   - Establishes evaluation criteria covering quality, price, delivery, service, and business ethics.
   - Assesses suppliers based on sustainability practices, such as respect for human rights, safety, and social responsibility.
   - Verifies required documents, including VAT registration, ID card copies, and ESG self-assessment forms.
2. **Risk Identification and Supplier Assessment**
   - Evaluates suppliers' risks in terms of ethical business practices, governance, safety, labor, and environmental impacts.
   - Classifies "Critical Suppliers" into Tier 1 and Non-Tier 1 for close monitoring and risk management.
   - Utilizes tools such as ESG Self-Assessment to identify potential risks in the supply chain.
3. **Supplier Sustainability Development and Support**
   - Requires all suppliers to acknowledge and comply with the **Supplier Code of Conduct**.
   - Implements regular communication, training, and sustainability-based process assessments.
   - Encourages continuous improvement and allows the Company to conduct audits and provide recommendations when necessary.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)(5)	N/A	80.00	N/A

Remark: (5) The assessment results for the year 2024 are currently being processed.

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct?	:	No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company’s research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Additional explanation for research and development (R&D) expenses over the past 3 years

None

Information on organization’s innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

The Company is committed to continuously improving its operations while promoting and developing organizational innovation and new technologies to create innovative products and services for the market. This is achieved through collaboration among relevant internal departments, such as the Information Technology Department, Operations, and other support units. These teams work together by sharing ideas, exchanging information, and jointly designing development approaches in a systematic manner.

Such efforts help strengthen the Company’s business and enhance its competitiveness, while also creating sustainable value for society and the community.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

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

Non-financial benefits

Does the company measure the non-financial benefits from innovation development? : Yes

	2022	2023	2024
Innovations developed to improve internal operations (Projects)	0.00	1.00	1.00