

## Driving Business for Sustainability

TTA Group or the Group strives to operate responsibly and excel in sustainable business and be able to adapt for future changes while delivering the maximum value for the Group's shareholders constantly through strategic investments that has a balanced portfolio, diversified both locally and internationally. The Company has developed the framework for investment consideration, business management, and expansion in the portfolio. Currently, there are 7 main business units in the Company's investment portfolio which consist of Shipping Group, Offshore Services Group, Agrochemical Group, Food and Beverage Group, Other Investments Group - Importation of Coals, and Water Resources Management. The Group is conducting its sustainable operation by adhering to sustainable development in all 3 pillars namely environment, social, and corporate governance and economic aspects. The Group will add value to the economic section by becoming the most trusted Asian investment group, while also reduce the negative impacts of business operation on society and environment by taking into account of the expectation and delivery of good experience in every process continuously to all group of stakeholders. Moreover, the Group also focuses on reducing potential impacts on natural resources and the environment from every process of our business operation of the Group which are driving towards sustainable organization.



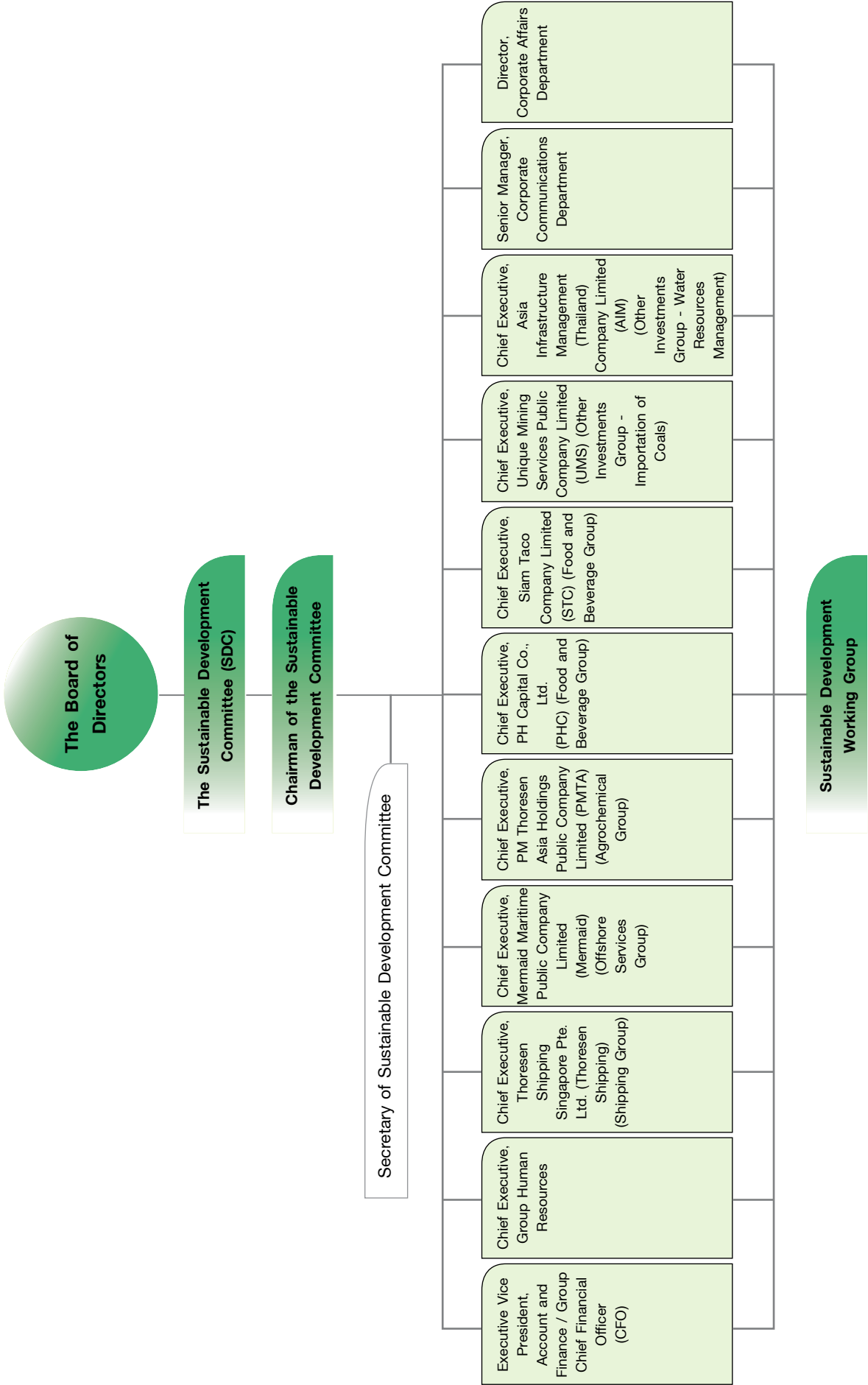
### Sustainable Development Policy, Strategy and Operational Framework

#### The appointment for the Sustainable Development Committee)<sup>(2-12, 2-13)</sup>

The Board of Directors approved the appointment of the Sustainable Development Committee (SDC) and its Charter. The SDC comprises executives of each business unit and related departments of the Company. The roles and responsibilities of the SDC committee include establishing the sustainable development framework such as formulating the policies, and strategies, as well as driving forth sustainability plans to be align with business operations in terms of environment, society, and governance and economic of the Group. The committee aims to create value for all group of stakeholders as well as encourage and support the Company forward to collaborative working on sustainable development framework with both in and outside the organization. Moreover, the SDC must continuously report the progress of its operations to the Board of Directors.

The SDC appointed the Sustainable Development Working Group which consists of representatives from each business unit in order to ensure the implementation of sustainable development throughout the organization and was conducted in the right direction in line with the sustainability development policies and strategies established by the SDC. Furthermore, external consultants have also been appointed to assist in managing the sustainable development framework for all the businesses unit of the Group.

**Sustainable Development Governance Structure<sup>(2-9)</sup>**



## Sustainable Development Policy <sup>(2-23,2-24)</sup>

With the strong determination of the Company to be the most trusted Asian investment group and consistently and constantly delivering an enhanced experience to all groups of stakeholders towards sustainable development, TTA must develop the organization along with social and environmental responsibility by supporting personnel across the organization to recognize the value and significance of various activities that demonstrate the responsibility for the environment and society while operating in accordance with the established vision and mission. TTA will operate the business ethically, responsibly, and comply with relevant laws and regulations. Therefore, to build stakeholder's confidence and trust, the Board of Directors has established a Sustainable Development Policy as a framework for operating within the TTA group as shown in these 3 principles below:



Explore the full details of the Sustainable Development Policy via <https://www.thoresen.com> at Corporate Policy & Documents section.

### Environment

The Company focuses on environmental sustainability by promoting natural resource conservation, efficient usage of resources, and energy management. It contributes to restoring, preventing, and reducing the amount of pollution, waste, and effluent management. It consequently reduces the effects of global warming by the operational process, including the environmental assessments in the value chain. The Company enhances cooperation with the community for a sustainable environment and strictly complies with environmental laws.

### Social

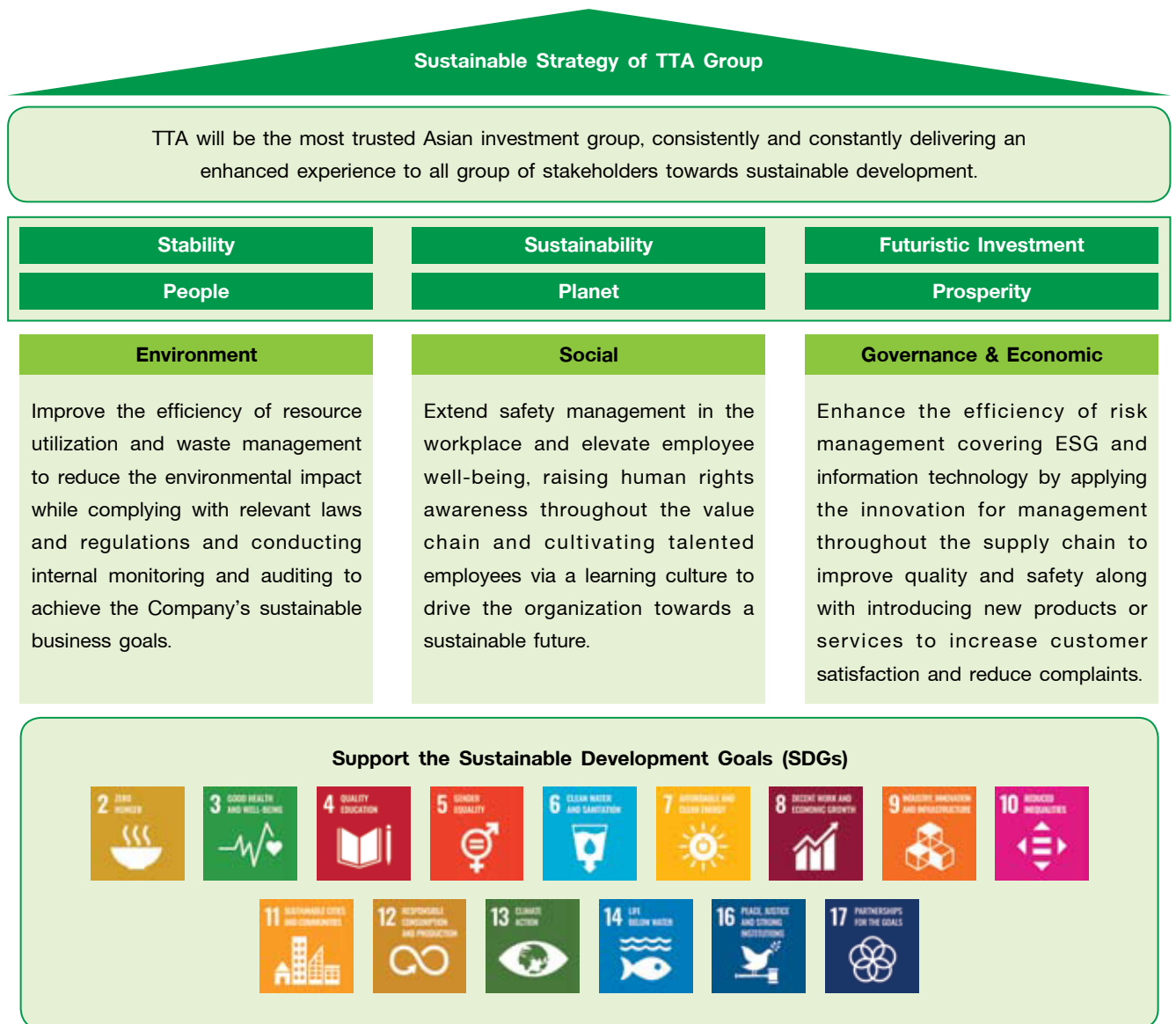
The Company values and gives precedence to human rights and non-discriminatory practices across the business operations of the entire group. It emphasizes the equal and fair treatment of employees by adhering to the principles of labor law and employment ethics while encouraging good health and safety at the workplace, providing the development of skills and knowledge, and enhancing the quality of life of employees. The Company dissents all forms of corruption and adheres to responsibility and accountability to customers and stakeholders. The integrity of information security and data privacy of customers shall be maintained. Data of customers shall not be used for personal or other benefits without permission. The Company provides stakeholders access to technology and information in all circumstances, which helps create shared values between business sectors and society in various forms to promote community and social development for sustainable growth.

### Governance and Economic

The Company adheres to the principle of good governance in accordance with Corporate Governance Policy, Code of Business Conduct, and risk management principles, including investment in new businesses, in accordance with relevant laws and regulations. The Company's policy against corruption and bribery while promoting fair and empirical business operation throughout its value chain. Furthermore, it endorses long-term value creation through technological innovations, work processes, and business models to meet the demand of customers and stakeholders, and subsequently promotes collaboration with suppliers and business partners for sustainable growth.

## Sustainable Strategy and Operational Framework<sup>(2-22)</sup>

In the year 2022, the SDC endorsed a sustainable business development strategy regarding the vision, goals and values of the organization. The SDC also defines the direction of operations to support the Sustainable Development Goals (SDGs) of the United Nations, which was reflected in 3 dimensions of sustainability namely environment, social, and governance and economic dimensions. The sustainability strategy that the Group has developed will align with all the material topics which will help to define a precise framework for the business of the Group and TTA affiliates. In this regard, establishing a strategic framework will serve as a model for sustainable management practices to support the Group’s determination to continuously and sustainably grow its business. Moreover, it will assist the Group to build and maintain good relationships with stakeholders, communities, and society by reducing negative impacts of business operation of the Group on society and environment while increasing positive value on stakeholders throughout the Group’s business processes.



## Commitment to Sustainable Development<sup>(2-22)</sup>









This sustainable development strategy can also be developed to align with the organization’s strategies for business operation in the aspect of Stability, Sustainability, Futuristic Investment, People, Planet, and Prosperity. The strategy can create value and long-term growth that focuses on creating sustainable growth for all sectors by considering the development of human resources, careful engagement with communities and society, and cognition on the natural resources and environmental conservation in all dimensions of the business operation process and driving good governance and integrated stakeholder management. According to this sustainable development strategy, the Group believes that this framework will be a key element to support the Group’s business management to move towards achieving the target more accurately and rapidly.

The Group is committed to operate the business for consistent and sustainable growth in order to add value for stakeholders, communities, society, and the environment throughout the Group’s business process with a Sustainability Operation Framework which covers environmental, social, and governance and economic dimensions in accordance with sustainability material topics. In 2022, the Group has integrated business operations in each aspect that is important to the Group according to the Sustainable Development Goals of the United Nations. From a total of 17 SDGs goals, 14 goals are aligned with the Group’s material topics and targets were established with specific operations in accordance with material topics including the objectives that the business will operate in the future. The Group’s Sustainability Operational Framework is shown in the 2022 Group Material Sustainability topics table.














**Sustainability Material Topics 2022** (2-25), (3-3)








Material Topics	SDGs Goals	Boundaries of impacts Internal / External	Importance in Business Operations	Management Approaches	Targets	Performance	Reporting Topics
<b>Energy Efficiency</b>		 	<p>TTA Group is fully aware of the necessity for the business to be operationally efficient as well as contributing to mitigate environmental impacts through process optimization to save energy, reduce the processing of fuels, etc.</p>	<ul style="list-style-type: none"> <li>Compliance with the environmental management policy and framework.</li> <li>Compliance with laws, rules and regulations related to the environment.</li> <li>Investment in renewable energy.</li> </ul>	<ul style="list-style-type: none"> <li>TTA aims to reduce electricity usage by 2 percent from the previous year.</li> <li>PHC aims to replace bright light bulbs with LED bulbs for all newly constructed branches and gradually replace them in deteriorated positions.</li> </ul>	<ul style="list-style-type: none"> <li>TTA's electricity usage increased by 1.95 percent from 2021, which did not meet the set target. Details can be followed in the topic Energy Efficiency.</li> <li>PHC has completely replaced light bulbs with LED bulbs for all branches, achieving a 100 percent target.</li> </ul>	<ul style="list-style-type: none"> <li>Energy Efficiency</li> </ul>
<b>Water Management</b>	 	 	<p>TTA Group is fully aware of the responsible business operations to minimize the impact on the environment from using water in the maritime industry and in the office.</p>	<ul style="list-style-type: none"> <li>Compliance with laws and regulations both domestically and internationally.</li> <li>Thoresen Shipping established a technical department to manage water and wastewater in accordance with the requirements of the International Maritime Organization and make a suitable operating plan.</li> <li>Develop process management to minimize the environment impact.</li> </ul>	<ul style="list-style-type: none"> <li>TTA aims to reduce the amount of water within the main office by at least 5 percent from the previous year.</li> <li>PHC sets a short-term goal to ensure that the standard of water quality inspection is maintained at no less than 95 percent of the total number of branches that have been inspected (audit every branch).</li> </ul>	<ul style="list-style-type: none"> <li>The water costs for this year are higher than in 2021 by 14.65 percent, which falls short of the set target. Further details can be found at the topic of Water Management.</li> <li>PHC has been able to maintain the standard of water quality inspection at 95 percent of the total number of branches that have been inspected (audit every branch).</li> </ul>	<ul style="list-style-type: none"> <li>Water Management</li> </ul>

Material Topics	SDGs Goals	Boundaries of impacts Internal / External	Importance in Business Operations	Management Approaches	Targets	Performance	Reporting Topics
<b>GHG Emissions and Climate Change Strategy</b>	 		<p>Climate change will affect companies. The Company is committed to raise awareness about greenhouse gas emissions to reduce the impact of operations, which includes having strategies to address climate-related risks and meet the expectations of other stakeholders.</p>	<ul style="list-style-type: none"> <li>Establishing the TTA Group's short-term and long-term Climate Strategy and addressing climate risks and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>The PHC mandates the adjustment, replacement, or discontinuation of all cooling systems using R22 refrigerants inside the store to be replaced with R32 refrigerants.</li> </ul>	<ul style="list-style-type: none"> <li>The PHC is currently in operation.</li> <li>GHG Emissions and Climate Change Strategy</li> </ul>	
<b>Waste Management</b>	   		<p>TTA Group has been fully aware of the necessity of waste management in business operations, which reduce the risk of wasting resources in production and lowering output, impact on the environment as well as reducing the cost of waste disposal.</p>	<ul style="list-style-type: none"> <li>Apply the concept of the circular economy to business operations.</li> <li>Use the 5Rs across the value chain.</li> </ul>	<ul style="list-style-type: none"> <li>TTA sets a target to reduce the use of hazardous waste (paper) by 5 percent from the previous year.</li> <li>PHC mandates a reduction in the use of plastic bags or the discontinuation of the use of clear ziplock bags for spoons and food, started in December 2022</li> </ul>	<ul style="list-style-type: none"> <li>The volume of TTA's paper orders increased by 152.71 percent from 2021, which did not meet the set target. Further details can be found under the waste management topic.</li> <li>PHC is currently in operation.</li> <li>Waste Management</li> </ul>	




Material Topics	SDGs Goals	Boundaries of impacts Internal / External	Importance in Business Operations	Management Approaches	Targets	Performance	Reporting Topics
<b>Occupation Health and Safety</b>	  		<p>One of the business goals is to minimize risk and damage in the operation by complying with occupational health and safety laws and related standards, which also helps building the trust among employees and contractors, as well as other stakeholders.</p>	<ul style="list-style-type: none"> <li>TTA Group realizes the importance of safety by nature of work, which covers physical and mental health for both employees and contractors.</li> <li>Create safety culture throughout the organization through training and communication.</li> <li>Promote occupational health and safety in life and property of employees.</li> </ul>	<ul style="list-style-type: none"> <li>TTA sets a target for LTI/FR to be zero incidents resulting in work stoppage.</li> <li>Thoresen Shipping sets a target of zero incidents for the violation of the ISM Code and the ISPS.</li> </ul>	<ul style="list-style-type: none"> <li>TTA's LTI/FR is zero incidents resulting in work stoppage.</li> <li>Thoresen Shipping has had zero incidents of violation of the ISM Code and the ISPS.</li> </ul>	<ul style="list-style-type: none"> <li>Occupation Health and Safety</li> </ul>
<b>Human Capital Development</b>	     		<p>Employees are the key foundation to the Company's success. The success of the Company depends on its ability to attract and retain high-potential employees. TTA Group strives to develop competencies and skills of our staffs and promote the quality of life and well-being based on human rights and labor rights.</p>	<ul style="list-style-type: none"> <li>Retain talent and offer equal opportunities for career paths to enhance employees' sense of commitment to the Group.</li> <li>Promote the quality of life and well-being of employees based on equality, fairness, and human rights.</li> </ul>	<ul style="list-style-type: none"> <li>TTA sets a target of 5 hours of employee training per person per year.</li> <li>TTA sets a target for all employees to undergo performance evaluation through participation in the MAX Performance Plan project.</li> </ul>	<ul style="list-style-type: none"> <li>The number of employee training hours at TTA is 6.91 hours per person per year.</li> <li>100 percent of employees who participate in the MAX Performance Plan project have undergone performance evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Human Capital Development</li> </ul>



Material Topics	SDGs Goals	Boundaries of impacts / Internal / External	Importance in Business Operations	Management Approaches	Targets	Performance	Reporting Topics
<b>Human Rights Due Diligence</b>	 	 	<p>TTA Group fully recognises that respect for human rights is an ultimate corporate responsibility which relates to employees, customers, suppliers and others. The Company operates in line with the United Nations Guiding Principles on Business and Human Rights.</p>	<ul style="list-style-type: none"> <li>The Board of Directors considered, reviewed, and supervised implementation of human rights due diligence process and human rights policies.</li> <li>TTA Group conducts a study on human rights issues and assess the Company on human rights risks and risk register.</li> </ul>	<ul style="list-style-type: none"> <li>TTA sets target 80 percent of total employees receive human rights and labor practices training.</li> </ul>	<ul style="list-style-type: none"> <li>TTA's employees 87 percent participated in the training on human rights policy and labor practices.</li> </ul>	<ul style="list-style-type: none"> <li>Human Rights Due Diligence</li> </ul>
<b>Product and Service Safety</b>		 	<p>Delivering standardized products and safe services to build customer trust and maintain a regular customer base included expanding new customer base in the future.</p>	<ul style="list-style-type: none"> <li>PHC established a Quality Assurance department to ensure that all branches of its restaurant meet the franchisor's requirements and comply with food safety standards.</li> <li>In the event of customer complaints, the cause will be analyzed and corrected, and measures will be taken to prevent recurrence in collaboration with the Quality Assurance department.</li> </ul>	<ul style="list-style-type: none"> <li>PHC sets a target for its employees and partners to receive 100 percent training on food quality and safety.</li> </ul>	<ul style="list-style-type: none"> <li>The employees and suppliers of PHC are received 100 percent training on food quality and safety.</li> </ul>	<ul style="list-style-type: none"> <li>Quality and Safety of Products and Services</li> </ul>

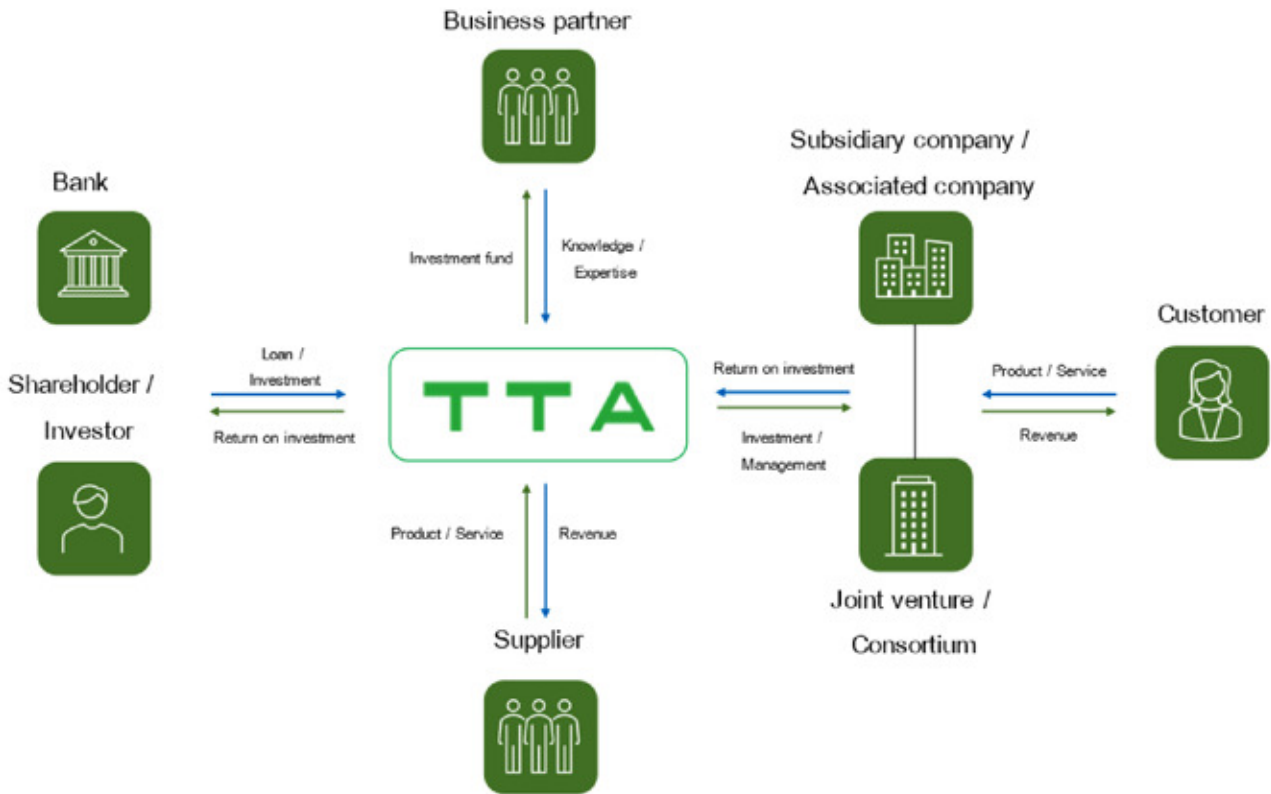
Material Topics	SDGs Goals	Boundaries of impacts Internal / External	Importance in Business Operations	Management Approaches	Targets	Performance	Reporting Topics
<b>Customer Relationship Management/ Quality management of services and complaints</b>	  	 	<p>The key to business success lies in recognizing the importance of customers as the core of operations. Thus, prioritizing customer needs, satisfaction, and trust are crucial for driving growth and expanding the business.</p>	<ul style="list-style-type: none"> <li>PHC utilized technology to aid in the analysis of personalized data in order to create sales promotions that are appropriate and tailored to the needs of each customer group.</li> <li>PHC elevated their service quality management by delivering products and services that meet the standards of each business group within a suitable timeframe, with the aim of maintaining product and service quality levels while reducing potential complaints.</li> </ul>	<ul style="list-style-type: none"> <li>PHC sets a target of 81 percent overall customer satisfaction.</li> <li>PHC sets a target to resolve all customer complaints received to 100 percent.</li> </ul>	<ul style="list-style-type: none"> <li>PHC has received an overall customer satisfaction rating of 83 percent based on customer evaluations.</li> <li>PHC is able to resolve all received complaints with a 100 percent success rate.</li> </ul>	<ul style="list-style-type: none"> <li>Customer Relationship Management and Quality management of services and complaints</li> </ul>
<b>Value Chain Management</b>	    	 	<p>Improve the value chain of management by preventing and reducing risks in the environment, social, and governance and economic aspects that might affect the organization's reputation, along with increasing opportunities for new business throughout the value chain.</p>	<ul style="list-style-type: none"> <li>The Company has established a "Supplier Code of Conduct" covering guidelines for the sustainability of suppliers and selection criteria for business suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>TTA aims for its business partners to acknowledge the Supplier Code of Conduct at a rate of over 50 percent.</li> </ul>	<ul style="list-style-type: none"> <li>The suppliers of TTA acknowledged the Supplier Code of Conduct by 52.94 percent</li> </ul>	<ul style="list-style-type: none"> <li>Supply Chain Management</li> </ul>

Material Topics	SDGs Goals	Boundaries of impacts Internal / External	Importance in Business Operations	Management Approaches	Targets	Performance	Reporting Topics
<b>Cyber Security and Data Privacy</b>	 	 	<p>Enhance cybersecurity to safeguard clients' privacy and security to reduce the potential impact on reputation and the cost of operational errors.</p>	<ul style="list-style-type: none"> <li>Improving cybersecurity capabilities to protect personal data by monitoring, analyzing, and evaluating threats.</li> <li>Preparation of the information security policy and privacy policy of the Company.</li> <li>Knowledge develop an understanding of cyber security for directors, executives, and employees.</li> </ul>	<ul style="list-style-type: none"> <li>TTA set target to train employees on data privacy and cybersecurity over 80 percent.</li> </ul>	<ul style="list-style-type: none"> <li>TTA employees have been trained on the course of data privacy and cybersecurity at a rate of 87 percent.</li> </ul>	<ul style="list-style-type: none"> <li>Cyber Security and Data Privacy</li> </ul>
<b>Research and Innovation</b>	     	 	<p>Innovation development is essential for business operations to increase competitiveness and differentiate between competitors, including promoting sustainable development by allowing equal opportunities for invention and innovation.</p>	<ul style="list-style-type: none"> <li>Implementation of new technologies and innovations in business operations to support develop new products and enhance regular operational efficiency.</li> <li>Promotion of innovation in collaboration with other organizations to support the creation of innovation.</li> <li>Organize activities to promote innovation by engaging employees.</li> </ul>	<ul style="list-style-type: none"> <li>TTA has increased investment in research and innovation from the previous year.</li> </ul>	<ul style="list-style-type: none"> <li>TTA has increased investment in research and innovation compared to the previous year, such as the electric motorcycle brand P80 Go.</li> </ul>	<ul style="list-style-type: none"> <li>Research and Innovation</li> </ul>

Material Topics	SDGs Goals	Boundaries of impacts / Internal / External	Importance in Business Operations	Management Approaches	Targets	Performance	Reporting Topics
<b>Enterprise Risk and Crisis Management</b>	 	 	<p>Emerging risks might have impacts on business operations. Therefore, risk management strategies are an essential component of corporate governance to help organizations operate sustainably and generate returns with appropriate risk levels.</p>	<ul style="list-style-type: none"> <li>The Company established Risk Management Committees to consider and determine the policy and risk management framework including making sure that departments in the group of companies follow the policy framework of the organization.</li> <li>The Company has a culture that encourages employees to be aware of risks that could happen at work and manage risks appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>TTA sets a target to train employees on risk management at 80 percent of total employees</li> </ul>	<ul style="list-style-type: none"> <li>The employees of TTA have completed the risk management training 87 percent of total employees</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Risk and Crisis Management</li> </ul>

# Impact Management on Stakeholders in the Value Chain

## TTA's Value Chain



### The Group's Stakeholder Identification (2-29)

The Group's operations demonstrate the Group's relationship with various groups of stakeholders along with the value chain that is consistent with business operations. The Group collects data and analyzes stakeholder relationships to identify stakeholder characteristics and determine an implementation plan and approach with stakeholders, including setting up a channel for opinions hearing to understand the needs and expectations of the stakeholders. The Group can bring the opinions of stakeholders to develop and improve the Group's operations to reduce negative impacts and improve the Group's image. In this regard, the Group classifies the stakeholders into 2 categories as follows:



- **Primary Stakeholders**

Primary Stakeholders are groups of people who gain direct benefits from or are affected by the Group's business operations. They consist of shareholders, investors, customers, employees, suppliers, financial supporters, and communities in the area where the business operations of the Group is carried out.



- **Secondary Stakeholders**

Secondary Stakeholders are groups of people who gain indirect benefits from or are affected by the Group's business operations. They include investment analysts, public sectors, and mass media.

### Stakeholders Engagement Process

There are 3 steps of Stakeholders Engagement Process as described below:

1. Stakeholder identification and prioritization by considering 2 criteria:
  - Group of stakeholders who depend on the Company's operations.
  - Influence of stakeholder groups on the Company's operations.
2. Involvement procedure with stakeholders:
  - Determine the department responsible for engaging with each group of stakeholders. For example, the Human Resource Department will engage with the Employee, while the Corporate Affairs Department will take care of the Sponsors/Investors, and the Sales Department will engage with the Investor Relations and Customers.
  - Explore stakeholders' needs and expectations systematically by communicating and organizing participatory activities to identify issues that stakeholders are interested in and expect those issues to be addressed effectively.
  - Gather information about the needs and expectations of stakeholders.
3. Analysis and selection of materiality
  - The Sustainable Development Committee and the Sustainable Development Working Group analyze stakeholders' needs and expectations and select material topics that are consistent with the risk and opportunity impacts. In addition, these topics must be aligned with the Company's policies and goals.

### Stakeholders Relationships <sup>(2-29)</sup>

The foundation of good corporate governance is the development and maintenance of positive relationships between the Group and its stakeholders, which improves the Group's operations as a result of an analysis of

stakeholders' expectations and needs. It is an important part of supporting the Group's operations to achieve the Group's goals and to encourage business sustainable business development. Therefore, effective stakeholder relationship management is a crucial factor in raising stable growth, reducing risks from any issues that can disrupt the business operation, and creating balanced mutual benefits with all groups of stakeholders.

The Group is aware of the relationship with all stakeholders and commit to build trust and association with all groups of stakeholders. The Group intends to constantly deliver the best experience by applying stakeholder engagement performance when developing the Group strategic plan to prioritize the risk and impact that might affect stakeholders. The Group also encourages the participation of stakeholders through business activities and other communication channels. To prevent the risk arising from stakeholders, the Group develops the preventive plan, which includes the monitoring, measuring, and reporting of the Group's performance for the continuous improvement of positive relationship with stakeholder, trust building, and sustainable business development.

### Stakeholder Engagement Policy and Practices

The Board of Directors believes in conducting business with integrity and transparency, as well as having roles and responsibilities toward society by valuing the rights of all stakeholders in the Group, whether internal or external. The Board of Directors has established guidelines in the Code of Business Conduct for directors, executives, and employees to be transparent and fair to various stakeholders. The full Group's policy and guidelines of practices toward stakeholders are available on the Company's website. (<https://www.thoresen.com/en/corporate-governance/corporate-policy-documents>)



**Stakeholder Engagement** (2-28, 2-30)

Regarding the classification of stakeholders, they can be prioritized based on their influence as follows:

Stakeholders	Targets	Engagement Channels and Frequency	Needs & Expectations in 2022	Responses by the Company in 2022
<p><b>Shareholders/ Investors</b></p> <ul style="list-style-type: none"> <li>• Regularly disclose an updating essential information about the Company.</li> <li>• Have transparent management, good corporate governance, and social and environmental responsibility.</li> <li>• Increase business competitiveness and operation direction.</li> <li>• Manage the short-term and long-term corporate risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Shareholders' Meeting at least once a year.</li> <li>• Business performance disclosure and communication via the Form 56-1 One Report.</li> <li>• Brief earnings report via Investor Relations Journal once a quarter.</li> <li>• Participation in the Stock Exchange of Thailand's Opportunity Day once a quarter.</li> <li>• Management discussion and analysis of the financial statements through the websites of the Company and the Stock Exchange of Thailand once a quarter.</li> <li>• Quarterly investors meetings.</li> <li>• Company visits.</li> <li>• Provision of communication channels e.g., the Company's website, E-mail, telephone, etc.</li> <li>• Whistle Blowing channels for complaints, opinions, and suggestions.</li> <li>• E-mail</li> <li>• Post</li> <li>• Self-inform to Internal Audit Manager</li> </ul>	<ul style="list-style-type: none"> <li>• The Company's performance, business growth, and value addition from new investment.</li> <li>• Disclosure of the progress of Company's performance.</li> <li>• Transparent management with good corporate governance principle.</li> <li>• Provision of good quality of products and services.</li> <li>• Environmental management and awareness of reducing global warning.</li> <li>• Business operation with responsibilities for governance, social, and environmental (ESG) in accordance with sustainable development guidelines.</li> <li>• Enhancement of value and safety of employees.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company has disclosed business performance to all investors to present the overall operation and growth of the business.</li> <li>• The Company has disclosed periodic reports such as quarterly and annual Financial Report, Management Discussion and Analysis (MD&amp;A), Financial Performance Reviewed (F45-3), From 56-1 One Report, etc.</li> <li>• The Company has disclosed non-periodic reports such as shareholders' meetings, asset acquisition and disposition, related party transaction and Company investment, etc.</li> </ul>	



Stakeholders	Targets	Engagement Channels and Frequency	Needs & Expectations in 2022	Responses by the Company in 2022
<p><b>Customers</b></p>	<ul style="list-style-type: none"> <li>Respond to customer demand in various dimensions, as well as developing products to meet the customers' needs.</li> <li>Have channels for customers to make suggestions about products and services, as well as methods for obtaining advice, solutions, and complaints.</li> </ul>	<ul style="list-style-type: none"> <li>After-sales satisfaction assessment form.</li> <li>Complaint, suggestion, and feedback channels from customers such as call center, telephone, and the Company's website.</li> </ul>	<ul style="list-style-type: none"> <li>Quality of products and services.</li> <li>Provide efficient and timely service.</li> <li>Products and services that serve a need and are accessible to customers of all ages.</li> <li>Business operation with responsibilities for governance, social, and environmental (ESG) in accordance with sustainable development guidelines.</li> <li>Privacy and security of customers' data.</li> <li>Information through social media.</li> <li>Ability to solve problems in an appropriate and timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>The company has provided and communicated an after-sales satisfaction assessment to customers to continue improving the service quality.</li> <li>The company has communicated several complaint channels to customers for receiving suggestions, and feedback along with efficient working team and timely resolution.</li> <li>The company has policy to maintain the quality and delivery products on time within brand "Pizza Hut". For food, the product will be delivered in thermally controlled bags to ensure that the product quality and taste remain high quality, when the product is delivered.</li> <li>The company has continuously researched and developed products under the "Pizza Hut" brand to ensure that the products distributed are safe and tasty in accordance with customers' needs.</li> </ul>

Stakeholders	Targets	Engagement Channels and Frequency	Needs & Expectations in 2022	Responses by the Company in 2022
<p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>• Understand and meet employees' needs to create a happy workplace, and continuously promote skill and capacity development.</li> <li>• Communicate directions and disclose information on various operations to keep employees informed about the Company's business activities.</li> <li>• Provide fair compensation and benefits, including proper working conditions, occupational health, and safety in operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication through various channels and online systems within the Company.</li> <li>• Work Environment Satisfaction Survey.</li> <li>• Whistle Blowing channels for complaints, opinions, and suggestions.</li> <li>• E-mail</li> <li>• Mail</li> <li>• Self-inform to Internal Audit Manager</li> <li>• Intranet We-Connect Letter E-mail, video clip, and employees' group chat.</li> <li>• Annual party and annual trip for the employees of the Company and its subsidiaries.</li> <li>• MAX Evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee benefits and remuneration.</li> <li>• Employee Retention.</li> <li>• Competency development and Career advancement.</li> <li>• Gender equality.</li> <li>• Occupational health and safety workplace.</li> <li>• Good working environment and flexibility.</li> <li>• Transparent management with good corporate governance principle.</li> <li>• Business operation with responsibilities for governance, social, and environmental (ESG) in accordance with sustainable development guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company has hired and compensated all employees fairly and without discrimination based on race, nationality, religion, sex, age, skin color, disability, financial status, or family lineage.</li> <li>• The Company has organized training courses relevant to the employees' positions and provided opportunities for career advancement and motivation through a comprehensive compensation package including salary, bonus, health insurance, welfare, a provident fund, overtime pay, increased vacation days, and rewards for loyal employees.</li> <li>• The Company has surveyed employee satisfaction and applied to develop the operation to meet employees' needs.</li> </ul>

Stakeholders	Targets	Engagement Channels and Frequency	Needs & Expectations in 2022	Responses by the Company in 2022
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>Enhance suppliers' operations to create value.</li> <li>Support and improve supplier operations to enhance knowledge and achieve the highest level of productivity.</li> <li>Take care of the environmental and safety conditions in supplier operations.</li> <li>Support suppliers to have knowledge, understanding and skills for safe operations.</li> <li>Operate with honesty, transparency, and integrity, provide high-quality products and services at reasonable prices, increase business competitiveness, and provide a direction for future business growth.</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Registration.</li> <li>The Company's media such as website and investor relations journal.</li> <li>Whistle Blowing channels for complaints, opinions, and suggestions.</li> <li>E-mail</li> <li>Post</li> <li>Self-inform to Internal Audit Manager</li> <li>Supplier Quality Assessment Form.</li> <li>Annual seminar and meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Developing and promoting products and services to enhance the health, nutrition, and well-being of consumers.</li> <li>System implementation with a defined timeline to increase tracking efficiency.</li> <li>Business operation with responsibilities for governance, social, and environmental (ESG) in accordance with sustainable development guidelines.</li> <li>Activities that increase organizational engagement and foster a positive working environment.</li> </ul>	<ul style="list-style-type: none"> <li>In 2021, the Company established a Sustainability Supplier Code of Conduct to promote collaboration for improving and developing the environment and society.</li> <li>The Company established a Sustainability Suppliers Code of Conduct for and then communicated for acknowledgment and compliance with the Suppliers Code of Conduct.</li> </ul>
<b>Financial Supporters</b>	<ul style="list-style-type: none"> <li>Regularly disclose an update on essential information about the Company.</li> <li>Have a transparent management and good corporate governance as well as have a social and environmental responsibility.</li> <li>Increase business competitiveness and expand business direction.</li> <li>Manage the short-term and long-term corporate risk.</li> </ul>	<ul style="list-style-type: none"> <li>Company visits.</li> <li>Provision of communication channels e.g., the Company's website, E-mail, telephone, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Business conduct with more responsibilities on environmental impacts.</li> </ul>	<ul style="list-style-type: none"> <li>The Company has emphasized sustainability operations that consider impacts in all dimensions and the impacts of all stakeholders.</li> <li>The Company always updates the information on its website to communicate accurate and up-to-date information to financial supporters.</li> </ul>

Stakeholders	Targets	Engagement Channels and Frequency	Needs & Expectations in 2022	Responses by the Company in 2022
<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Respect community rights and take care of the environment of the surrounding community.</li> <li>• Improve the quality of life and enhance the benefits and happiness of the community and society.</li> <li>• Disclose the Company's information and operating results accurately and in a timely manner.</li> <li>• Possess knowledge and understanding of the Company's operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Social and environmental activities.</li> <li>• Whistle Blowing channels for complaints, opinions, and suggestions.</li> <li>• E-mail</li> <li>• Post</li> <li>• Self-inform to internal audit manager</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation to promote sustainable community development.</li> <li>• Awareness of the environment and efficient resource utilization.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company was continuously arranging the CSR (Corporate Social Responsibility) after process and CSR In process activities for community.</li> <li>• The Company has addressed social issues by developing the BUDDY THAI application to prevent violence and bullying in children.</li> </ul>	
<p><b>Investment Analysts</b></p> <ul style="list-style-type: none"> <li>• Regularly update essential information about the Company's financial position.</li> <li>• Support information as required by investment analysts.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly analyst meetings.</li> <li>• Company visits.</li> <li>• Provision of communication channels e.g., the Company's website, E-mail, telephone, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Disclosure of the Company's performance progress.</li> <li>• Transparent management with good corporate governance principle.</li> <li>• Business operation with responsibilities for governance, social, and environmental (ESG) in accordance with sustainable development guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company constantly updated its website information to ensure that it is up-to-date and accurately communicates information to investment analysts.</li> <li>• The Company has disclosed periodic reports such as quarterly and annual Financial Report, Management Discussion and Analysis (MD&amp;A), Financial Performance Reviewed (F45-3), Form 56-1 One Report etc.</li> </ul>	

Stakeholders	Targets	Engagement Channels and Frequency	Needs & Expectations in 2022	Responses by the Company in 2022
<b>Public Sectors</b>	<ul style="list-style-type: none"> <li>• Be a good model to other companies in terms of transparent and excellent management.</li> <li>• Collaborate with government agencies and present effective strategies towards sustainable development.</li> </ul>	<ul style="list-style-type: none"> <li>• Business performance disclosure and communication via the Form 56-1 One Report</li> <li>• Performance of Safety Officers report</li> <li>• Continuous communication through phone, E-mail, and the Company's website.</li> <li>• Whistle Blowing channels for complaints, opinions, and suggestions.</li> <li>• E-mail</li> <li>• Post</li> <li>• Self-inform to Internal Audit Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Support, promote, and develop the potential of people in society.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company constantly updated its website information to ensure that it is up-to-date and accurately communicates information to support public sectors.</li> <li>• The Company has disclosed business performance to present the overall operation and growth of the business.</li> <li>• The Company has disclosed periodic reports such as quarterly and annual Financial Report, Management Discussion and Analysis (MD&amp;A), Financial Performance Reviewed (F45-3), Form 56-1 One Report</li> <li>• The Company has complied with related laws, rules, and regulations.</li> </ul>
<b>Mass Media</b>	<ul style="list-style-type: none"> <li>• Regularly disclose an updating essential information about the Company.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual meeting of the Company.</li> <li>• Provision of communication channels e.g., the Company's website, E-mail, telephone, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve organizational processes to meet the current trend.</li> <li>• Quality of products and services.</li> <li>• Develop the product and service.</li> <li>• Reasonable price control.</li> <li>• Awareness of the environment and efficient resource utilization.</li> <li>• Waste management and recycling.</li> <li>• Consider the safety issues of people in society.</li> <li>• Efficient communication.</li> </ul>	<ul style="list-style-type: none"> <li>• The Company constantly updated its website information to ensure that it is up-to-date and accurately communicates information to support mass media.</li> <li>• The Company has disclosed business performance to present the overall operation and growth of the business.</li> <li>• The Company has disclosed periodic reports such as quarterly and annual Financial Report, Management Discussion and Analysis (MD&amp;A), Financial Performance Reviewed (F45-3), Form 56-1 One Report etc.</li> </ul>

# TTA Group's Sustainability Materiality Assessment<sup>(2-14,3-1)</sup>

The Group has recognized the importance of the management approach being aligned with the material topics, which have been considered by both the Group and its stakeholders. These material topics are of significant interest and are expected to have better operations on that topic. Consequently, to review the importance of change in any topics of the Group's sustainability issues in 2022, a materiality assessment has been conducted by considering alignment with the Group's strategy, stakeholder expectations, and adherence to the Global Reporting Initiative (GRI) guidelines. The materiality assessment not only reflects the impact of the environment, social, and governance and economic dimension on the Group but also reflects stakeholders' influences on the decision-making throughout the business value chain, which will lead to effective business management. The materiality assessment is reported and approved by the Board of Directors. There are 4 main materiality assessment steps, which are shown below.

## 1. Materiality Identification

The Group researches, reviews, and analyzes sustainability issues related to business groups covering environment, social and governance and economic dimensions by considering international standards, requirements, sustainability practices, global sustainability trends, and the topics that industrial companies pay attention to the most, which are compatible with the context and actions of the organization's sustainability operation. Positive and negative effects of the business group's operation on 9 stakeholder groups and their expectations towards them have also been considered. In 2022, the Group was able to identify a total of 14 materiality topics.

## 2. Materiality Prioritization

To identify material topics, follow the international reporting standards (GRI), and conducting materiality prioritization is considered as part of the materiality assessment process. There are 2 perspectives to be considered in prioritizing material topics: 1) opportunities and impacts on creating value for the Company, and 2) interest, perspectives, impacts, and importance to stakeholders. The Company has analyzed and prioritized

material topics by asking all 9 groups of the Company's stakeholders, management, and employees in an online questionnaire, and the result of materiality prioritization is shown in the Material Matrix figure below.

## 3. Materiality Validation

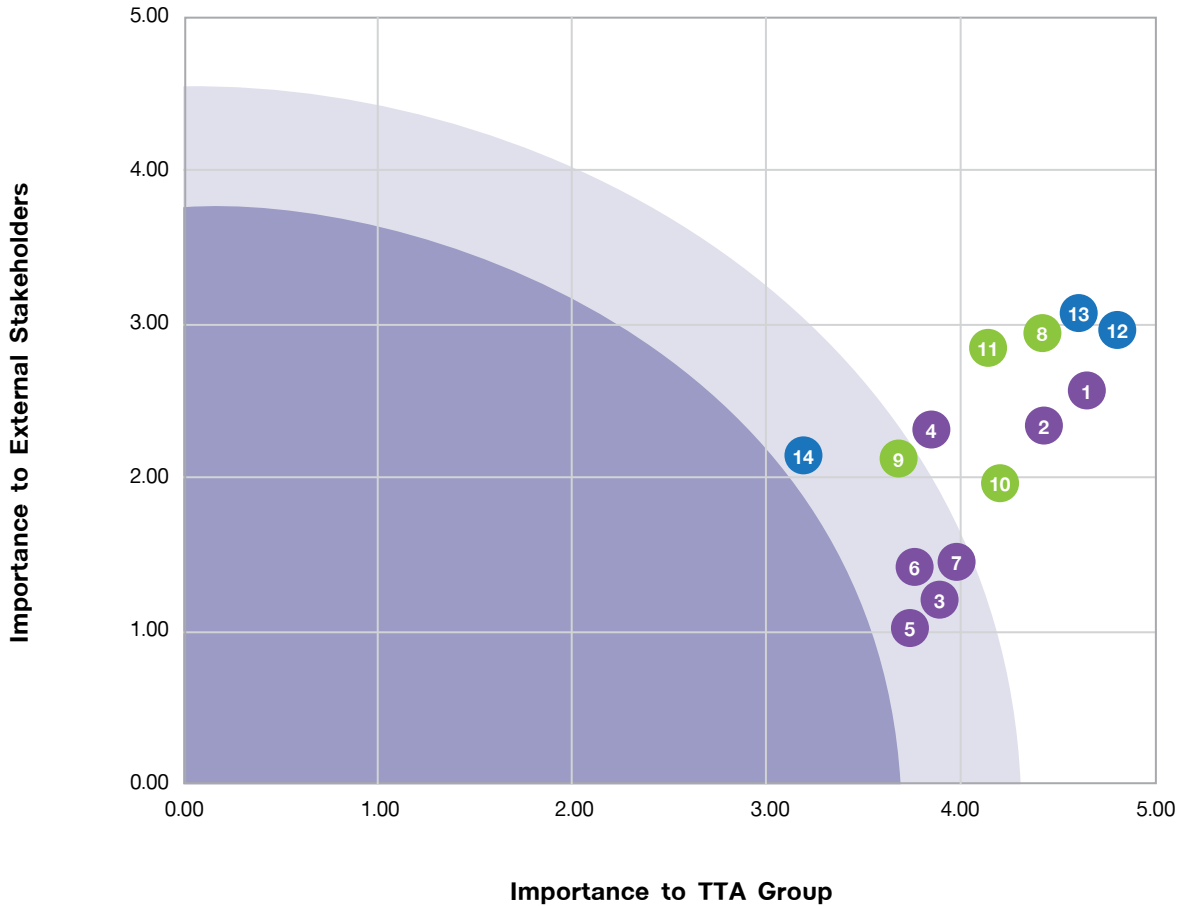
After the materiality prioritization process, the topic will be submitted to the Sustainable Development Working Group and Sustainable Development Committee for their acknowledgment and validation and proposed to the Board of Directors for further consideration and approval. As a result, the Board of Directors has reviewed the principal issues that have the potential to impact the Group as well as internal and external stakeholders. The Board of Directors has also approved material topics that will be disclosed in Form 56-1 One Report and the Company's website.

## 4. Materiality Review

To facilitate sustainable development practices throughout the Group, the Group has a follow-up process to monitor materiality topic management and to ensure the disclosure of the actual performance on that topic meets the reporting standards and requirements and a comprehensive understanding of the current operational situation of the Group. The follow-up is reported to the Sustainable Development Committee and the Board of Directors regularly to review and improve the topics that are significant to the Group and are the most suitable for situations that may change in future business operations.

● **TTA Material Matrix<sup>(3-2)</sup>**

The Group has grouped material topics into 3 dimensions, covering Environment dimension, Social dimension, and Governance and Economic dimension to develop an approach for sustainability management of the Group. The level of importance of each material topic is shown as follows.



- Environment Dimension**
- 8. Energy Efficiency
  - 9. Water Management
  - 10. GHG (Greenhouse gas) Emissions and Climate Change Strategy
  - 11. Waste Management

- Social Dimension**
- 12. Occupation Health and Safety
  - 13. Human Capital Development
  - 14. Human Rights Due Diligence

- Governance and Economic Dimension**
- 1. Product and Service Safety
  - 2. Customer Relationship Management
  - 3. Value Chain Management
  - 4. Cyber Security and Data Privacy
  - 5. Research and Innovation
  - 6. Enterprise Risk & Crisis Management
  - 7. Quality management of services and complaints



From the 14 materiality topics, the Group use these topics to determine the direction of the Group's sustainable development strategy in 2022 and to be the guideline for the content disclosure in Form 56-1 One Report of the Company. In the year 2022, the Company has established the Sustainability Report for the fourth year, which shows the development and business operation of the Group under the influence of Environment, Social and Governance and Economic (ESG) factors. Thus, this report is one of the procedures that drive the Group toward sustainable growth through reviewing processes and continuous development.

## Reporting Principles <sup>(2-2,2-3)</sup>



In this sustainability reporting, the data were collected from 1 January to 31 December 2022 and the scope of reporting on the overall performance covered the information of the Group. This Sustainability Report was prepared in accordance with the Global Reporting Initiative (GRI) Standard: Core Option and additional disclosures, the Sustainable Development Goals (SDGs), and under the requirements of Thailand Sustainability Investment (THSI).



All significant information disclosed in the report on the topic of driving businesses for sustainability will be reviewed, advised, and endorsed by the senior executives, Sustainable Development Committee, Chief executive, and the Board of Directors. This is to oversee the completeness of contents as well as being able to create value for all group of stakeholders of the Group. However, stakeholders can communicate their opinions, questions, or additional suggestions to the Company, and the information will be collected and used to develop and enhance the organization's sustainability performance disclosure to be more effective in the future.

## Communication Channel <sup>(2-3)</sup>

### Company Secretary Office

**Thoresen Thai Agencies Public Company Limited,**

26/26-27 Orakarn Building, 7<sup>th</sup> Floor,  
Soi Chidlom, Ploenchit Road, Lumpinee,  
Pathumwan, Bangkok 10330



**Telephone :** +66 (0) 2250-0569



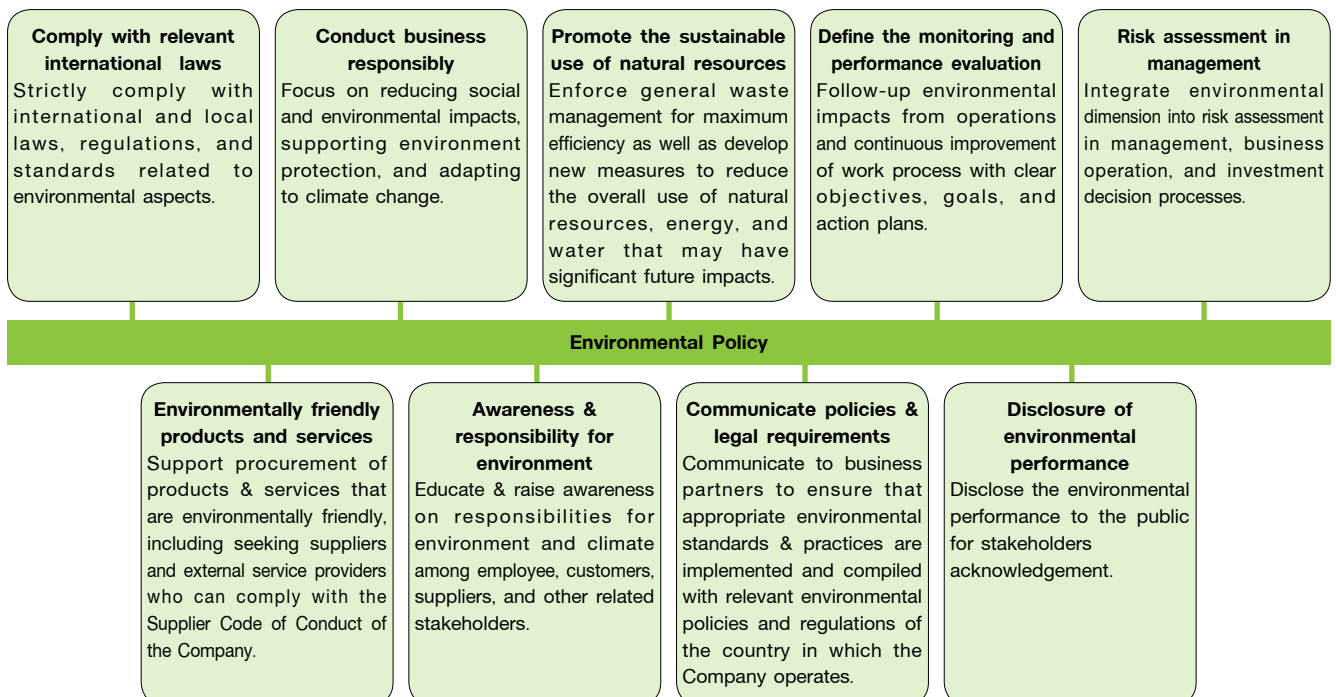
**Email :** COR@thoresen.com

# Sustainability Management in Environment Dimension

According to the Company's materiality topics, they were assessed from both internal and external factors which also included the impact from business activities on its stakeholders, environment, and nearby communities. Therefore, a sustainability management in an environmental dimension of the Group will cover a climate change-related risks and opportunities management, and resource efficiency management within the organization. The Company formulated an environmental policy to assure intention, commitment, and direction of overall business operations on environmental management responding the corporate sustainable development goals. Additionally, the Company intends to explore best practices to accomplish international standard goals. The Company has regularly revisited the policy in accordance with the current circumstances and cover the sustainability material issues that may change in the future. This policy revision process and changing materiality topics must be approved by the Company's Board of Directors.

## Environmental Policy

The Company realizes an importance of business operation with environmental responsibility and is aware that an efficient management and environmental stewardship is a driving mechanism to sustainable business growth. The Company is committed to integrate environmental management to generate effective and efficient practices. Therefore, the environmental policy was established which can see more details on the Company's website. (<https://www.thoresen.com/storage/download/corporate-documents/20220520-tta-environmental-policy-en.pdf>). The guidelines for environmental policy implementation are described as shown below:



In 2565, the Company provided online environmental policy training to 76 person which representing 83.52 percent of the executives and employees. The post-training evaluation resulted in an average score of 97.90 percent Furthermore, the policy has been published on the Company's portal and internal notice board for employees' continuous aware.



## Energy Efficiency



**Focusing on an increase of overall energy efficiency of the Group and constantly increase a proportion of renewable energy in business operations for reducing energy consumption costs and preventing environmental impacts due to greenhouse gas emissions and air pollution from the Group.**

## Energy Efficiency<sup>(3-3)</sup>

Energy management has become increasingly important due to an expansion of the world's population and rapid advancement of technology. This led to the development of businesses to respond the basic need of consumer and facilitate the living of people to be more convenient and comfortable. The Group is aware of the rapid expansion of the economy and industrial sectors and realizes the limited availability of energy which is the key factor of the business operations. Therefore, the Group has a strategy for managing energy effectively to maximize efficiency, reduce production costs, and minimize environmental impacts. The Group supports the sustainable use of natural resources, energy, and water as one of the practices in the environmental policy. For TTA, the Company has assigned the administrative department to be responsible for energy management within the office building by seeking alternative energy that is environmental-friendly to be in line with the Company's environmental policy to support the sustainable business operation.

### Environmental Policy

The Group recognizes the significance of conducting environmentally responsible business operations and acknowledges that effective environmental management is a driving force for sustainable business growth. In order to achieve this, the Company is dedicated to integrating environmental management into its operations and has established an Environmental Policy to ensure efficient and effective practices. For further information and details can be found at the Company's website. (<https://www.thoresen.com/en/corporate-governance/corporate-policy-documents>)

### Management Approach<sup>(302-1)</sup>

#### TTA

Energy is a significant cost in driving business and production processes of various industries. However, energy consumption creates climate change impacts from greenhouse gas emissions that are receiving global attention which are globally recognized and addressed by Sustainable Development Goals 7 (SDG 7) and 13 (SDG 13) aimed at reducing the impact of energy consumption and greenhouse gas emissions. Therefore, the Company has set a goal to reduce electricity consumption by 2 percent from the previous year. In 2022, the Company's electricity usage increased by 1.95 percent from the previous year which did not meet the set target.

Year	Electricity charge (Baht)	Unit (kWh)
2022	3,719,529	826,587
2021	3,648,496	810,777
2020	4,052,299	900,511

The management plan for 2022 within the head office area of the Company has implemented a conversion of fluorescent lamps to LED lamps which covers approximately 80 percent of the area. This change can result in 90 percent of energy savings when compared to using fluorescent lamps. In 2022, the company's electricity usage increased by 1.95 percent from the previous year which did not meet the set target. Despite having a plan to reduce electricity usage in 2022, the company had to resort to having employees work normally within the main office due to the easing of the COVID-19 situation, resulting in higher electricity costs than in the previous year which was during the COVID-19 situation and where a majority of employees worked from home.

The Company is currently at the stage of planning and coordinating a project aimed at lowering the amount of electricity used within its head office for the year 2023.

### TTA's Fuel Consumption

	2020	2021	2022
Diesel (Liter)	-	2,205	3,682
Benzene (Liter)	-	4,919	9,599

### Thoresen shipping

Thoresen shipping recognized an importance of energy-efficient energy use and is committed to execute in align with the Company's Environmental Policy as well as comply with relevant regulations and guidelines constantly. The company established the MOD technical team to provides technical support and oversees all environmental-related operations. Moreover, the company also collect of all environmental-related data from sailings which is in accordance with the International Convention for the Prevention of Pollution from Ships (MARPOL Annex VI).

Thoresen shipping has changed the light bulbs both in the office building and in the cargo ships to LED tubes which release less heat than previous light bulbs and help reducing energy consumption. All vessels of Thoresen shipping ships have already been fully converted to LED lights. Furthermore, the cargo shipping vessel also utilizes the Alpha Lubricator system for controlling the amount of



lubricant oil used in the cylinder of marine engines along with installing equipment to increase the speed of the vessel at the blade area in order to enhance the efficiency of the vessel and allowing it to travel faster while using the same amount of machinery rotation. Thus, helping to conserve energy consumption from fuel during the vessel's operation.

**Highlighted Operations**

In 2022, all Thoresen shipping's ships and office buildings light bulbs were changed into LED lights. Additionally, an oil control system was installed to save fuel. As a result, the system can save about 80 liters of fuel per day.

**Mermaid**

Mermaid is a business that provides offshore services. The company acknowledges that its operations, such as purchasing or generating electricity from sources such as gas, coal, and diesel fuel can have an impact on the environment through a release of carbon dioxide (CO<sub>2</sub>) and other pollutants (e.g., nitrogen oxides (NOx), sulfur oxides (SOx), and particulate matter (PM<sub>2.5</sub>)). As a result, Mermaid operates in accordance with the Environmental Management System (ISO14001:2015). This system covers all aspects of the company's operations including subsea diving, ROV, surveys, inspections, maintenance, repairs, and engineering as well as the management of offshore floating assets (cable laying and the decommissioning of offshore structures services). In addition, Mermaid is also committed to complying with the international standard for energy management systems (ISO 50001:2018) which will help in planning for the procurement of energy-saving products and services as well as designing for efficient and sustainable energy use in the vessels.

Based on the collected data on energy consumption by Mermaid, it has been determined that the majority of energy consumption originates from internal departments and offshore operations. To minimize the impact of energy use on the environment, the company conducts monitoring and analysis of energy consumption and air pollution in all its office spaces and working areas in an effort to mitigate the emission of CO<sub>2</sub> and other air pollutants in its business activities. The management of the organization has established an initiative to promote energy efficiency which includes strict adherence to relevant standards and regulations.

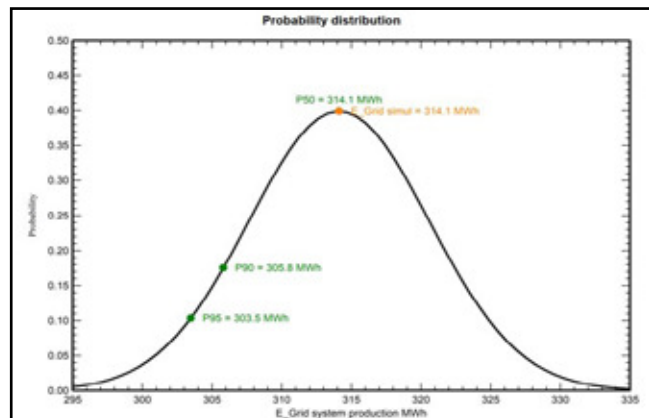
Mermaid's vessels complies with the regulations outlined in the International Convention for the Prevention of Pollution from Ships (MARPOL) and have anti-pollution measures to define a limited extent and rule for their equipment in

emitting some hazardous pollutants. The company is constantly working to improve energy efficiency and lower fuel consumption which results in a decreasing emission of CO<sub>2</sub>, nitrogen oxides, and sulfur dioxide. Mermaid's vessel fuel oil consumption reached 7,361 liters in FY2022. This included 3,855 liters of fuel oil consumption from the vessel Endurrer and 3,475 liters of diesel consumption from the vessel Asiana.

**Energy Management Quantity Generated from Mermaid's Operation**

Energy Management	2020	2021	2022
Stationary combustion:			
: Fuel energy (Liter)	9,079	8,850	7,361

Mermaid has also invested in efforts to reduce energy consumption-related emissions. The company has conducted a solar rooftop installation project which is expected to be completed and fully operating by March 2023. According to Mermaid's calculation, the emissions saved \$P95 on an annual basis is equal to 129,000t CO<sub>2</sub>e with 303.6 MWh energy generated each year.



## PMTA

PMTA has invested in Baconco Company Limited (Baconco) which specializes in the agricultural chemicals industry. Baconco's primary focus on developing, producing, and distributing agrochemical products in Vietnam and other countries. The products presented by Baconco include NPK Compound Fertilizers, Single Fertilizers, Compound Fertilizers, and Foliar. In addition, Baconco also sells pesticides and insecticides in Vietnam, so the production and use of these products may have negative impacts on the environment due to high consumption of various energy involved. To mitigate these adverse effects, PMTA has implemented an energy management strategy that includes conducting periodic energy audits to monitor, track and evaluate the company's energy usage annually.

Furthermore, PMTA enforces measures aimed at reducing energy consumption. For example, PMTA requires the proper maintenance of electrical equipment and machinery to ensure full efficiency and also conducts campaigns promoting turning off all electrical equipment when not in use and setting the air conditioning temperature in workspaces with no lower than 25 degrees Celsius. These are pivotal measures in managing the company's energy consumption.

## Highlighted Operations

In 2022, PMTA installed energy-saving equipment and monitoring devices to track an energy consumption. Additionally, the high-energy consuming light bulbs were replaced by energy-saving LED bulbs.

## PHC

PHC's short-term targets

- \* To maintain the proportion of restaurants that are sit-down restaurants not more than 10 percent compared to the number of existing branches in the system. (The first goal was set in 2020)
- \* To study an integration of alternative energy sources (Solar cell/Solar rooftop) in business operations in collaboration with AIM.

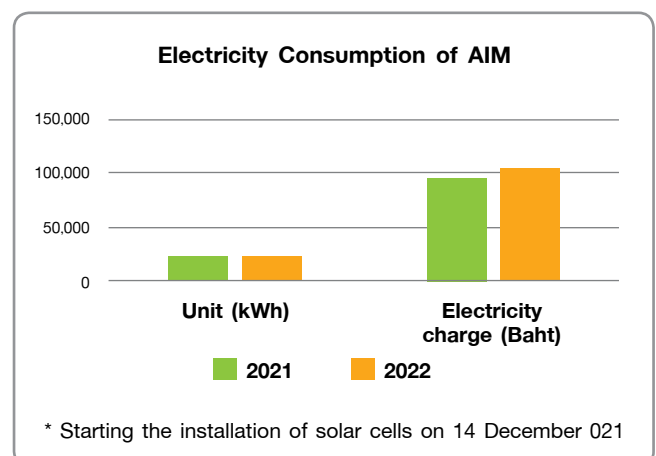
In the food and beverage group industry, PHC has acknowledged a significance of energy efficiency and has determined an approach to achieve this issue by evaluating and examining their energy usage direction. As a result, an energy-saving equipment is chosen for usage in their stores as shown in the below examples.

- \* For all new stores being constructed, LED bulbs will be installed, whereas the older branches' bulbs will be gradually replaced by LED bulbs once they are damaged.
- \* Inverter air conditioners are installed. For an inverter system, the temperature will gradually lower to the selected level, then the compressor will adjust its duty cycle to maintain the room at a constant temperature.

In the future, the store may be designed to have a smaller area which will help savings energy for some devices. The store will also consider choosing and updating equipment such as air conditioners, ovens, and fryers to be more energy efficient. These measures and plan can minimize the environmental impact and reduce production costs, leading to increased profitability for each branch. Moreover, PHC places importance on raising energy efficiency awareness among employees by providing training and manuals for usage and maintenance of equipment as well as a guideline for turning on and off electrical appliances which will serve as a framework to maximize energy savings.

## AIM

The operation of AIM's business which is a leading company in comprehensive water resource management and ready to seek opportunities to expand services both domestically and regionally. The company strongly emphasizes on energy efficiency in business operations. Currently, AIM has installed solar cells in the office premises to reduce the reliance on electricity purchasing and support long-term energy savings.



AIM has also expressed interest and invested in alternative energy sources. The company has invested in an electric ferry service within the Bangkok canals, starting operations at Phadung Krung Kasem Canal to reduce pollution emissions and to be more environmentally friendly. Additionally, AIM is developing renewable energy businesses such as solar power for hospitals, including Samitivej Sukhumvit Hospital, Sri Rayong Hospital, Samitivej Chonburi Hospital and others, to promote and enhance the use of alternative energy instead of conventional energy sources in Thai society.







## Water Management



The Group acknowledges an importance of water management and water efficiency through an application of research study, innovation, and modern technology for wastewater treatment, and compliance with relevant standards to reduce risks of water pollution.

## Water Management <sup>(3-3)</sup>

Water resources are considered to be the most important natural resources with great significance for all organisms and also important for various businesses. Currently, the demand for water in production processes is increasing to meet consumer needs. However, there are still many issues related to water resources, such as water scarcity, quality of water withdrawal and water discharge, and improper water usage (e.g., excessive use or wasteful behavior). The Group is also aware that wastewater is immensely caused by the operations of agriculture and industrial sectors.

The Group recognizes an importance of proper and efficient water resource management, and also focus on wastewater treatment in accordance with relevant laws and regulations. This effort helps reducing the cost of purchasing of raw water for production use, decreases the amount of wastewater released and reduces expenses for wastewater management. With this implementation of water management, it can lead to reduce water pollution risk and enable the Group to sustainably operate and coexist with the community in a good relationship. The Group has dedicated to upholding environmental standards in its water management practices and promoting sustainable use of natural resources, including energy and water, as outlined in its Environmental Policy. Additionally, the Company is committed to ensure its affiliates to comply with the guidelines specified in the Environmental Policy.

### TTA

TTA has set a target to reduce water consumption within the head office by at least 5 percent from the previous year.

### Management Approach <sup>(303-2)</sup>

#### Water Management Quantity Derived from TTA's Operations

Year	Water charges (Baht)	Unit (Cubic meter)
2022	43,020	2,151
2021	37,520	1,876
2020	51,920	2,596

The management plan for 2022, the Company had set a goal of reducing water consumption in their main office by organizing yearly training sessions and communicating through their company portal system. However, due to the COVID-19 situation, the company had to require their employees to work at the head office which resulting in a 14.65 percent increase in water costs compared to the previous year when most employees were working from home due to the pandemic.

In additionally, the project for installing or modifying systems related to water management is still under consideration. This is due to the limitation in executing the project for installing or modifying various water management systems, as the head office of the Company is located in a corporate building with other companies. This is a constraint in implementing this topic

For 2023, the Company is currently in the planning and coordination phase to develop a project aimed at reducing water usage within the head office of the Company.

### Thoresen shipping

Thoresen shipping remains to operate in accordance with international regulations and standards for efficient management of water resources on board ships. In addition to replenishing fresh water from the destination country's public utilities or purchasing fresh water from suppliers in the country of arrival. Seawater is also desalinated using Freshwater Generators installed on every vessel. This involves boiling seawater in a vacuum pressure system to produce steam which then condenses into freshwater droplets when cooled by the cold seawater and is then conveyed to freshwater tanks on board. This water system is treated with Ultraviolet (UV) and filtered before being used for daily activities on board ships.

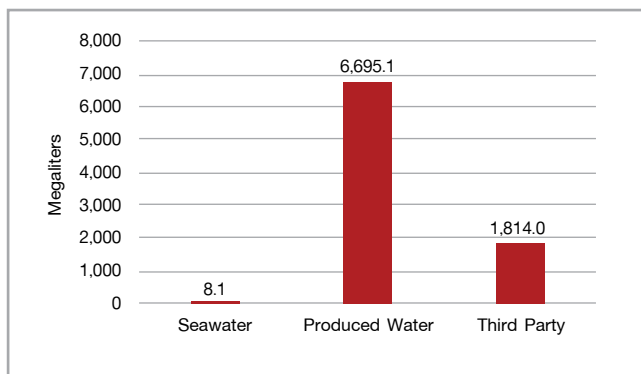
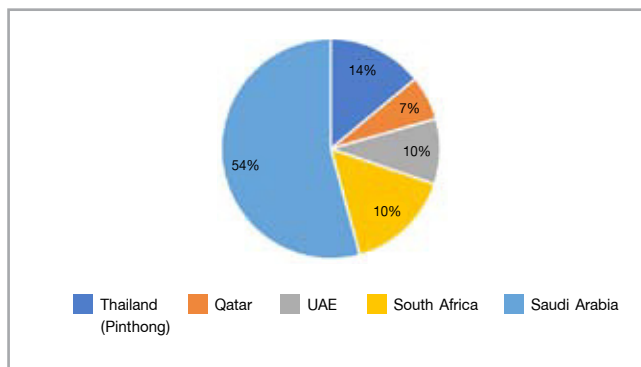
The company has installed Ballast Water Treatment (BWT) system on all 24 ships which is a high-quality and internationally certified equipment. Therefore, it is assured that the ballast water management process of the Thoresen shipping is efficient and capable of reducing the spread of alien species that can be carried in ballast water from one region of the world to another. This ensures that the discharge of ballast water by Thoresen shipping's ships will not have an adverse impact on the environment or biodiversity.

### Mermaid

In 2022, total water consumption reached 223.5 megaliters, with 8517.2 megaliters of water withdrawal and 8,286 megaliters of water discharge. Produced water forms the biggest share in total water withdrawal, accounting for 79 percent. In terms of water use across subsidiaries, Saudi Arabia at 54 percent comes up as the highest.

**Water related metrics, megaliters, FY2022**

Water Usage	Unit (Megaliters)
<b>Water Withdrawal</b>	<b>8,517.2</b>
• Seawater	8.1
• Produced Water	6,695.1
• Third Party	1,814.0
<b>Water Discharge</b>	<b>8,286.0</b>
<b>Water Consumption</b>	<b>223.5</b>

**Water withdrawal by source****Water use breakdown by subsidiaries, FY2022****PMTA**

PMTA focuses on wastewater management with an involvement of external contractors who have been granted a permit to manage waste generated from business operations. However, the Company still manages water usage by ensuring that it is used efficiently and effectively in line with its purposes. The company also controls water usage by locking or closing valves when not in use, maintaining and replacing equipment and pipes if are detected a water leak, and monitoring daily water usage of each department to ensure its water efficiency. PMTA will record the water meter used in the production processes each day. The water usage will be estimated to meet the daily target set accordingly which will improve the efficiency of water management for the production process and

reduce excessive water usage which will lead to a reduction in water costs. Nonetheless, PMTA also places a wastewater treatment system and carries out regular monitoring, tracking, and constant reporting of the management of waste and wastewater to the government.

**Highlighted Operations**

In 2022, PMTA has a measure to control the water usage of employees and contractors. This measure will help in monitoring, inspecting, and fixing water leaks from pipes. Moreover, there is a record of the amount of water meter used which is divided by type of water use for daily production. The daily water usage is estimated to control an operation in align with determined standards. In cases of excessive water usage beyond the set target, the relevant department or production unit will be notified via email alerts.

**PHC**

PHC set short-term target to maintained water quality assessment standards at least 95 percent of the total inspected branches (inspect all branches).

PHC gives a priority on water resource management and water treatment from business operations. The company believes that an effective water management can reduce water usage which will results in reducing water bills and cost of purchasing raw water for production and also decreasing an amount of wastewater and associated management costs. PHC provides equipment or fixtures that reduce water usages such as pedal faucets, and faucets with air bubbles, and also provide a handy man to assist in maintenance and repair of equipment and fixtures. Moreover, the employees at all branches will be trained to enhance their understanding and knowledge in managing water and wastewater. Before the opening of the store, the employees will undergo training on a proper usage of water as outlined in the curriculum. This training covers potential issues that may arise in grease traps or PVC pits, along with prohibited practices and various methods for cleaning.

Wastewater from all branches of PHC are treated before discharging into public spaces. It is conducted by installing grease traps to prevent a contamination. Store staffs are responsible for scooping up any grease on the water surface and removing it before discharging the treated water into the pipeline system of the department store. The water without grease will be flowed into the central collection system. The quality of the water will be checked periodically by an external public health agency. A local authority will be





hired to pump the grease trap tank in order to remove any leftover grease. Furthermore, all PHC stores must pass the annual water utilized analysis which will be tested for Coliform and E. Coli along with chemical analysis which result must comply with the legal standards. For the wastewater, it must be treated through a septic tank according to the sanitary system standards to meet the building's effluent standards and in line with PHC's store inspection standards.

## **AIM**

For the water resource management business, AIM is considered a comprehensive water management and public utility company. The main services of the company are reducing non revenue water for the Provincial Waterworks Authority and Metropolitan Waterworks Authority. In addition, the company has expanded its business to industrial wastewater treatment and river or canal management. AIM is committed to continuously and sustainably growing its business and contributing to society and the environment throughout its business operations. This includes environmental management through two perspectives: water and wastewater management, and energy management. The details are as follows:

1. Innovation in biotechnology for industrial wastewater treatment in collaboration with the Industrial Estate Authority of Thailand.
2. The project aims to improve the efficiency of water production and reduce Non Revenue Water by utilizing advanced technologies that require less space and energy. This will be achieved through collaboration with the Provincial Waterworks Authority and Metropolitan Waterworks Authority to create a mobile drinking water production system.
3. Improve the capacity to treat polluted canals for increased cleanliness and decreased accumulation of disease-causing pathogens.



## **GHG Emissions and Climate Change Strategy**



**Reinforcing an awareness related greenhouse gas (GHG) emission from operating areas or activities and assessing climate change-related risks and opportunities are necessary to prevent and reduce environmental impacts from the Group GHG emissions as well as support national and global goals continuously in reducing greenhouse gas emissions.**

## GHG Emissions and Climate Change Strategy<sup>(3-3)</sup>

One of the problematic issues that are globally concern is the world's climate change. Currently, all countries are encountering with high variation in seasonal patterns, sea levels rise, increasing severe heat waves or prolonged droughts and floods. Thailand also recognizes this issue and has joined the United Nations Framework Convention on Climate Change (UNFCCC). Thailand also ratified the Kyoto Protocol and participated in the Paris Agreement, in which the parties made the pledge and collaborate to control the world's greenhouse gas emissions. In 2022, Thailand participated in the United Nations Climate Change Conference or COP27 by emphasizing on the goal of the Glasgow Climate Pact with an aim to reduce the use of coal and ineffective fossil fuels. Thailand is also implementing to achieve the Paris Agreement, which aims to limit the global temperature increase to not more than 2 degrees Celsius compared to the pre-industrial era (1900 A.D.) and to attempt to limit the temperature increase to not more than 1.5 degrees Celsius. Additionally, there is an agreement of establishment of a compensation fund for Loss and

Damage. This fund is established by the major countries who mainly emit pollutions to be responsible in assisting, mitigating, and compensating for other countries, particularly the developing countries. It focuses on the developing nations because these countries have limited opportunities to access sufficient resources to address the loss and damage as well as lack of ability to adapt to such climate crisis.

In Thailand, the National Determined Contributions (NDC) have been determined for three areas including 1) energy and transportation, 2) waste, and 3) industrial processes. It aims to decrease the emission of greenhouse gases by 20-25 percent by 2030. The Group will contribute to responsible business practices to help combat climate change. As a result, the Group has a comprehensive policy on environmental responsibility in its business operations. This includes incorporating measures to address climate change throughout the supply chain, using natural resources, energy, and water sustainably and properly managing waste, in line with the Thailand's goals. By doing so, the Group aims to be a leading investment firm in Asia, promoting sustainable growth, and minimizing negative impacts on the environment.

### The climate-related risk resulting from the business activities of the Group.

	Opportunities and Risks	Impact on the Group
<b>Technology</b>	It is necessarily required new technology to manage risks arising from technological changes that may have an impact on an organization's adaptability and deal with certain risks which are generated from customer expectations for environmental-friendly products.	Costs associated with technological change or improvement, together with product and service development that is necessarily required new technologies.
<b>Reputation</b>	Risks that come from stakeholders' expectations for products, services, and business practices that may impact the reputation and value of the products.	Ambiguity in climate change response.
<b>Physical risk</b>	Risks from the adverse physical impacts of climate change such as flooding, transportation limitations, and travel difficulties for employees, etc.	The employees are unable to go to work, which causes the operations process to run slower than scheduled, resulting in a lack of workforce to conduct business and may lead to the business being stalled.

### Greenhouse Gas Emissions Management Approach

The Group strongly and constantly emphasizes on sustainable utilization of natural to maximize benefits and minimize negative impacts on the environment through using the effective and eco-friendly technologies. Currently, the

Group has a policy and mitigation plan to reduce its greenhouse gas emissions responsibly, with clear targets and strategies for both short-term and long-term as well as develop innovative solutions to incorporate in its operations.

Furthermore, the Company encourages its affiliates in determining greenhouse gas reduction measures and effectively managing energy in accordance with regulations of that industry to achieve the greenhouse gas reduction targets and serve as a part of society to mitigate the global issue.

### Management Approach <sup>(305-1, 305-2)</sup>

#### Thoresen shipping

Thoresen shipping has set a continuous target every year to reduce the amount of carbon dioxide emissions in accordance with the standards of IMO.

Thoresen shipping continually and closely follow up the environmental regulations related to operations and assigns the specialized team to prepare an implementation plan in consistent with the regulations and standards for maximizing efficiency and effectiveness in the management approach. With the intention to improve the ship engine and manage an environmental-friendly shipment service, Thoresen shipping concentrated on a mitigation of CO<sub>2</sub> emissions by setting a target to reducing CO<sub>2</sub> emissions to a higher standard. The company has set a target to reduce CO<sub>2</sub> emissions by approximately 5 percent in 2023 and an additional 2 percent per year in 2024 and 2025. The company aims to develop operational procedures that are efficient and beneficial to stakeholders, customers, and the environment with a strong emphasis on environmental factors.

Furthermore, Thoresen Shipping is planning to conduct a feasibility study to assess the possibility of limiting its CO<sub>2</sub> emissions to comply with the International Maritime Organization (IMO) regulations by adopted an approach to collaborate with relevant agencies, develop engine maintenance plans, and inspect the waste management system's condition. Thoresen Shipping is also focusing on raising environmental awareness among its crew by conducting various activities such as waste sorting and reducing plastic usage during shipments.

Thoresen Shipping has installed engine modification equipment to reduce fuel consumption and lower CO<sub>2</sub> emissions while prioritizing safety and optimizing vessel speed and responsiveness to customer needs. The company has also switched to Very Low Sulfur Fuel Oils (VLSFO) to decrease greenhouse gas emissions which demonstrating its commitment to environmental stewardship. Thoresen Shipping's efforts to reduce air pollution enhance its credibility, bolster its reputation, and improve its

competitiveness in the current business climate where organizations increasingly value environmentally conscious partners.

### Mermaid

Mermaid's targets

- Short-term : To reduced greenhouse gas emissions (Scope 1 and 2) by 5 percent compared to the previous year.
- Long-term : To reduced greenhouse gas emissions (Scope 1 and 2) by 5 percent consistently every year.

Mermaid's operational greenhouse gas emissions are attributed to onsite energy use, mainly fuel consumed by vessel operations. The analysis below covers Mermaid's vessel and warehouse operations in Thailand and Qatar.

### Greenhouse Gases Emission Management Quantity from Mermaid's Operations

GHG Emissions and Climate Change Management	2020	2021	2022*
Gross direct Scope 1 GHG emissions (tCO <sub>2</sub> e)	28,351	23,607	34,671
Gross location-based energy indirect Scope 2 GHG emissions Location Based (tCO <sub>2</sub> e)	588	723	283
Gross other indirect Scope 3 GHG emissions (tCO <sub>2</sub> e)	17	31	N/A
Other air pollutants			
- Sulfur dioxide (Tons)	994	968	N/A
- Nitrogen Oxide (Tons)	1,038	1,011	N/A

\* For Scope 1 emissions, the 2022 assessment considered vessel Van Gogh. We updated 2021 Scope 1 emissions to include emissions from company vehicles. For Scope 2 emissions, the 2022 assessment only covered electricity usage in Thailand (Pinthong office) and Qatar. Thailand (Bangkok office) and Saudi Arabia data are missing.

### Direct (Scope 1) GHG Emissions

Direct emissions are GHG emissions from an organization's direct operations. Direct (or scope 1) emissions are derived from the consumption of fuels such as natural gas, petrol, and diesel. Mermaid's scope 1 emission during FY2022 was 34,671 tCO<sub>2</sub>e. The intensity of Scope 1 GHG emissions normalized by revenue was 526.7 tCO<sub>2</sub>e/mUSD.

**Indirect (Scope 2) GHG Emissions**

The second component of Mermaid's GHG emissions relates to indirect (or scope 2) emissions from the consumption of purchased electricity. Mermaid's scope 2 emissions (location-based) during FY2022 were 283 tCO<sub>2</sub>e. 100 percent of the electricity was purchased from the grid. The intensity of GHG emissions normalized by revenue was 4.3 tCO<sub>2</sub>e/mUSD.

**PHC**

PHC target is to make transformations or discontinue the use of R22 type refrigerant in the shop's refrigeration system and switch entirely to R32 type refrigerant.

PHC is aware of the global warming issue, which is becoming increasingly important to customers. As part of the food business, PHC is willing to support and encourage greenhouse gas mitigation activities. According to the operation, PHC found that greenhouse gases are generated from the refrigerant, which includes air conditioners and refrigerators in material storage, electricity consumption in the cooking process, and other energy facility usage. The main reason for lowering greenhouse gas emissions and saving energy is a proper selection of operation equipment. As a result, PHC identified the specifications of air conditioners that can decrease greenhouse gases within the Pizza Hut restaurant in order to manage the greenhouse gas level. In addition, the Company decided to install the air conditioners that use R32 as refrigerant at new branches of Pizza Hut. Moreover, PHC has also cooperated with Daikin Industries (Thailand) Co., Ltd. (Daikin) to inspect refrigeration system within stores for energy saving, efficiency planning, and accurate use of the air conditioning system. PHC realizes that an appropriate selection of operating equipment with the highest energy saving can preliminarily help reduce GHG emission.





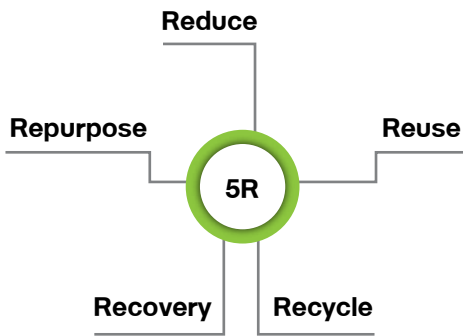
## Waste Management



Improve efficient use of resources by integrating the circular economy into business operations aligning with the 5Rs principle (Reduce, Reuse, Recycle, Recovery and Repurpose) throughout the Group value chain.

## Waste Management <sup>(3-3, 306-1, 306-2)</sup>

The operation of the Group which has a diverse business group inevitably creates waste in many forms such as solid waste within the office building, industrial wastewater, ballast water, food scraps/waste, plastic waste, chemicals, and other forms of waste. If the Group does not provide efficient waste management, it can lead to negative impacts on the environment, community, and society surrounding the area where the business operates, and the cost of waste disposal may increase as well. With this regard, the Group has recognized a significance of waste management by focusing on the efficient use of resources which is align with the Company’s Environmental Policy. It is conducted to maximize the efficient use of resources throughout the value chain, and constantly reduce the amount of waste generation. Furthermore, the Group still support and encourage the employee to manage waste within organization by circular economy principle and 5Rs practical guideline.



- Reduce (use as little as possible, as much as necessary)
- Reuse (use of resources more than once)
- Recycle (reprocessing of waste materials for use in new products)
- Recovery (waste converted to obtain new energy \*in case resources cannot be recycled.)
- Repurpose (waste converted for a new purpose)

The Company has a waste management monitoring and assessment system. The waste will be checked on its classification, storage, transportation, and disposal with the recorded amount of waste generated and waste directed to disposal as well. The Company also arranges training/campaigns/posts announcements throughout the area or at garbage bins within the office to raise employee’s awareness of an importance of efficient use of resources. This helps creating a correct understanding of waste management for employees and constantly checking their

knowledge. Thus, the waste management monitoring and assessment system mentioned above can assist and facilitate the utilization of limited resources for maximum value, reducing the cost of waste management of the company. Besides, the Group can bring waste such as paper boxes, used paper and used oil that passed the sorting process for selling or adding value in other ways.

### Management Approach <sup>(306-3)</sup>

#### TTA

TTA has set a target to reduce non-hazardous waste (paper) by 5 percent from the previous year. In 2022, it was found that the quantity of paper orders has increased by 152.71 percent from the year 2021 due to the easing of the COVID-19 situation which has led to employees returning to work at the main office in full capacity and the establishment of new subsidiary and joint venture companies in the past year. Although the Company has implemented a non-hazardous waste reduction project for paper usage through training, online testing, and regular communication with employees, the company is currently considering and collecting data to reduce both non-hazardous and hazardous waste in the future.

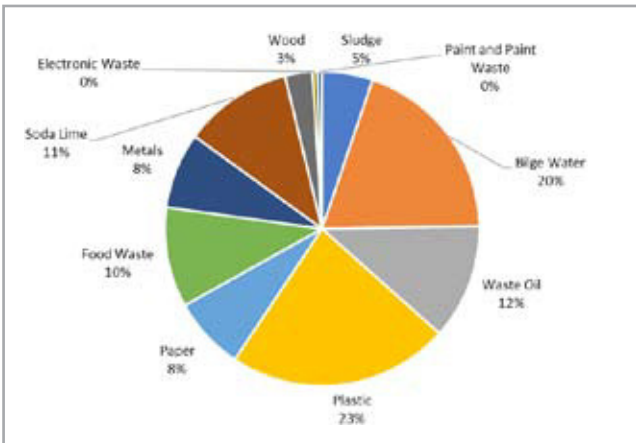
Year	Quantity (kg)	Expense (Baht)
2022	1,564	56,230
2021	645	22,050
2020	1,231	41,135

#### Mermaid

The total waste generated in FY2022 stood at 1041 metric tonnes, with plastic, bilge water and waste oil being the top 3 biggest sources. In terms of volume, Thailand (Pinthong) generated the maximum waste followed by Saudi Arabia, UAE and South Africa. Waste diverted from disposal was 45 metric tonnes whereas waste directed to disposal was 1581 metric tonnes. For waste directed to disposal operations, methods other than incineration and landfilling dominated for non-hazardous waste, whereas landfilling was the top method for hazardous waste.

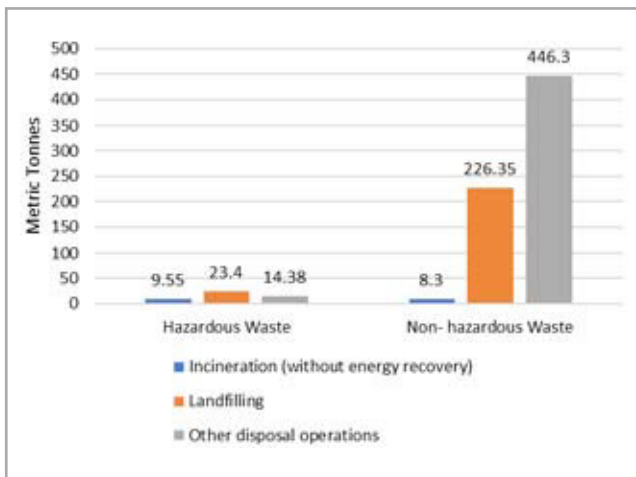


**Waste by composition, FY2022**



PMTA requires waste sorting following various regulations and proper management of waste transportation. Additionally, there have been wastewater treatment systems and air pollution control installations with an aim to control a generation of harmful pollutants or maximize their treatment, since 2019. PMTA has launched a project to reuse used rubber as fuel which can reduce the cost of fuel purchase for the company and also reduce the emissions of sulfur gas that can affect the environment. In addition, the company still focuses on waste management and regularly carries out inspections, monitoring, and reporting its waste management practices to the government.

**Waste directed to disposal by disposal operations**



**PHC**

PHC’s short-term targets

- The construction working group will select their suppliers based on an existence of environmental protection policy of supplier as the top preference with the target at 25 percent of the active partners.
- Determine to reduce the use of plastic envelopes or stop the use of transparent zipper bags for cutlery starting from December 2022.

In the food and beverage group, PHC recognizes an importance of waste management, starting from taking care of the use of resources worthwhile. The company always keeps in mind that when there is an efficient management of production costs and resources, the amount of waste generated will be reduced which result in an increase of the profitability of each operating branch. Additionally, customers will also obtain fresh, high-quality, and safe food for consumption. PHC has taken several actions to reduce the amount of waste generated as described as follows:

**PMTA**

In the operation of PMTA’s chemical business for agriculture, the Company will hire contractors with a permit to handle hazardous waste and manage the waste generated from its business activities in Vietnam both hazardous and non-hazardous waste in accordance with the laws and regulations of Vietnam. No operations that violate the law regarding environmental protection



Aside from the previous mentioned practices, PHC also implements the 4Rs principles into its internal operations as described below.

- **Reduce:** Minimize waste by focusing on planning of product ordering. Raw materials will be stored in a First-In First-Out (FIFO) arrangement by considering the time period that the items are delivered to the warehouse, then they will be the first ones to be used. This will prevent spoilage and decrease waste from excessive ordering or not utilize the items that close to their expiration date.
- **Repair:** Lower the costs of repairing equipment and replacing parts by having the shop staff (handyman) performs initially repair of the damaged device.
- **Refuse:** Shops and their staff follow the guidelines established by the corporation. They fully utilize products while avoiding repetitive items that may be hazardous to consumers and prefer to purchase food that is packaged in paper boxes rather than in Styrofoam containers.
- **Reuse:** Utilize everything to its fullest potential such as using both sides of an A4 paper to ensure maximum value.

Presently, the branches of PHC do not have a waste sorting system in place. However, the waste sorting operation has already started at the Head Office, where the HR administrative staff are responsible for overseeing it.

### Highlighted Operations

In 2022, PHC used 1,520,000 clear plastic bags to store utensils and additional ingredients. As a result, the company decided to discontinue the use of clear plastic bags for storing utensils and food starting from December 2022 onwards.



### STC

The Company is currently in the process of studying a disclosure of waste management information. (There is a record of the amount of waste generated in the form of value (Baht) with a control of 1 percent of total sales.)



# Sustainability Management in the Social Dimension

The Group considers conducting business with social responsibility a key driver towards sustainable business, creating shared value between the organization and stakeholders within and outside of society. This leads to building competitiveness and business opportunities by preparing for the rapid changes in digital technology, business environment, economic and social context, and innovation. By conducting business with consideration of social responsibility throughout the value chain, aiming to create positive social change and maximize benefits from business operations, the organization aims to create sustainable well-being as their main mission through the CSR in Process and CSR after-process in taking care of people's health and quality of life in society through continuous project development, such as developing knowledge and work skills, cultural safety, and health safety in the COVID-19 era etc.

The Group recognizes the importance of sustaining continuous growth and development in business and has formulated a human resource development strategy to enhance knowledge, skills, and expertise, as well as to maintain potential employees and take care of them, including developing a succession plan for key positions, respecting human rights, and managing compensation and benefits to ensure that employees work happily and committed to the organization. Moreover, the Group participates in community and social development, which aligns with the Sustainable Development Goals (SDGs) no. 3, 4, 5, 8, and 9. In addition, the Group participates in community and social development, which aligns with the Sustainable Development Goals (SDGs) no. 3, 4, and 5.

## The Group's practices towards society

- Management and employees should participate or organize activities for social development and service, such as education and youth development, religion, arts and culture, and environment conservation.
- Management and employees should monitor, track, and evaluate their operations to reduce impacts on occupational health and safety, the community, and the environment.
- Emphasis should be placed on activities for society, community, and environment, with a focus on social, community, and environmental development, creativity, and conservation of natural resources, as well as support for public service activities.
- Fostering awareness of responsibility towards society, community, and environment is continuously instilled in the Group and all levels of employees.
- Cooperate and control activities rigorously in accordance with the spirit of laws, standards, and regulations related to society, community, and environment.
- Respond quickly and efficiently to events that have an impact on society, community, and environment resulting from the Group's operations and collaborate fully with government officials and related agencies.



## Human Rights Due Diligence



The Group respects diversity and treats everyone equally, both internally and externally, without discrimination. The Group gives a priority on the development of human rights mechanism in business operation to eliminate violations of labor and human rights throughout the value chain of the Group.

## Human Rights Due Diligence <sup>(2-3)</sup>

Human rights are the fundamental rights and freedoms of human beings that must be guaranteed and respected equally, impartially, and without discrimination based on ethnicity, religion, skin color, gender, language, or any other status. Human rights are a major global issue today and are considered as an important factor in various business activities related to people, both directly and indirectly, such as production processes and service delivery. As a result, the Company is aware of the importance and potential impacts of human rights issues, which pose risks to their business operations and can affect the image of the organization among all stakeholders, including employees and business partners. To address these concerns, the Company established a Sustainable Development Committee to oversee and provide guidance on human rights considerations, review processes, develop strategies and policies, and conduct risk assessments of human rights. This helps the Company ensure that its operations are aligned with international human rights standards and helps to minimize the potential negative impacts on human rights.

### Human Rights Risk

Risk Issues	Preventive Measures and Mitigation
Safety and health of employees	<ul style="list-style-type: none"> <li>Employees are provided with personal protective equipment and labor-saving equipment that suits their individual needs and job requirements.</li> <li>Disseminate employee protocols amidst the COVID-19 pandemic.</li> </ul>
Labor, health, safety, and wellbeing practices of supplier employees	<ul style="list-style-type: none"> <li>Provide and communicate the Code of Business Conduct for business partners.</li> <li>Require new business partners to prepare a self-assessment.</li> </ul>

More details on risk assessment and management guidelines can be found in the Risk Factors section of this report.

### TTA

The Company has assigned the Sustainable Development Committee and Sustainable Development Working Group, which consists of executives and managers from all business groups and various related departments, especially the human resources department, which oversees and develops human rights management processes, including risk assessment, human rights training, and monitoring. In addition, the department is also responsible for communicating human rights policies to relevant departments and stakeholders, including employees, partners, and other interested parties. Furthermore, it provides a channel for receiving complaints and developing complaint handling mechanisms to ensure that the

### Human Rights Policy

The Group committed to conducting business based on the principle of human rights, in accordance with international labor standards and the laws of the countries where the company operates. The Group has regulations and policies regarding work that comply with the labor protection law and the labor relations law, as well as other relevant laws. These regulations have been in effect since 2010. In addition, the Company has established a Human Rights Policy in 2019 by referring to international human rights principles such as the United Nations Global Compact (UNGC) and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. This aims to ensure that the Company's management of human rights covers all employees, business partners (subcontractors), and other organizations related to the Company's as well as subsidiaries' business operations in all areas where the Company operates.

implementation of human rights is carried out effectively and efficiently. According to the Company's policy on human rights, enforcement shall be implemented to encompass the Company in all business units to cover the operation of the organization.

### Monitoring Process of Human Rights Due Diligence

The Company determines to implement a verification process of human rights covering the scope of the Company's business activities, which include both employees and business partners.

Furthermore, the Company also considers human right issues that are possibly relevant to its business operations that encompass the stakeholders who are risky to human rights violations to ensure that the Company's business activities will not cause any human rights violations.



## Human Rights Due Diligence Process

01

**Scope Definition:** The Company has defined the scope of the human rights due diligence assessment process to ensure that human rights issues concerning employees and business partners are covered. The assessment will consider human rights issues such as labor rights, environmental concerns, enforcement of labor laws, human trafficking, child labor, and others.

02

**Identifying Human Rights Risks:** The Company reviews both actual and potential human rights issues that may arise from its business operations.

03

**Risk Assessment on Human Rights:** The Company conducts risk assessment on human rights by considering the severity criteria of impacts and the likelihood criteria of potential human rights violations that may arise from the Company's operations involving its employees, business partners, contractors, and customers. The Company has established four levels of risk severity: extreme, high, moderate, and low. The issues of human rights risk assessed as moderate to extreme will be reviewed to ensure that the Company's management approach is aligned with the results of the risk assessment. Currently, the human rights risk assessment is at a low level.

04

**Defining measures to mitigate the impact of human rights:** The Company considers measures to address human rights risks as guidelines to reduce and control the impact to an acceptable level. These measures are implemented to mitigate the impact on affected parties.

05

**Monitoring and Review of Human Rights Performance:** The relevant departments of the Company will be responsible for monitoring and reviewing the Company's human rights measures. They will carry out these tasks consistently for each issue, ensuring that such issues are improved and corrected.

06

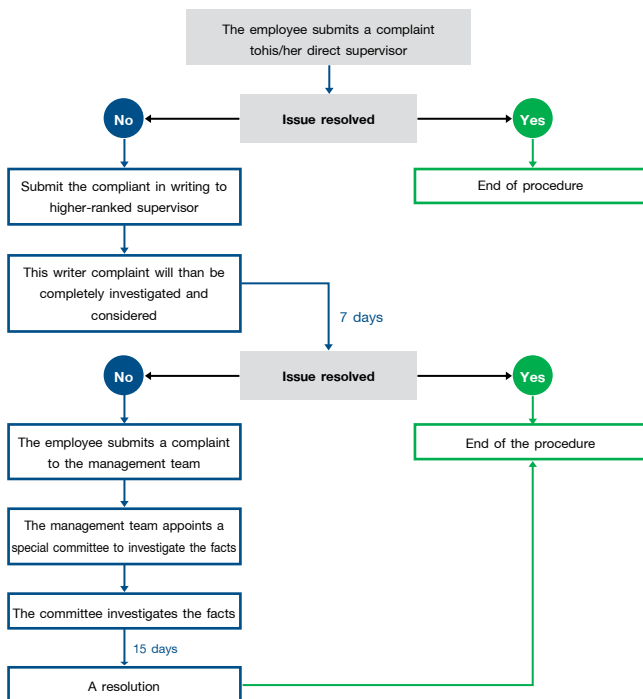
**Providing remediation to affected parties of human rights violations.**

## Raising Awareness of Human Rights

A training program was organized to review knowledge of human rights policies and labor practices. There was 87 percent of participants attended the training program in 2022. Moreover, there was a plan to expand the scope and enhance understanding for executives and employees through online systems, with 90 percent participation in 2023.

## Improving Mechanisms for Complaints and Remedies

The Company has established procedures for handling various complaints and provides opportunities for employees to express their opinions and concerns regarding human rights issues. The first step in addressing any issues is to consult with a supervisor. If the problem cannot be resolved, the employee can submit a written complaint to a higher level of management. The supervisor must investigate and decide within 7 days. If step 2 is unsuccessful, the employee can file a complaint with the management within 7 days to appoint a review committee to investigate the matter. The management will consider and act with fairness and justice. The outcome of this investigation is considered as a final decision. In addition to this procedure, the employee can also express their opinions through the Welfare Committee in the workplace. If the Company find that the employees are truly affected, those affecting will receive a remedy regarding the Company's remedial measures. To submit complaints or share their opinions to the Company, the employee can send through e-mail at [whistleblowing@thoresen.com](mailto:whistleblowing@thoresen.com).



## Number of employees by age

Age		2020			2021			2022		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
< 30 years old	Person	3	14	17	3	8	11	3	14	17
	Percentage	3.7	17.3	21.0	3.7	9.8	13.4	3.3	15.4	18.7
30 - 50 years old	Person	22	34	56	19	41	60	22	41	63
	Percentage	27.2	42.0	69.1	23.2	50.0	73.2	24.2	45.1	69.2
> 50 years old	Person	4	4	8	6	5	11	5	6	11
	Percentage	4.9	4.9	9.9	7.3	6.1	13.4	5.5	6.6	12.1

## Performance of Human Rights

The Company respects and values a diversity of our personnel. There are two main dimensions of diversity including the primary dimension, which encompasses age, gender, ethnicity, sexual orientation, physical abilities, and the secondary dimension, which consist of language, culture, tradition, value, education, and experience. The Company does not have a set of criteria for employee recruitment as we believe that the diversity of each person will be key driver of business operation.

In this regard, the operation of the Welfare Committee will cover all employees with respecting their diversity<sup>(2-30)</sup>. The Company's performance results in 2022 are shown as follows:

	Number	Unit
Trained Senior Management	28.57	Percent
Participated Senior Management	28.57	Percent
Trained employees	87.00	Percent
Participated employees	87.00	Percent
Complaints of human rights	0	Case

## Diversity and personnel numbers <sup>(2-7),(2-8),(405-1)</sup>

Gender	Type	2020	2021	2022
Male	Senior Management	5	5	5
	Mid-level management	5	4	3
	First-line management	5	6	12
	Employees (including disabled people)	14	13	10
	Worker	0	0	0
Female	Senior Management	0	1	1
	Mid-level management	4	5	11
	First-line Management	20	22	33
	Employees (including disabled people)	28	26	16
	Worker	0	0	0
<b>Total</b>		<b>81</b>	<b>82</b>	<b>91</b>

**Mermaid**

In 2022, the ratio of basic salary and income between genders in the company is 8:1 for males compared to females. This disparity mainly arises from differences in job positions, where all executives and board members are male. The ratio of salary and compensation for males to females is as follows:



## Occupational Health and Safety



The Group strives to be zero accident organization by considering the quality of life and safety of all employees and contractors in the workplace and strictly complying with all relevant regulations and international safety standards.



## Occupational Health and Safety<sup>(403-5),(403-8),(403-9)</sup>

The Group recognizes a critical role of employees in business operations, even though there are several machines and technology to support the operation. The Group always considers a safety of employee as a top priority in every step since the production process to the delivery of products to consumers. The safety concern is not only scoping the employees, but also for contractors and those involved. Therefore, an effective management of safety, occupational health, and work environment is essential to ensuring good health, efficient work, and safety of all personnel for working. With this regard, the Group formulated the policy to take care the employees, contractors, and other relevant parties to work under the safest possible working environment. By complying with legal requirements and international standards as practical guideline, it helps reducing work-related risks and loss of life and property as well as promoting good occupational health and safety of employee and involved people. The relevant legal requirements and regulations of occupational health and safety include as follows:

- The Labor Ministry Regulation regarding the Establishment of Standards for Safety Management and Work Environment Management, Year 2006
- The Occupational Safety, Health and Work Environment Act, Year 2011
- The Occupational Safety and Health Act, Year 2011

The Group is committed to managing safety, occupational health, and work environment safeguard with intends to reduce work related accident frequency rate to zero. The Company and its affiliates have a clear goal of managing aspects of safety, occupational health, and working environment as follows:

- Reducing Lost Time Injury Frequency Rate
- Reducing Fatal Accident Frequency Rate

The strategies for implementation as follow:

- Foster a culture of workplace safety by instructing all employees to set their first priority to save lives through implementing an occupational health and safety management system that covers employees and contractors or visitors working in the area.
- Encourage all supervisors to be safety leaders to show that the Company pays attention to the safety of employees, contractors, and other related third parties in every working process.

- Analyze and review accident prevention measures, including assessing occupational health and safety risks based on job characteristics, in order to establish mitigation plans to lower the level of risk and establish more comprehensive operating regulations.
- Collect comprehensive and disclose accurate data on safety performance to improve the effectiveness of risk reduction plans.
- Develop a workplace safety manual and provide training to all executives and employees on occupational health and safety and workplace environment related to their job to ensure that management is appropriately and efficiently managing work processes.
- Regularly review and monitor work practices and documentation systems to ensure compliance with relevant regulations, laws, and safety standards.

### Management Guidelines

#### 1. Introduce Controls for Workplace Safety in every step

Section and Process Safety and health at workplace are everyone's ultimate responsibilities. This includes the management, employees, contractors, sub-contractors, and other related third parties who enter the workplace, at the headquarters or at sea, on rigs whether loading goods onto the vessels, drilling oil, maintaining machines, etc. All of them must strictly follow the safety regulations, for example, wearing personal protection equipment (gloves, helmets, glasses, masks, etc.) to decrease damage or prevent workplace injuries.

#### 2. Establish Occupational Health and Safe Working Environment Committee

The Company has established Occupational Health and Safe Working Environment Committee which consists of representatives of the management and employees to observe unsafe working environment in the Company, consider policies, create plans, and set up standards for workplace safety, in order to prevent work related accidents, dangers, sickness, annoyance resulting from work or other risky incidents that might occur to employees, contractors and outsiders who enter the workplace for working or for receiving services.

### 3. Implement Risk Control Measures

In order to evaluate effects and improve the safety measures, TTA has made an observation on workplace safety operation and review the accident frequency rate at least once a month.

For Thoresen Shipping, on-board security guards have been assigned to observe and record all accidents and prepare a risk assessment report in reference to the standard statistics regarding management of occupational health, safety, and working environment from reliable institutions such as HOPM/12 and SOPM/04.

Thoresen Shipping also holds a Tool Box Meeting, a small-scale meeting for risk and harm assessment, before any operations. This helps predict accidents that might occur during the operation, develop preventive measures and prepare protective equipment for accidental damage. For example, emergency equipment is set up at the beginning of the process to promote safety and reduce work related accident frequency rate.

Moreover, on-board security guards are responsible for training and explaining the safety policy to all on-board employees, especially new employees who need to be cautious about using hazardous substances, be aware of their physical limitations, and be trained in appropriate shipping methods for safety of their lives and cargos.

For Mermaid, Health and Safety Risk Management System has been developed, supervisors have been assigned with a duty to explain workplace safety measures to all employees before starting any new projects via Safety Meetings, inductions and 'tool box talks'. On-board security guards check all parts of the ship at least once every three months to ensure safety and their compliance with regulations and Merchant Shipping Notices. They are also required to patrol the whole working area and keep safety records for addition to form MSS-SHEQS-FRM105 Minutes of Safety Committee Meeting, at all MSS Operational Offices, MSS Workshops and Warehouses, and MSS Vessels every month to develop further safety measures and maintaining continual improvement in the future.

### 4. Report and Investigate Causes of Accidents

Promoting occupational health and safety is everyone's responsibility. Working environment and nature of work need to be taken into consideration for safety management in every area. If there is something unusual or something wrong in an area, supervisors in that area

must be informed immediately, especially when accidents occur while at work, so that the supervisors could assess the level of severity and then report to all related parties consequently. If it is found that the working environment is likely to pose harm to life and property, everyone must stop working in that area immediately and safety measures must be taken the soonest to maintain the safety standards.

To maximize the standards of occupational safety, health and environment measures, the Company has evaluated the performance of the operation to see whether it is in line with the safety policy and continuously improved it. Occupational Health and Safe Working Environment Committee is responsible for preparing an annual performance report indicating problems that the committee confronts during the operation and making suggestions for further improvement to its supervisor. This is to prove that the measures for occupational safety, health and environment yield maximum benefits to the Company.

### 5. Develop the Knowledge of Occupational Health and Safety

Trainings in occupational health and safety are arranged to all executives and employees according to their job descriptions and in compliance with the laws. For example, trainings in prevention and extinguishment of fire, prevention of occupational diseases, practice on first aid in the workplace, knowledge of the International Maritime Dangerous Goods (IMDG) Code to prevent the risks that might occur during sea transport, etc. This is to ensure that all of the operators have acquired enough knowledge about occupational health and safety.

### 6. Promote Good Health

The Company provides checkups for new employees and annual checkups for all employees by considering individual risk factors according to their nature of work and taking precaution for impacts that may arise from operational work. For example, lung health and heart health checkups, hearing tests, etc. The Company also provides health promotion activities such as setting up a fitness room with standard equipment to encourage employees to exercise.

### 7. Prevent and Decrease Impacts on Supply Chains

All affiliated companies of the Company and the Company are required to set up a Contractor Management System, covering the process of selecting contractors, dealing with contractors, and auditing in

order to prevent risks associated with occupational safety and health that might happen in the workplace during work.

In addition, there are practical guidelines related safety measures, occupational health, and working environment which include as follows:

- W.H.M.I.S (Workplace Hazardous Materials Information System)
- IMO (International Maritime Organization), Including law, regulations, and best practices between countries set by international maritime organization.
- ISO 9001: Quality Management System standard
- ISO 14001: Environmental Management System standard
- OHSAS 18001: Occupational Health and Safety system
- SOLAS (Safety of Life at Sea), An international agreement on the safety of life at sea is a maritime treaty between countries that establishes minimum safety standards for the construction, equipment, and operation of seagoing vessels.

These regulations and legal requirements are enforced both on board and at the headquarters to be align with global standards, with an aim of ensuring safety in ship operations, preventing injury and loss of life, and avoiding potential social and environmental harms.

### Total Recorded Injury Rate

Year	Stakeholder	TTA (Case)				
		Injury Frequency rate (IFR)	Injury Severity Rate (ISR)	Lost Time Injury Frequency Rate (LTIFR)	High-consequence Work-related Injuries Rate (Excluding Fatalities)	Number of fatal accidents of employee
2021	Employee	0	0	0	0	0
	Contractor	0	0	0	0	0
2022	Employee	0	0	0	0	0
	Contractor	0	0	0	0	0

### Creation of Awareness regarding Occupational Safety, Health, and Work Environment

Training on the topic of safety, occupational health, and work environment	TTA	Unit
Number of training courses conducted	2	Course
Number of employees who participated	100	Percent

### Complaints

No complaints

### TTA

TTA conducts occupational health measures in a form of health care for employees. There is a monitoring and control of the work environment to be better for reducing the negative impacts on well-being of employees based on 5S principle. This principle comprises of 1) sorting or clearing up. 2) setting in order or organizing 3) shining or cleaning, 4) standardizing or creating hygiene, and 5) sustaining or character and discipline building. This will lead to creating the safety fundamentals in working and go forward zero workplace accidents.

### Occupational Safety, Health, and Work Environment Safeguard <sup>(403-5),(403-8),(403-9)</sup>

The Administration Department is responsible for security of TTA's headquarter. The target for the year 2022 is to achieve a zero case of Lost Time Injury Frequency Rate (LTIFR), and this year's performance is in line with the set target. The Company set the communication plan for safety within the organization via noticeboards, email, and the Company's portal system. In addition, new employees are provided with training on safety, and existing employees receive regular refresher courses on the topic. The Company also has safety management officers who are responsible for promoting, supporting, and monitoring safety-related activities to ensure approaches are aligned with the company's plans and projects with the aim of creating a suitable and effective safety management system in the workplace.



**Thoresen Shipping**

**Occupational Safety, Health, and Work Environment Safeguard** (403-5),(403-8),(403-9)

Thoresen Shipping, which operates dry bulk cargo transportation, places great importance on safety, and gives priority in preventing accidents and hazards that may occur during work onboard its vessels. The company implements safety measures by referring to the Workplace Hazardous Materials Information System (WHMIS) and complying to the regulations and conventions established by the International Maritime Organization (IMO). These regulations and requirements are mandatory both on-board vessels and at the headquarter to be in line with the global safety standards with an aim to ensure a safe work environment, prevent injury and loss of life, avoid the environmental impacts. The company has established a ship safety committee for all ships, comprising the heads and the designated officer onboard from each department with at least 7 members. During each meeting, a progress report on operations will be submitted to the superiors and relevant parties for their acknowledgement to ensure that each ship of the Company is managed and maintained the occupational safety for all personnel onboard. Furthermore, the company organizes Tool Box Meetings, which are pre-work meetings where potential risks and hazards are assessed, study preventive measures, prepare tools to prevent accidents such as providing emergency equipment, to promote safety before starting work and to reduce the rate of accidents in operation.

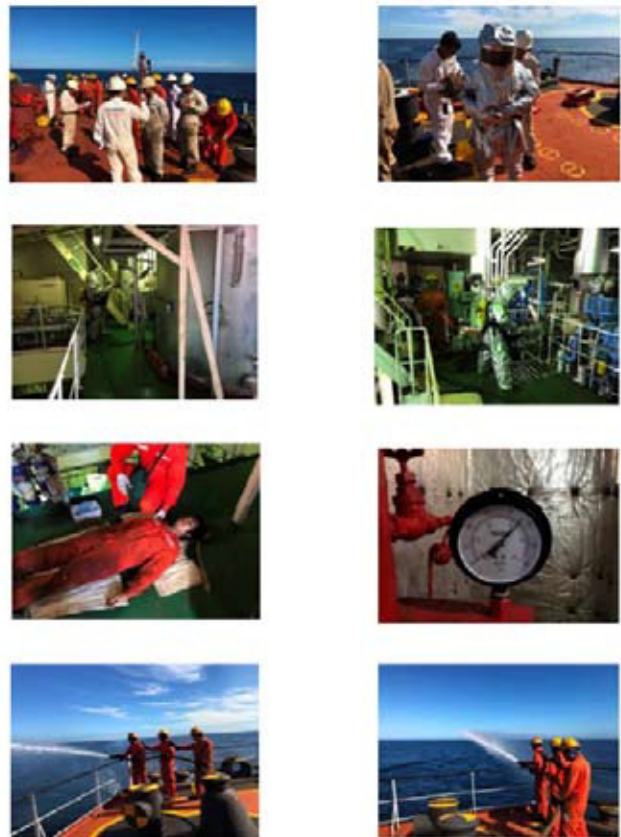
Performance	Statistics			
	Violation of ISM Code		Violation of ISPS	
	Non-Conformity	Observation	Non-Conformity	Observation
2020	4	3	0	0
2021	1	0	0	0
<b>2022's Target</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2022</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Training Programs for Merchant Marine Cadets**

Thoresen Shipping realizes an importance of continuous development of safety management skills for its merchant marine cadets. Hence, all merchant marine cadets are required to participate in training programs and keep records in Training Record Book. The training programs for marine cadets help enhance their knowledge of life and property safety. This includes keeping a standardized and professionally working environment on board. The curriculum of the training programs is mainly about laws and

regulations from each country, such as ISM, STCW, SOLAS, and MAPOL. These programs also help creating familiarity with the use of safety equipment, working processes, and preventive measures against environmental pollutions. Additionally, emergency mock drills for merchant marine cadets, such as ISPS drills, ECP (Emergency Contingency Plan) drills, Grounding & Oil spill, Fire, Collision, etc. are also included in the trainings. Each month, fundamental training programs and special training programs are offered to merchant marine cadets, and the specified training courses must be trained by merchant marine cadets as well. Chief merchant marine cadets are responsible for implementing the policy to continuously enhance merchant marine cadets' knowledge and skills.

PHOTO REPORT FIRE DRILL  
 SHIP NAME: M.V. THOR INTEGRITY CALL SIGN: 9V9627 MMSI: 566274000  
 CARRIED OUT ON DATE: 16 OCTOBER 2019 TIME: 1042 - 1105 LT (GMT-0400)  
 AT NORTH ATLANTIC OCEAN POSITION LAT 38°45.9'N ,LONG 064°28.7'W



Merchant marine cadets are obliged to be trained in occupational health and safety when they officially work on board. This is to ensure that Thoresen Shipping merchant marine cadets can carry out their duties efficiently with proper knowledge and skills and working in safe environment.



## Mermaid

### Occupational Safety, Health, and Work Environment Safeguard <sup>(403-5),(403-8),(403-9)</sup>

Conducting subsea engineering services involves an establishment of a SHEQS (Safety, Health, Environment, Quality, and Security) management system, which aligns with the International Safety Management (ISM) standards and is certified according to ISO 9001, ISO 14001, and OHSAS 18001 standards, including complying with international regulations and codes of conduct. Mermaid maintains detailed statistics on all occupational safety, health and environment issues, with the objective of reducing Lost Time Injury Frequency Rate (LTIFR) to be less than 0.65 within each year. For the year 2020-2022, its major performance is as follows:

Statistics	2020	2021	2022
Lost Time Injury Frequency Rate (LTIFR)	0	0	0.31
Fatality Frequency Rate (Fatalities)	0	0	0
Restricted Work Case (RWC) Frequency Rate	0	0	0
Total Recordable Injury Rate (TRIR) <sup>1</sup>	0	0.34	0.62

**Remark** <sup>1</sup> Total Recordable Injury Rate began collecting data in 2021.



## Human Capital Development



The Group has strong intention to promote all employees at all levels to be talented persons with positive attitudes, and possess skills, knowledge, and abilities to keep up with the rapid change of global society by a continuous learning culture which is a key driver to achieve the goals and develop the organization towards sustainable future.

## Human Capital Development <sup>(404-1),(404-2),(404-3)</sup>

The Group recognizes that employees are important resources that can drive the organization to achieve its development goals consistently and effectively. Effective human resource management is considered one of the key indicators of success in driving successful business. In addition to good human resource management, a provision and promotion of employee's welfare and well-being as well as offer of reasonable and fair benefits and incentives to employees can attract and retain talented individuals to the organization. Effective management of human capital also requires clear measurement of performance to assess the effectiveness of personnel development within the Group. This is necessary to evaluate the level of effectiveness for future improvement and development.

### Policy and Management

The Group has the Welfare Committee and a policy for evaluating job performance. The evaluation of job performance is fair and appropriate in consistent with job performance. In related maritime business, there is a Fatigue Policy for offshore workers and an annual performance evaluation of employees. The performance evaluation will be carried out in three parts:

- Evaluation of business performance (Corporate KPI)
- Evaluation of overall department and individual performance (Department KPI and Individual KPI)
- Evaluation of the core competencies of individual (Core Competency)

In addition to the evaluation of all three parts, there is also a survey of individual to be used in a preparation of training and development plans in appropriate with employee's duties and positions in future years.

### Human Capital Development Approach

The Group has a plan for developing the capacities and enhancing the skills of personnel at all levels through training courses aligned with their job responsibilities. This is implemented to ensure that the employees' acquired knowledge is utilized to its full potential in their respective positions, and to provide the equal career advancement opportunities without discrimination. This includes motivation in the form of salaries, bonuses, health insurance, welfare, pension funds, overtime payment, increased vacation days based on seniority, and proper rewards for employees who have worked with the Company for a long period are important to retain the employees to the organization. Furthermore, the Company also provides opportunities for

job rotation based on personal preferences to expand the career path within the organization and to reduce the turnover rate of competent employees. These approaches can help increase the employee's engagement to the organization. The Company assigned the Human Resource Department of the Group to be responsible for managing the human resource effectively, while also complying with laws and regulations related to basic human rights in accordance with the international standards and respecting individuals throughout the value chain of the organization based on the determined practical guideline.

## Human Capital Development Performance

### TTA

#### Promotion and Development of Individuals within the Company

The Company has an Individual Development Plan that aligns with the needs of each employee in consistent with their duties and job position. The details of individual development plan are as follows:

- Establishment of activities and seminar for employees' participation to enhance their knowledge in various areas such as PDPA Training Course, Income Tax Criteria and for Cryptocurrency The Grid Public, Certificated Internal Audit Review, Financial Modeling with Microsoft Excel, Important Finances for Accountants: TFRS for year 2023 and Training Bond Market Analysis, to stay ahead of the ever-changing business environment
- The sustainable development training courses from external sources are provided to all relevant staff and the SD working group for the benefit of developing the sustainable approach through TTA and subsidiaries and encouraging a sustainable corporate culture.

#### Employee Engagement Survey

The Company conducts an employee engagement survey and categorizes the issues before considering efficiency improvement and development for appropriate group of employees, such as human resource management for business growth, employee learning and development, and job rotation for development and learning to expand the business opportunity.

The employee engagement survey is a comprehensive survey that is conducted twice a year.

The Company aims to get an employee engagement and satisfaction assessment with more than 70% employee satisfaction and more than 60 percent employee engagement. The performance for the year 2022 was

evaluated during 2021-2022, which is the first year of the assessment survey. The target groups of these surveys are all levels of employees, and the employees can access the survey through an online system. About 80 percent of employees participate in surveys. The employee engagement survey has two main topics and five sub-topics, and the survey results include the following information:

1. Employee satisfaction: high satisfaction level, 68 percent
2. Employee engagement: high satisfaction level, 54 percent

In addition, the Company arranged the Lone Service Award project to respond to employees' survey expectations, and the Company also communicated the employee survey result through the public relations boards and internal e-mail on March 3, 2022 appear in the table

**Table of the Human Resource Management Performance**

Operation	Human Resource Management Performance		
	2020	2021	2022
<b>Training</b> <sup>(404-1),(404-2)</sup>			
Training target for employee	-	10	5
Average training hours (hours/person/year)	-	3.78	6.91
Number of courses	-	21	22
<b>Performance Appraisal</b> <sup>(404-3)</sup>			
Number of employees were evaluated by MAX Performance (%)	100	100	100
<b>Employee Retention and Attraction</b> <sup>(401-1)</sup>			
Employee Turnover Rate (%)	30.38	23.60	4.65
Resigned employees by gender			
- Male (person)	14	7	1
- Female (person)	11	9	3
New Hire Rate (%)	31	20	4
<b>New hires by gender</b>			
- Male (person)	10	6	6
- Female (person)	5	13	12
Training expense (Baht)	171,930	135,973	381,682

**Remark:** Employee training data has started to be collected as of 2021.

### Social protection and safeguarding of employees' working conditions:

- Develop and improve regulations and rules for appropriate work practices in accordance with the Labor Protection Act of 1998 and the Labor Relations Act of 2005, as well as other relevant laws.
- Ensure fair employment conditions for employees and provide them with appropriate compensation according to their potential.
- Provide benefits for pregnancy and childbirth, allowing employees to work to their full potential and take time off for their families.
- Find suitable workspaces for employees.
- Establish regulations for overtime pay, regular weekly rest days, and annual leave days.

### Performance Appraisal

#### Systematic, Transparent and Fair Performance Evaluation

- The Company establishes policy and criteria to evaluate the annual performance of employees at all levels by using the MAX Performance Evaluation Scheme, which consists of annual performance planning, mid-year reviews, and year-end reviews. Supervisors and staff are required to discuss the job description and knowledge development plan at least twice per year, according to the MAX Performance Cycle.
- The Company has a measure of improving employee's performance with a below standard. The employee will be provided an opportunity to improve his or her performance by attending 3-month Performance Plan training program held twice per year.



With an ambition to manage human resources more effectively and easily accessible to all employees, the Company established various channels of communication, so that employees experiencing unequal treatment can submit any complaints to Audit Committee via Company's website or PO Box. Furthermore, the Line Group for Staff serves as an additional channel for communicating and publicizing the Company's exciting activities and welfare.

Additionally, the Company established the Welfare Committee, which conducts meeting at least twice per year, to collaborate in managing employee rights and welfare. The Welfare Committee serves as an intermediary between the employee and the Company in order to communicate the employee's welfare needs by engaging with the employee to solicit suggestions and opinions. In addition, the Welfare Committee also inspects, monitors, and manages the employee's welfare, including proposing beneficial guidelines for welfare arrangements.

#### Long-Service Awards Project

The Company recognizes and values the employees who work with the Company all the time. As a morale booster, the Company has awarded 5 years, 10 years, 15 years, 20 years of service in the amount of Baht 10,000, Baht 20,000, Baht 40,000, Baht 60,000 and Baht 80,000 respectively. Employees who complete their 30<sup>th</sup> and 35<sup>th</sup> anniversary of work receive a prize of Baht 100,000.

#### Complaint

No complaints

#### Thoresen Shipping

Thoresen Shipping emphasizes online social media, which helps connect all staff, including offshore crew and office staff, to relieve stress and create a comfortable environment during offshore operations. Therefore, the company provides internet services on the ship to allow communication to crews during offshore operations. The company also carries out various project activities through social media, by creating different projects that employees on the ship can participate in, as follow;

#### Seafarer English Project

The company aims to develop crew capacity by arranging the "Seafarer English" project to train English through enjoyable and interesting activities to stimulate the English learning ability. The company provides training courses from English experts to teaching crew via an online network.

#### Mermaid

Management aims to promote and develop individuals as human beings through evaluating the efficiency and effectiveness of the Company's human development operations. In 2022 all the directors also attend sustainability training sessions with ISCA and SID.

#### Performance appears in this table:

Gender	Type	Average training hours per person annually	Percentage of all employees evaluated for performance
Gender	Male	6.00	51
	Female	11.55	82
Age	below 30	2.00	0
	between 30-50	9.67	64
	Over than 50	1.20	56





## Community Development and Engagement



The Group is committed to being a part of demonstrating social responsibility through the process of conducting business (CSR in Process) and outside the main process of conducting business (CSR after-process) in taking care of the health and improving the quality of life of people in society through continuous implementation of various projects.

## Community Development and Engagement

The Group realizes that a strong community and society is an important factor for sustainable development in business, society, and national economic sector. The Group's operations are always closely involved with the community; therefore, it is important to conduct business without causing negative impacts or harm the community and collaborate in the community development. This implementation will support the Group to operate the business smoothly, receive a cooperation or convenience from the community. Furthermore, it also enhances development projects and build a society engagement by creating value through stakeholders.

Since 2015, the Group has implemented a policy aimed at promoting the importance of contributing to society as a fundamental aspect of its organizational culture. Additional information about the organization's mission is available at <https://www.thoresen.com/en/about-tta/vision-mission>. This policy covers both the executives and employees of the Company and its affiliates. Giving back to society is not limited to monetary donations, but also includes time, labor, work processes, and fulfilling responsibilities towards communities, society, and the environment. The policy is aimed at creating a positive impact on both the social and economic sectors, including taking care of the environment that affects the communities in which the Group operates. In addition, advancing the prosperity of communities, society, and the country requires concerted efforts from all parties. Therefore, the Group has adopted the Sustainable Development Goals (SDGs) to cover all dimensions of sustainable development including promoting education, improving quality of life, conserving natural resources, and alleviating suffering and philanthropy. The Group also aims to raise awareness and promote cooperation from various sectors towards building a sustainable society.

### CSR Projects in 2022

#### 1. Education Promotion

##### Scholarships for children of Ship's crew

Thoresen Maritime Awards have been supported by Thoresen Shipping for the 20<sup>th</sup> consecutive year with the objective to present scholarships to crews' children with well-behaved and good academic record. This program not only helps lighten the financial burden on employees but also expand educational opportunities for crews' children who will grow up to be decent and capable people. In 2022, we granted 30 scholarships, which was a total of Baht 263,000.



Year	Number of Scholarships Granted	Amount of Fund (Baht)
2022	30	263,000
2020	43	344,000
2020	31	248,000

#### Maritime Awards

Since 2003, there has been an annual event aimed at recognizing the exceptional performance of the ship's crew during the current year. The primary objective of this event is to promote the qualitative development of both the ship's seafarers and the ship itself, as well as the company's office workers. Additionally, the event recognizes the importance of fostering relationships between the seafarers and the company's office workers by awarding scholarships to the children of crew members in the crew class who meet the company's criteria and demonstrate good academic performance. This initiative aims to develop the education of the youth and alleviate some of the living costs for the crew on board.

#### Co-developing Merchant Marine Courses with the Office of the Vocational Education Commission

Thoresen Shipping has signed in the Memorandum of Understanding (MOU) with the Office of the Vocational Education Commission for the cooperation project on teaching & learning process including formulating and criticizing curricular on merchant Marine Navigation and Engineering. The project includes the development and evaluation of curricula for various educational institutions, such as Nakhon Si Thammarat College of Technology and Shipbuilding Industry, Marine Department Training Center, Marine Department, Tinsulanonda Fisheries College, Nakhon Si Thammarat Vocational College, Phuket Technical College, Burapha University, Kasetsart University Sriracha Campus, King Mongkut's University of Technology Bangmod Campus. TTA has been engaged as a consultant to design these curricula and ensure they align with the current needs of commercial navigation personnel in the maritime industry, which has been recognized and praised by institutions participating in the project.



**Internship Program**

Thoresen Shipping has been organizing an annual internship program for merchant marine cadets to provide them with real-life work experience in the industry and to enhance qualified personnel in the navigation industry of Thailand. In 2022, the company welcomed more than 70 students from Navigation and Engineering Branches of Merchant Marine Training Center to intern in the engineering and navigation departments. Students who performed well during the internship were given the opportunity to continue working with the company. In the past year, 45 interns were employed by the company which reducing the recruitment process and costs associated with job postings and training.

**“3Mor” Project of PHC and STC**

Due to the company’s mission to give back to society and the environment, PHC the franchise owner of Pizza Hut in Thailand, and STC the franchise owner of Taco Bell in Thailand, has joined the 3Mor. Project, which is a cooperation project between the Department of Employment, E-Tech College, Chachoengsao Vocational College, Mary Business Administration Technology College, and leading companies in the country to increase work and learning opportunities to develop students’ knowledge and abilities. The project also contributes to the reduction of

social unemployment, and illegal employment, both in terms of paying wages less than the minimum wage and employment of persons under the age of 18.

The company has started accepting interns from the Northeastern and Eastern regions and has plans to expand to other regions across the country in the future Mathayom 6 students who meet the company’s selection criteria will undergo a rigorous internship at any of the Pizza Hut restaurants and are paid per hour of work, monthly accommodation, and scholarships for 2 years during the internship. Participating in the 3 Mor. Project gives the company an opportunity to select qualified students to develop as the company’s personnel upon completion of the course and promote employment in society.

In 2022, 55 and 10 students from this program have taken internships at Pizza Hut and Taco Bell restaurants, respectively. The students have a 2-year employment contract and vocational training contract and are able to work a full 8 hours a day, 6 days a week and can arrange working hours as appropriate which at the end of the course they have the opportunity to grow into a team manager.



**BuddyThai Application Development Project**

Bullying occurs in a wide range of societies, especially in the cyber era, when everyone is free to use media and express opinions without ever thinking about how their behavior may have negative mental and physical effects on other people. Therefore, it is not surprising that children of this generation are facing bullying problems, which are more serious than normal child teasing.

They are mocked, ridiculed, ignored by others, threatened, or even physically abused. These issues affect learning performance and a sense of security at school. In many cases, being bullied in childhood can cause negative effects on mental health through adulthood.

TTA collaborated with the Child and Adolescent Mental Health Rajanagarindra Institute (CAMRI), Department of Mental Health to develop an application called “BuddyThai”



with the goals of helping children and youths who are bullied at school or through social media and hopefully relieving suicide rates among the children and youths in Thai society.

The BuddyThai Application is not only helpful for enhancing mental immunity, but also gives schools, teachers, parents, and psychologists the chance to monitor and immediately help children and youths who have problems and severe effects on their mental health. We receive support from the Bangkok Metropolitan Administration (BMA) to use a pilot area in schools affiliated with the BMA. This application will undergo continuous development to solve this problem, and we hope that BuddyThai will receive attention and be used widely in BMA schools as well as other schools throughout the country. Bullied children and youths can rely on BuddyThai.

For children and youth in need of urgent assistance, they can directly click on the “Request Consultation” button to speak with a psychologist. Additionally, there is also a Facebook channel where children and youth can learn more information and seek advice on problems at <https://www.facebook.com/StopBullyingTH>.”

## 2. Good Health Promotion

### TTA Healthy Together for Sustainable Life Insurance

Nowadays, white-collar workers have a high risk of office syndrome, and three common symptoms are backache, migraine, and numb hand or tendinitis. Sitting in front of a computer for a long time and poor posture, such as hunchback posture or lowing or raising the head too much, are the main causes. When these occur together with unbalanced consumption behavior, such as consuming too much fat or too many sweets, and eating less fiber from vegetables and fruit, there is an increased chance of obesity and high cholesterol. For all these factors, the “TTA Healthy Together” project has been initiated to encourage employees to change their healthcare and consumption behavior.



Activities are organized with a focus on creating a trend and encouraging participation, which involves three missions. In the first mission, the participating employees measure their height and weight to find the average for grouping by weight. The second mission is the “Steps Competition” activity, in which employees download the application to count their daily steps and determine their goal for three months. The last mission is the “Add or Lose Weight” activity, where employees record their weight. The employees whose weight is above the average will set the goal to lose weight. The employees who are underweight will set the target to increase their weight. The result will be measured at the end of the third month.

The “TTA Healthy Together” project emphasizes actual practice, which is the beginning of exercise and food consumption control habits for good health. It is a part of sustainable life insurance. With that being said, the employees are the crucial human resources of the organization. With good health and no risk of disease, everyone can work efficiently. In addition, better health minimizes their medical expenses

## 3. Environmental Conservation

### “Sea Turtle Release” and “Beach Clean Up” Mission

The sea turtles population in Thailand has declined dramatically and they have been classified as endangered animals due to several natural and human-made factors. It is a very concerning situation that sea turtles might become extinct in Thai



Therefore, TTA has initiated the TTA Volunteer Spirit Project, “Good Deed Together” to bring the sea turtles home and bring back clean beaches. The volunteers will release the sea turtles aged 1-5 years into the sea, and collect the litter at Koh Man Nai Beach, Rayong Province.

TTA has provided the sea turtle and rare marine animal conservation activity with a 100,000 THB allowance and grant for food and medicine, treatment, and nursery tools and equipment for the sea turtles at the Marine and Coastal Resources Research and Development Centre, the Eastern Gulf of Thailand, Department of Marine and Coastal Resources, the Ministry of Natural Resources and Environment.

**Stop Plastic Bottled Water Campaign**

Plastic waste is a major environmental problem. Thus, Thoresen Shipping has announced that they will stop using plastic bottles and use personal bottles instead.

The trend of using plastic products is increasing every year. Some plastic products are decomposed by ultraviolet light and turn into small plastic particles called “microplastics” (smaller than 0.5 mm), which then dissolve and disperse in water, on the beach, and in the ocean. They are the cause of death of many aquatic animals. In addition, when microplastics are accumulated in living things in the sea, either small or large living things, such as plankton, shrimps, shellfish, crabs, fish, etc., they enter the food chain and harm the final consumer’s health.



Thoresen Shipping, the world’s leading company in dry bulk shipping services has joined the campaign against the use of plastic bottles on ships. The company has launched the “Stop Plastic Bottled Water Campaign”, and is urging the office staff, other employees, and seafarers to stop drinking water from plastic bottles and switch to using personal bottles instead.

Thoresen Shipping prioritizes the sanitation of their ships and the quality of water supplied for staff and seafarers. For this reason, a water filter system is provided. Clean water tanks and water dispensers are achieved through regular inspections and maintenance of the filter system. Additionally, the quality of water purchased from seaports is regularly checked to ensure clean and contaminant-free drinking water.

**4. Relief and Charity**

**Braille Books for the Blinds Project**

TTA has collected a ton of old books and donated to the Foundation for the Blind in Thailand Under the Royal Patronage of H.M. the Queen to make braille books for students at the School for the Blind.



Currently, the media provision for visually impaired people is insufficient. Hence, the Foundation for the Blind in Thailand Under the Royal Patronage is always open for donations of old books and old calendars to produce braille books for visually impaired people. This maximizes their chance to access quality media, enhance their skills, and develop their learning potential.

**Wheelchair To Disabled**

Most of the disabled in Thailand are socially underprivileged and need rehabilitation and quality of life development in all aspects. TTA witnessed their restrictions and obstacles, so the Company supports the “Wheelchairs for the Disability Project” of the Thai with Disability Foundation every year.



In 2022, TTA supplied wheelchairs for disabled youths to provide encouragement and to improve their quality of life, optimizing their education, employment, and social opportunities to study and work happily with others.



**Relief for Flood Victims**

The flood situation in Ubon Ratchatani Province in 2022, particularly in Muang and Warin Chamrap District, suffered the greatest impact in 43 years. The level of water was higher than that in 2009. The agricultural areas in 19 districts were flooded, and houses in 9 districts were under water.



TTA, in cooperation with the franchise operating of Pizza Hut restaurant in Thailand, provided some pizzas and 500 sets of survival kits containing rice, dried food, necessary items, and athlete’s foot treatments to relieve the difficulties

of the flood victims in Warin Chamrap District, Ubon Ratchatani Province in October 2022 after they were facing the disaster resulting from the storm NORU.

**Pizza Hut - An Equal Slice for Everyone**

TTA and PHC which manages franchises of Pizza Hut in Thailand, have initiated the project “An Equal Slice for Everyone” aiming to share equal opportunities in society. In Thailand, Pizza Hut offers the opportunity for children to access healthy food, quality education, and well-being through sharing food and other necessary items, and by renovating the canteens for schools in communities where Pizza Hut is operating in order to support children and youths to grow up with a better quality of life.



In 2022, under the “An Equal Slice for Everyone” project, PHC had organized some recreational activities and provided pizzas to 120 children at the nursery, Wat Mahavong Community Daycare Center - FOREDEC 6, Samut Prakan Province, and gave a grant for education to underprivileged children in FOREDEC. Moreover, at Wat Ban Yang School, Nakhon Pathom Province, PHC and TTA had provided brand-new kitchen and restrooms, scholarships, and school bags and toys to students.

### Religion and Cultures Promotion Project

TTA is aware of the significance of virtue and ethics, and cultural promotion to employees to live together happily and peacefully. For this reason, the Company organized activities to accumulating merit and fulfills the duty of lay Buddhists, such as and listening to chanting to clear the mind and maintain the Buddhist cultures in Thai society.

In 2022, TTA donated money and participated in the Buddha image molding event at Wat Pipat Mongkol, Sukhothai Province. The money was allocated for scholarships, the establishment of the Kruba Yanthip Foundation, hospital construction, medical supplies and equipment, and a rescue ambulance. In addition, the Company donated Baht 10,000,000 for the vihara construction for Wat Putthawanaram (Wat Pa Wang Nam Yen), Muang District, Mahasarakham Province.







# Sustainability Management in Governance and Economic Dimension

The Group adheres to conducting business with governance principles in accordance with good corporate governance policies, business ethics, and risk management principles, as well as proper investment in new businesses in compliance with relevant laws and regulations, including domestic and international tax compliance where the Group's businesses operate. The Group is committed to opposing corruption, providing transparent and auditable financial reporting, promoting fair competition, and upholding social and environmental responsibility throughout the value chain. The Group also enhances the creation of long-term value for the business by innovating in technology, processes, and business models that meet the needs of customers and stakeholders, as well as fostering cooperation with business partners and allies for sustainable growth.

Corporate governance has been considered a crucial element of conducting business since the Company was established. The policy for corporate governance has been developed since 2017, including the development of the Code of Business Conduct. The Corporate Governance Committee is responsible for the effective, transparent, and accountable management of the Group operations. Additionally, the policies related to corporate governance are reviewed and updated to ensure the appropriateness for the circumstances and alignment with international best practices.

Corporate governance means a system that is structured and has the practices to create transparency and responsibility for the Board of Directors and management team to build trust among stakeholders. The objective of corporate governance is to enhance the Group's long-term competitiveness, create value for shareholders, and generate sustainable value.

The principles of corporate governance of the Company are as follows:

- **Compliance with legal requirements:** Management and business operations must comply with laws, regulations, and the Board of Directors or relevant shareholders' resolution.
- **Responsibility:** All stakeholders, including the Board of Directors and management team, must be aware of their duties and responsibilities.
- **Transparency:** Business operations and activities must be auditable and transparent.
- **Participation:** Acknowledge and accept the rights of shareholders and other stakeholders to participate in the Company's activities.
- **Value protection:** Investments and use of resources must consider financial and economic returns.



## Quality and Safety of Products and Services

**3** GOOD HEALTH AND WELL-BEING



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



The Group is committed to provide the superior quality and safety of product and services, which are the key success factors for the business. With an incessant effort to develop new products and innovation for reducing the impact on the value chain, it will finally lead the Group to the sustainable production and consumption.

## Quality and Safety of Products and Services <sup>(3-3)</sup>

The Group intends to deliver the product and service with the highest quality and safety in order to build trustworthiness and reliability among the customers and to retain existing loyal customers and expand to new customers in the future for sustainable wealth in business implementation. The quality and safety of products and services are key decision factor of customers in purchasing goods and services. Therefore, the Group concentrates on the quality and safety of the products, environmental management, and stability of business operation as well as open mind to listen to the opinions of all stakeholders for continuous improvement and development of products and services.

The Group implemented their business based on their determined action plans. They set the performance targets by considering an appropriateness of characteristics of each business unit and evaluate the performance results to measure an efficiency of strategic plan and to monitor the quality and safety of products and services. The Group's operating performance of 2022 as shown as follows:

### Thoresen Shipping (TSS)

Thoresen Shipping has expertise and experience in providing dry bulk carrier services for both main products such as coal, minerals/ores, and grains and other dry bulks, such as steel, fertilizer, cement, agricultural products, timber, etc. With the commitment to gain customer trustworthiness and reliability, the company set the target to provide the best and the most efficient service to the customer. To maintain a high-quality service standard and reduce the compliance risk, Thoresen Shipping strictly provides operating services by following the requirements and conditions according to the Charter Party contract and complies with the international and local marine standards for shipping. Thoresen Shipping has assigned the Commercial Operation team to handle the transportation management and the Marine Operation team to manage the crew resources to guarantee that Thoresen Shipping provides the best service to customers.

### PHC and STC

PHC highly focuses on the product quality and safety as their first priority as it may generates adverse effects on the quality of life and health of customers. Moreover, it could have negative impacts on PHC's credibility which must

spend long time and high cost to recover. Therefore, the compliance with the food safety regulations can save cost in solving problems, reduce any potential risks, and build customer confidence towards the brand. Consequently, it activates the repeat purchase of products and services which is a crucial factor of sustainable business growth.

STC has a vision to be the leading Mexican restaurant in Thailand with an intention of delivering the best service with speed, friendliness, and accuracy to maintain the customer satisfaction level. The company has a consistent approach and standardizes production to control the quality and safety of its products and services.

PHC and STC set their targets to maintain the cleanliness and safety standards strictly and continuously as their fundamental management approach. In addition, PHC and STC's food safety policy complies with the Food Act B.E. 2522 of the Thailand Food and Drug Administration (FDA) and the franchise policy standard of Yum! Brands, Inc. (Yum!) that includes inspection and risk evaluation processes from both internal and external expertise to reduce the risk factor. According to the current situation of COVID-19, PHC and STC have collaborated with the food suppliers including the raw material supplier, packaging supplier, and storage supplier to search for preventive plans and measures for monitoring the operation to reduce the risks on products' quality and safety.

### Quality and safety of food management

#### Restaurant

- All PHC and STC restaurants must be audited for food and safety standards including by the internal team and Yum! certified auditors.

#### Supplier

- PHC and STC's suppliers, including food product distributors, food packaging, storage, and distribution centers, are audited according to Yum! Food Safety Policy or other relevant standards such as BRC and FSSC 22000 at least once a year.
- Training courses about the quality and safety of food are arranged for suppliers to encourage them to be concerned about the food safety standard.
- Guidelines for vegetable product procurement: the company prefers to procure from suppliers who establish GAP standards and have food safety control policies.

**Employee**

- Branch managers must possess the food handler certificate issued by the Ministry of Public Health.
- In-class or online training courses about the quality and safety of food are provided to all restaurant employees. All the employees must take a health examination before joining the company. In addition, the staffs are instructed to wash their hands every time before entering the cooking area, as well as before the food preparation, to assure that those food products are clean and safe before delivering them to the customers.

**Customer**

- PHC and STC provide channels for receiving customer feedback and complaints regarding the quality and safety of products, and also create implementation process for investigating complaints and preparing preventive measures to stop repeat incidents in the future.

**Performance in 2022**

In 2022, all of Pizza Hut and Taco Bell’s staff have already completed the quality and safety of food training. Furthermore, 100 percent of Pizza Hut’s suppliers have already passed the food safety standards. Apart from that, the company also buys vegetables from sellers who obtained Good Agricultural Practices (GAP) certification and establishes quality and food safety policy.

**Results of the quality and safety of food and services training**

Participant in quality and safety of food and services training	Percentage of participant in quality and safety of food and services training		
	2020	2021	2022
Employees	100	100	100
Suppliers	100	100	100

Both PHC and STC are committed to deliver quality and safety food to consumers to maintain their good health. Thus, the company carries out food safety audits throughout its restaurants and suppliers every year, and the company’s branches must be inspected to pass the standard requirements, including food safety standards, brand standards, and national legal standards, on average 2.35 times a year by an accredited third-party audit company with expertise in food quality and safety audits assigned by the franchise owner, to analyze the problems of each store and make improvement.

Due to the COVID-19 situation in 2022 some areas have become restricted areas, and entry into those areas is prohibited during the specified months causing some restaurants to have remote standards checks (remote check online) depending on the area.

For Pizza Hut, a branch manager is responsible for controlling food quality and safety as well as operating the audit process. Consequently, there is a Food Safety Committee consisting of 2 Supply QAs and 2 Restaurant QAs and a meeting about the results of the inspection to find ways to improve and develop services and present to the team leader, store management team, and related departments. All the processes are to ensure its operations and the quality and safety food before delivering to the customers. Moreover, PHC discloses nutrition information on its website to allow customers to stay informed about their food choices.



**Flowchart of Pizza Hut Restaurant Visit**

Additionally, the company has established channels for receiving complaints regarding the quality and safety of products and services, such as a call center at 1150, www.pizzahut.co.th, or www.facebook.com/pizzahutthailand. The call center is the first team to investigate the quality and safety of products and services, then report its findings to the Operation Department for further investigation. After the inspection is completed, the company will improve its service, and the customer will be compensated by the Operation Department. The company will then summarize the complaints in order to find a way to prevent recurrences in the future.



**PHC has passed the Safety & Health Administration (SHA) Standards,**

which is voluntary standard practice guidelines for entrepreneurs or the prerequisites that establishments must have to protect against COVID-19 which comes from public health measures plus the standard of tourism products. The Ministry of Health and the Ministry of Tourism and Sports have created the SHA symbol to certify the quality of the establishment. And once the badge is received, operators will be assessed, and will also be randomly inspected by agencies under the Ministry of Tourism and Sports from time to time, which consumers can be confident that PHC is one of the establishments that are working to improve the establishment in accordance with the new way of life under sanitary safety standards.



**PHC has been approved by the Department of Health as a training organization for operators and food handlers.**

As operators and food handlers are important people in sourcing raw materials, cooking, and serving clean, safe, and nutritious food, it is imperative to have knowledge and understanding of sanitation principles and personal hygiene including relevant laws. PHC employees are considered food handlers who have undergone such training. PHC, therefore, wishes to seek approval from the Department of Health to become a training organization which was approved on 11 October 2021, resulting in PHC being able to fully train PHC's employees and PHC employees can apply the knowledge to practice properly and be able to provide clean, safe food to consumers, as well as having good management in food establishments.



**UMS**

UMS has a key product strategy that involves selecting and improving the quality and efficiency of coal through a process of quality control and quality assessment by an expert and capable professional team to assess coal quality in terms of carbon content, moisture level, and sulfur dioxide. All customers will receive appropriate coal quality that is suitable for the steam boilers of their respective industrial plants for the purpose of maximum efficiency in fuel combustion.





## Customer Relationship Management and Quality Management of Services and Complaints



With an ambition to be a leading investment company, the Group operates the business with discretionary and efficient management, simultaneously creates sustainable corporate value by arranging a long-term customer relationship management plan and complaint handling guidelines for the purpose of responding to customer needs.

## Customer Relationship Management and Quality Management of Services and Complaints <sup>(3-3)</sup>

A positive relationship with customers is one of the core values of a successful business growth. To meet the customer need and satisfaction as well as build customer trust, the Group has developed strategies and management approaches, e.g., maintaining standard quality of product and service, offering a reasonable price, providing an appropriate marketing plan, and providing suitable and accurate information to customer for their decision-making. In addition, the Group respects the customer's voice by listening to their opinions and complaints, which are important factors in obtaining the customer trust and can keep a long-term relationship with customer by maintaining the customer loyalty and extending scope to new customers, along with sustainable growth in business.

### TTA

TTA is interested in capturing customer purchasing behavior, opinions, and suggestions, which reflect the customer's expectations for developing a strategic plan to improve customer service relationships. TTA also launched a management approach that specifies the customer relationship management guidelines to direct the Group to perform in align with the Company's Code of Business Conduct. The Code of Business Conduct was launched in December 2009 and last updated in December 2022. Following the amendment, the Company always communicates with the employees, conducts the evaluation test to determine the employees' understanding, and notifies all groups of stakeholders. TTA discloses the Company's Code of Business Conduct on website (<https://www.thoresen.com/en/corporate-governance/corporate-policy-documents>) which includes the approach in term of customer relationship as follows:

- To deliver quality products and services that meet customer expectations.
- To give accurate, adequate, and timely information about products and services to customers.
- To comply with regulations and condition that are committed and promised to customers.
- To deal with customers politely and efficiently to gain their trust.
- To protect customer data confidentiality and refrain from abusing it for personal interest or the interest of other parties.

### Thoresen Shipping

Thoresen Shipping intends to ensure that the service is managed in accordance with the customer contract's requirements. Thus, the company assigned the commercial operations team to handle and deliver the best experience in shipment service to all customers.

### PHC

Target for the Guest Experience Survey

- Overall satisfaction level at 81 percent
- Food Safety satisfaction level at 85 percent

Long-term targets increase at least 2 percent every year

PHC implements a customer relationship policy based on the concept of providing the best customer experience in terms of food safety assurance and high-quality service via standardized and the highest efficient operation. To enhance customer experience, an understanding of the changing customer's needs and expectations is important to increase customer loyalty and expand to new customer bases. The main operations of customer relationship management are divided into two sections including the Customer Relations Management Platform and the Guest Experience Survey, in line with the target setting and continuous performance measurement for the product development.



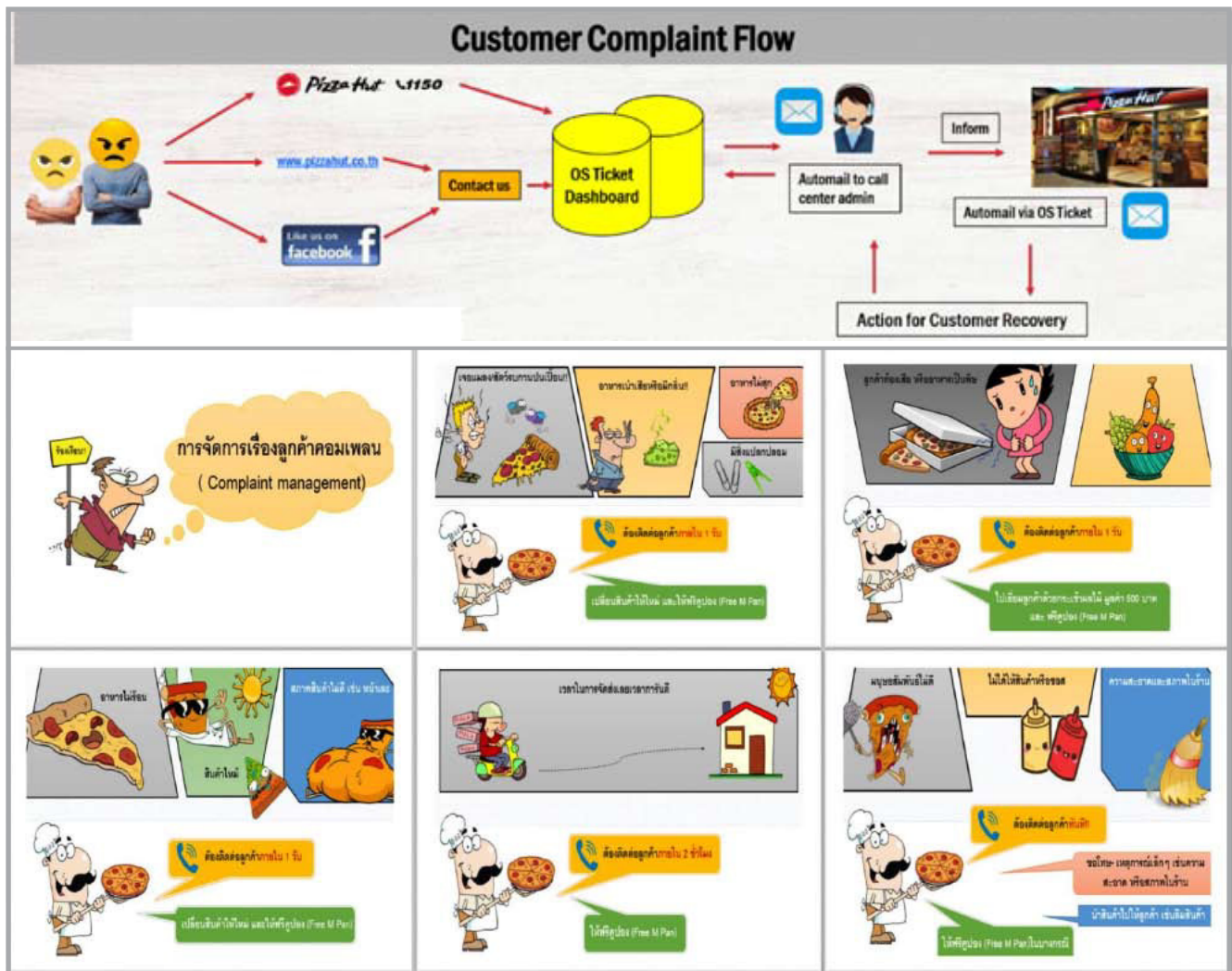
### Customer Relations Management Platform

In February 2022, PHC started the Customer Relations Management Platform to facilitate customer information management. It is a tool for analyzing and grouping customer as well as storing customer contacts to create sale promotion campaign and introduce new products. It also supports a creation of customer positive experience and enhancement of repeat purchase rate. For any projects that apply this tool for sale promotion, PHC has the target setting and performance evaluation of every project. The format of performance evaluation depends on the projects target.

### Guest Experience Survey

PHC developed the Guest Experience Survey form to gather all customer feedback to improve the products and services such as taste, quantity, price, information accessibility or order channels, service satisfaction level, etc. PHC provides online and SMS channels to collect customers complaints or suggestions. PHC continuously analyzes the survey to search for root causes and develop monthly improvement plan. Moreover, PHC also sets a yearly Guest Experience Survey target to evaluate the effectiveness of customer satisfaction and customer relationship management.

### Customer complaint process



PHC established various channels for gathering customer feedback and complaints in order to improve the management approach and practices. In case there is a complaint regarding services, the store manager will analyze the received problems or complaints to find the cause of the problems, the location where a complaint arises, and the number of complaints. The company will then summarize the complaints to find solutions for preventing future occurrences. After that, they will conduct customer satisfaction survey according to their resolved complaints. Until now, there have been no complaints regarding health and safety from Pizza Hut's services.

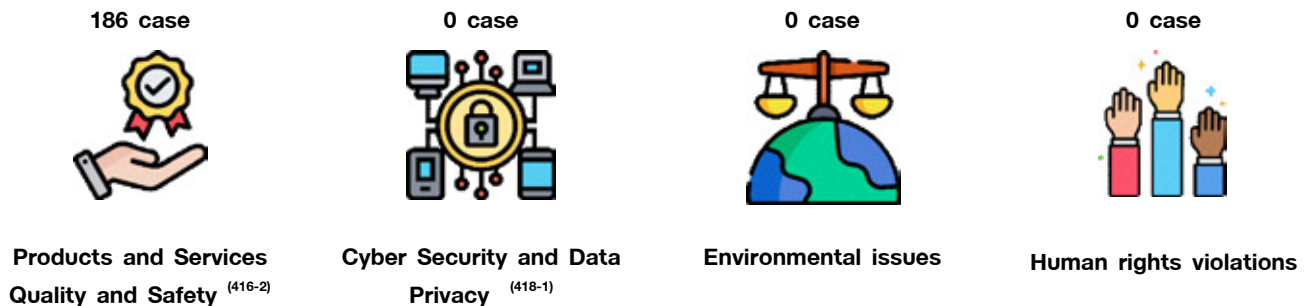
#### Contacts channels

- Call Center : 1150
- Website : [www.pizzahut.co.th](http://www.pizzahut.co.th)
- Mobile Application : Pizza Hut Thailand

#### Performance on the customer relationship management and complaint handling for the year 2022

PHC	Customer satisfaction target	Performance result		
	81	83		
	Number (Case)	2020	2021	2022
PHC	Number of complaints	415	282	186
	Number of resolved cases	415	282	186
Complaint	Products and Services Quality and Safety	-	-	186
	Cyber Security and Data Privacy	-	-	0
	Environmental issues	-	-	0
	Human rights violations	-	-	0
	Others	-	-	0

#### Number of complaints handled and resolved for the year 2022



Additionally, PHC has a customer protection advertising program. The company's advertising statement must not be unfair to the consumer, such as by exaggerating or misrepresenting the essential information about the products and services.

## STC

STC is seeking the opportunity to become the number-one Mexican food brand in customer expectations. To provide the best food and service, the company implements a strategy to maintain long-term customer relationships, which are the primary drivers of its success and growth. The company processes customer satisfaction assessment by encouraging the customers to fill an assessment form at the bottom of the receipt and submit their feedback to the company. The questionnaire survey contains questions in various dimensions such as satisfaction of products and services, cleanliness, and safety measures during COVID-19 situation, etc. In addition, the company also sets the target of customer satisfaction level and conducts the performance assessment to determine the success's progress. In 2022, the company focused on the improvement of operation standards in terms of speed of service to deliver the products and services to customers on time to maximize customer turnover within the restaurant and decrease congestion during rush hours.

In 2022, there are no major customer complaints from all channels. However, the company implements its contingency plan when receives complaints. If a complaint is received, the customer service team will contact the customer and apologize for the incident before offering solutions, or if the complaint cannot be resolved, the incident will be reported to the higher management level for resolution. All complaints will be resolved within 72 hours and recorded in the system to prevent future occurrences.

## UMS

UMS procures and verifies the quality of products to meet customers' expectations, as well as continuously developing and improving production processes. The company has a dedicated department that provides consultation and customer service support for pre-sales and after-sales to promptly address customer issues by analyzing the causes of problems and providing solutions. Additionally, the company regular visits and meetings with customers to listen to their feedback, suggestions and maintaining a good relationship between the company and customers. In 2022, there is no case of customer complaint from all channels.

### Contacts channels

- Website : [www.tacobell.co.th](http://www.tacobell.co.th)
- FB : Taco Bell Thailand

The company conducts business in conjunction with continuous product and service development to satisfy customers' expectations with responsibility, honesty, integrity, and business ethics. This is achieved by sourcing quality and standardized products and maintaining customer confidentiality. The company's managing director will regularly report on customer relations to the Executive Committee and the Board of Directors.

## AIM

AIM has managed customer relationships in accordance with the strategy of developing a marketing business that focuses on responding to customer needs and being customer centric. The company is in the process of studying customer relationship management to create a comprehensive operational guideline to meet customer needs in a sustainable manner.





## Supply Chain Management



The Group intends to create a sustainable value chain to deliver the best quality of product and service responding to customer need and maintain customer trust by prioritizing the Supplier Code of Conduct and stakeholder engagement as their priority throughout the value chain.

## Supply Chain Management <sup>(3-3)</sup>

Supply chain management is a crucial strategy in conducting sustainable business operations. A comprehensive management of supply chain and integration of a sustainable development approach in the supply chain management can contribute to the efficient procurement of high-quality products or services for delivering to customers or consumers. With this regard, the Group is firmly committed to improve overall supply chain management by considering environmental and social aspects and governance & economic. Additionally, the Group places a high value on managing supplier risks to assure that they can deliver the best-quality products and services to customers to achieve the highest level of customer satisfaction, respond to the expectations of stakeholders, and reduce business interruption risk due to economic, social, and environmental factors within the supply chain, especially from the Company's suppliers.

### TTA

TTA is committed to sustainable business growth and being responsible for communities, societies, and environment. The Company believes that sustainable success is based on responsible business operations through supply chains. To ensure that TTA's process and its supply chain comply with sustainability development policy, laws, and related regulations, the Company established a Supplier Code of Conduct to encourage all suppliers to collaborate in developing society and environment.

### Supplier Code of Conduct

TTA emphasizes on supplier management by focusing on ethical and transparent practices. This includes a creation and implementation of the Supplier Code of Conduct, as well as procurement and supplier selection regulations and guidelines that align with the Company's strategy.

TTA's Supplier Code of Conduct is structured by considering environmental and social factors along with governance & economic. All of TTA's new suppliers are required to sign an agreement acknowledging the Supplier Code of Conduct and consent to allow the Company to evaluate a production procedure and service quality in compliance with the evaluation criteria. Moreover, the internal audit process will also be performed for affiliated companies to ensure that all suppliers comply with the Company's determined principles and guidelines.

**Supplier Code of Conduct:** <https://www.thoresen.com/en/corporate-governance/corporate-policy-documents>

### Supplier Code of Conduct Guidelines

1. Conduct a procurement by considering the cost efficiency and effectiveness in terms of quality, price, and service to achieve optimal benefits for the Company.
2. Conduct a procurement by focusing on ethical business practices, avoiding any exploitation of suppliers, ensuring transparent and comprehensive communication, providing equal treatment to all suppliers, and considering their opinions and suggestions.
3. Operate a procurement with transparency, impartiality, accountability, and adhere rigorously to applicable regulations and laws as well as encompass sound risk management and internal control practices.
4. Do the sustainable procurement and supplier management by considering the environmental impact, social responsibility and governance & economic (ESG). It also includes a monitoring of suppliers to comply with the Supplier Code of Conduct, which is a part of sustainable supply chain management principles.

### Green Procurement Management Process

1. Procurement department employees must use resources efficiently to achieve maximum benefits and be environmentally friendly.
2. Consider products and services that have no environmental impact.
3. Encourage the use renewable resources products and do not pollute the environment, such as eco-labels certified products.
4. Consider suppliers and service providers that have been certified for the environmentally friendly standards.
5. Establish fairness and equality procurement procedures and methods.

### Selection of the Company's Suppliers

When goods and services are required to procure, the procurement officer will select a supplier from the approved supplier list, which follows the procedures and guidelines described below:

1. Provide clear and adequate information about the product and/or service requirements to each supplier who meets the qualifications for the procurement, so that qualified suppliers can offer equivalent products and/or services.
2. The first selection process adheres to the principle of considering product and/or service quality, reasonable pricing, and other necessary requirements. To be considered for approval in the next stage of the procurement process, suppliers who pass the first selection process must prepare a self-assessment form

covering aspects of their products and services, business operations, social responsibility, and environmental responsibility.

3. The procurement officer evaluates self-assessments from suppliers together with the quality of the products and/or services, price, and other necessary terms.
  - A score of more than 70 percent is considered passing, and the results will be presented to the approving authority.
  - A score of less than 70 percent is considered underqualified. The procurement officer notify the supplier and jointly formulate guidelines to prevent issues that may affect the company's sustainability. Then, reconsider in the next assessment round.
4. Approved Suppliers will be assigned a status of Critical or Non-Critical Suppliers, based on the criteria for categorizing suppliers.
5. After joining the approved supplier list, the supplier must complete a Yearly Performance Evaluation through the Company's supplier assessment and the supplier's self-assessment form in order to monitor the performance. Furthermore, during the year, the Company can file and address complaints and issues related to resource use, environmental and social concerns, and governance & economic. The Company will investigate the facts, consider corrective actions, provide advice, and collaborate to develop the supplier's potential together with related parties from all departments and suppliers before reassessing the situation.

### Criteria for Categorizing Suppliers

The Company has established criteria for categorizing the types of suppliers, which enables the Company to systematically analyze and formulate procurement strategies, including using it as a data for effective risk assessment related to suppliers by categorizing the criteria for categorizing suppliers are as follows

#### 1. Critical Supplier

Suppliers with high contract values, high spending orders, difficult replacement materials, critical to the manufacturing process, importance to business performance, and are at significant or high risk. The Company requires this group of suppliers to pass the Yearly Performance Evaluation through the supplier assessment form by the Company together with the supplier's self-assessment and/or visit the operation site (On Site Audit) through the safety, occupational health, and environmental audit procedures and the Sustainable Practice Audit Assessment.

#### 2. Non-Critical Supplier

Partners with medium level of order or low contract value, as well as a medium or low risk exposure to business performance, which the Company requires this group of suppliers to pass the Yearly Performance Evaluation through the supplier assessment form by the Company together with the supplier's self-assessment and assessment from relevant departments.

#### Supplier risk assessment

The key important factor for enhancing the efficiency of the supply chain management is the risk assessment procedure. Initially, the Company has a supplier risk management system consisting of a supply chain risk assessment, a supplier assessment questionnaire provided by the Company and a supplier self-assessment form, in order to identify important suppliers in the supply chain and to check the qualifications of those who will be registered as suppliers of the Company, with details of each issue as follows:

1. Economic risk issues, such as raw material price fluctuation, etc.
2. Environmental risk issues, such as greenhouse gas emissions, noise and vibration pollution, water consumption and discharge, waste, raw materials, and other contaminate equipment management, and the biodiversity effect, etc.
3. Governance risk issues, such as corruption, tax evasion, fair competition, and intellectual property rights, etc.
4. Social risk issues, such as human resource management, human rights, occupational health and safety, and compliance with law and regulation, etc.

#### Performance Results in 2022

<b>Total suppliers</b>	<b>51</b>
<b>Types of Suppliers</b>	<b>Supplier</b>
New Supplier	1
Critical Supplier	18
Non-Critical Supplier	19

#### Environmental, Social and Governance & Economic (ESG) Risk Management

Number of suppliers received risk assessment	6
Number of suppliers that were assessed as high risk	0
Number of suppliers received on-site ESG audit	0
Number of suppliers obtained risk management for impact mitigation	0

#### Supplier Credit-Term

- Supplier Credit-Term according to Supplier Code of Conduct is within 30 days
- Actual Supplier Credit-Term in 2022 is 30 days

**Thoresen Shipping**

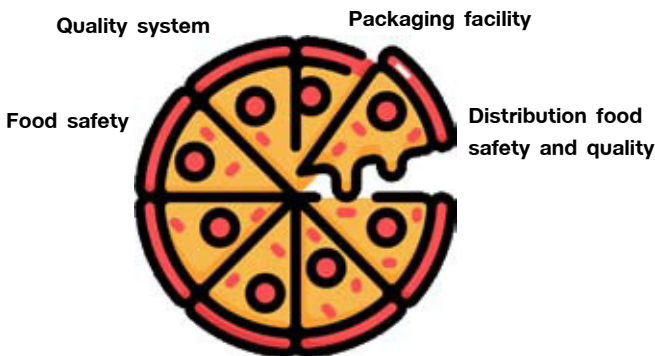
Thoresen Shipping emphasizes comprehensive supply chain management as the foundation of business operations in order to drive business competitiveness and improve operational efficiency. The company dedicated to establishing criteria for selecting suppliers that are in line with globally recognized maritime standards, guaranteeing high quality and timely delivery of services. Thoresen Shipping has established guidelines for dealing with suppliers who do not adhere to the agreement.

**PMTA**

Regarding the current dynamic situation, PMTA remains committed to conduct business for sustainable growth, along with stakeholder management within the supply chain. As a chemical fertilizer manufacturer, which is directly related to agriculture. PMTA is committed to producing high-quality products by starting with the supplier procurement to provide the high-quality of material, offer efficient transportation, have a reputation, and comply with relevant regulations. Furthermore, the company conducts efficient value chain management, which consists of encouraging productive communication and coordination between the sales and production teams and cooperating with suppliers to share their opinions and suggestions.

**PHC**

PHC operates under the Yum! Brands, Inc. (Yum!) franchise, which has policies and requirements regarding international standards. The company is committed to responsibly and continually managing risks within supply chain.



1. Food Safety Audit is a comprehensive audit of specific food safety and hygiene requirements.
2. Quality System Audit is an audit of the production efficiency of products and the quality control system of the suppliers.

3. Distribution Audit is the inspection of warehouse quality, storage standards to ensure compliance with product type requirements, prevention of contamination during storage, and quality inspection of product shipments that are transported under the requirements of such goods such as temperature, cleanliness of the car, the hygiene of the carrier, the process of loading and unloading the goods, etc.
4. Packaging Audit is an audit that covers the safety requirements of packaging that comes into contact with specific foods.
5. GFSI (Global Food Safety Initiative) Certification, which is an international standard prepared for the purpose of establishing standards on food safety and hygiene, Where a supplier has established a system of quality standards and obtained a GFSI Assessment result that complies with PHC’s requirements, the supplier may use that document to waive PHC’s standard audit.

PHC strives to continuously manage its supply chain in a responsible and efficient manner in terms of recruitment and supplier selection. To deliver the good quality and safety food to customers, PHC pay attention to the high-quality of raw materials, standardized production, finished product storage transportation and systematic product distribution to restaurants. The company has an operation plan to assure an efficiency and compliance of suppliers in accordance with PHC’s policy. Every year, the company conducts a key supplier classification based on the level of critical component suppliers, which affects the advantage in operation and helps sustain the efficiency and consistency of the approach. Then, external expertise evaluates and inspects the company’s key suppliers and new suppliers to verify and mitigate risks. The company also establishes guidelines for suppliers who fail the assessment process by providing a training session about food quality, cleanliness of packaging and storage, systematic transportation, and distributors is organized for suppliers. Moreover, the company conducts an annual business review in cooperation with its key suppliers in order to understand the business trend and impact which also covers environmental, social, governance & economic risks which can affect the future business operation.

Besides, PHC encourages its suppliers to comply with the Supplier Code of Conduct and the supplier’s practices, which consist of environmental, social, and governance & economic. In 2022, the company has communicated the Supplier Code of Conduct and guidelines to all new suppliers and plan to extend them to all suppliers.

**YUM! Remote Audit**

Factory audits are the best way to assess a supplier's performance based on audit criteria. However, due to the situation of the outbreak of the COVID-19 virus and changes in the domestic situation all the time, causing restrictions on travel and inspection at the factory, Remote Online Audit is a great replacement option in 2022. Remote Audit is performed by an auditor of Yum! Brands, Inc. This program has been developed for the inspection process and the details of the various steps to be like an audit at a factory. However, the method of sending and sharing screen recordings while reviewing documents has been implemented for transparency. Therefore, online audits are a technology-based method for obtaining complete, concrete information and evidence from a distance and to ensure that manufacturers will always be able to meet and produce products that meet Yum! Brands, Inc.'s criteria, or if there is something that needs to be improved, it can be done in a timely manner.

**UMS**

UMS established procurement standards to select and import coal for quality assurance by an expert and capable team. The inspection qualification that the supplier must meet includes determining the carbon content, humidity content, sulfur dioxide content, and quantity of reserve coal. In addition, the company also specifies the standard for the domestic and international delivery processes to fully cover coals in an appropriate condition during transportation. In terms of international suppliers, a procurement process has been identified in order to select a reliable and standardized transportation provider. The service provider must import coal in compliance with legal and customary formalities. In 2022, the company did not import coal from international mines. Additionally, the company provides pre- and post-sale consultation and service to customers through its customer service team.

**AIM**

Because of market conditions and changes in consumer behavior, the COVID-19 pandemic has impacted the entire world, affecting both the public and private sectors. To continue sustainably and stably business operation, businesses will not only adapt to changing situations but also use "supply chain management" to manage relationships and processes with all relevant parties. This is to ensure smooth operations, provide quality service, be environmentally friendly, and respond to customer needs while upholding good corporate governance and conducting business in a collaborative and sustainable approach.

With a strong commitment of AIM to long-term growth and sustainable development, the company has strict and equitable guidelines for selecting suppliers who meet the Waterworks Authority standard to maintain the quality of the service. To encourage the core sustainable value, the company always prioritizes selecting suppliers who share the same goal of being environmentally friendly. Therefore, the company is in the process of studying the potential of supply chain management with all groups of suppliers to grow sustainably together.





## Cyber Security and Data Privacy



Technological resources are business assets that require efficient management, including preventive measures and determine the security levels of data usage.

## Cyber Security and Data Privacy <sup>(3-3)</sup>

From the technology advancement that is being developed and transformed at an accelerating trend, the cyber security and personal data protection are therefore critical to the business. The Group relies on technology to work more efficiently and reduce various emerging risks. It can broaden the scope of business capabilities to lead to a long-term success. Furthermore, the evolution of cyber threats has become increasingly complex. There are potential risks to data privacy and cybersecurity such as computer viruses, hacking, ransomware, online data infringements by being used or published without consent and the loss or leak of important data, both in terms of product and service development and personal information of stakeholders. As a result, being subjected to a cyber-attack may have a negative impact on the Group in both monetary and non-monetary forms, such as a civil penalty, loss from ransom redemption, negative impact on reputation, loss of income or profit, and loss of customer retention due to low confidence in trust and corporate image



and IT risk management to be aligned with the relevant laws and standards. Additionally, they have duties in considering the policies and procedures relevant to cyber and IT risk management and mitigation by integrating with organization risk management, which covers an identification of business risks or opportunities, assessment and prioritization, determination of management plan, monitoring and reporting, and annual review of the IT security policy in accordance with the principles of good corporate governance.

### Data Privacy and Information System Security Policy

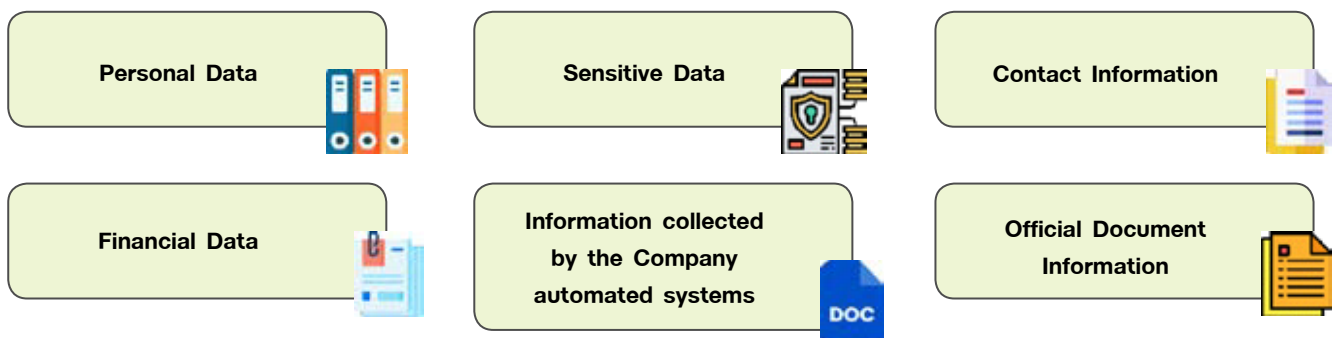
Increasing technology adoption may generate information technology risks. It is critical that all users must comply with the Company's policies regarding the Computer Crimes Act, B.E. 2007, as a standard to protect organizations and abusive users. Furthermore, The Company shall collect Personal Data as is necessary to the Company's objectives and depends on the relationship or activities that Data Subject has with the Company or the type of product or service that Data Subject uses as previously informed. Before or during the collection of Personal Data, the Company shall obtain the Data Subject's explicit consent. The current version of Data Privacy and Information System Security Policy is available at the Company website (<https://www.thoresen.com/storage/download/corporate-documents/20220804-tta-information-system-security-policy-th.pdf>)

### TTA

To ensure the oversight of information technology governance, innovation, and IT risk management, the Company appointed Board of Directors, who has responsibilities in monitoring the IT governance, innovation,

### Management Plan and Implementation of Cyber Security and Data Privacy

The Company collects and preserves the Personal Data regarding the purposes, scope, lawfulness, and fairness required to carry out the Company's operational activities, which can be classified as follows:



The Company formulated information access control and prevention regulations for appropriate use of IT resources and management of the Personal Data security in order to control the users' operation to minimize vulnerability and comply with relevant laws. It is implemented by an encryption for transmission over the Internet network and restrict access to Personal Data, both on paper and

electronic form. Additionally, the Company has prepared a suitable backup system in accordance with the Backup and Recovery Best Practice Standard, which covers boundary, storage media, data backup frequency, and connecting data. As a result of the rapid changes in information technology, the Company has performed an annual review of the relevant policies.

The Company currently relies more on technology to support the business operations and products and services development to meet the needs of customers, build competitive advantages, and reduce operating costs. The Company focuses on auditing and risk assessment of cyber security and data privacy, which covering risk identification, risk assessment, and risk control for maintaining risks within acceptable levels. Moreover, it also includes a provision of an appropriate risk management and mitigation plan. Furthermore, risk assessment and risk management approach can be studied from the topic of risk factors in this report.

**Contact Channels**

The following channels are for inquiries or further information about the protection, collection, use, disclosure, or other complaints about Personal Data.

**Thoresen Thai Agencies Public Company Limited**  
 26/26-27 Orakarn Building, 8<sup>th</sup> Floor, Soi Chidlom,  
 Ploenchit Road, Kwaeng Lumpinee, Khet  
 Pathumwan, Bangkok 10330  
 Telephone: 02-250-0569 to 34

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**Data Protection Officer**  
 26/26-27 Orakarn Building, 8<sup>th</sup> Floor, Soi Chidlom,  
 Ploenchit Road, Kwaeng Lumpinee,  
 Khet Pathumwan, Bangkok 10330  
 Telephone: 02-250-0569 to 74.  
 Email: dpotta@thoresen.com

**Data Privacy and Cyber Security Performance <sup>(418-1)</sup>**

	2022	
Number of Board of Directors have received Data Privacy and Cyber Security training	11 Persons	Calculated as 100%
Number of managements have received Data Privacy and Cyber Security training	4 Persons	Calculated as 100%
Number of employees have received Data Privacy and Cyber Security training	74 Persons	Calculated as 87%
Number of the cyber attack cases.	0 time	
Number of the data leak cases.	0 time	

The Company communicates personal data protection and cyber security information to employees through pop-up messages and a portal system within the Company in order to raise understanding and awareness about potential cyber security risks and build the ability to implement and safe from the cyber-attack that may occur. Additionally, the Company provides guidance on how to prevent and reduce various cyber security-related incidents.



## Thoresen Shipping

The proper use of information systems and software results in more efficient business operations. Thoresen Shipping emphasizes and is committed to ensuring cyber security and data privacy in accordance with the Computer Crimes Act of 2007. The company has established an IT Policy, a Data Privacy Policy, and a Cookie Policy in order to provide appropriate management direction for the prevention and security of Personal Data.

### Management Plan and Implementation of Cyber Security and Data Privacy

Thoresen Shipping provides and implements appropriate management and technical measures to protect and retain Personal Data through an encryption in transferring the Personal Data over the internet network and control an access to Personal Data limited only the relevant person. In addition, the company also formulated safeguard measures in accordance with applicable laws and enforcement. The access, usage, and disclosure is strictly restricted solely for responsible persons, whether in hard copy or electronic form.

### Contact Channels

The following channels are for inquiries or further information about the protection, collection, use, disclosure, or other complaints about Personal Data.

#### Thoresen Shipping Singapore PTE. LTD

Contact Place: 127A TELOK AYER STREET  
SINGAPORE (068596)  
Telephone: +65 6578-7000

#### Personal Data Protection Officer

Contact Place: 127A TELOK AYER STREET  
SINGAPORE (068596)  
Telephone: +65 6578-7000  
Email: [dposhipping@thoresen.com](mailto:dposhipping@thoresen.com)

## Mermaid

Mermaid prioritizes data security as one of the most important risks. The software installation for internal use must be obtained from legal sources via the IT department, which includes all changes and upgrades to programs and software that must be properly authorized and tested before implementation. To verify the compliance of the standard, the company worked with an external IT cyber security auditor, "Grant Thornton, for a cyber security compliance certificate. Additionally, Mermaid specifies the procedure for monthly checks with the standard compliance from Microsoft with Windows security patches for all User Acceptance Test (UAT) and PRD servers for IT security compliance. In terms of data utility, all of the data and information relating to the business and its employees must always remain confidential and not be in the public domain. In addition, the company has strictly prohibited using its systems for private business or private financial benefit.

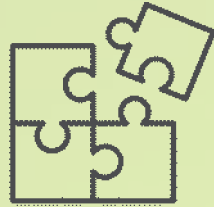
## PHC

PHC prioritizes cyber security and customer rights in accordance with applicable laws and human rights. The company established a Cyber Security policy to guide the management and maintenance of Cyber Security. This includes communicating the policy and raising safety awareness among involved internal and external parties to protect the privacy of customers. The company's Managing Director is responsible for Cyber Security management, which includes risk assessment, developing appropriate defensive measures, and pushing forward to practice within the organization. Moreover, PHC developed a contingency plan to manage the organization's continuity and prevent potential impacts from system failures or severe information technology damage which can be recovered within a reasonable timeframe. In case the customer has a problem, they can communicate through every channel of Pizza Hut.

### Contact Channels

- Call Center : 1150
- Website : [www.pizzahut.co.th](http://www.pizzahut.co.th)
- Mobile Application : Pizza Hut Thailand





## Research and Innovation



The Group places a strong emphasis on innovation as a mean to drive business value and create competitive advantages, as well as creating an organizational environment that fosters innovation and strives to become an innovation leader.



## Research and Innovation (3-3)

At the present, the digital world and technology are changing rapidly which impact on business operations and consumers' lifestyles. The rapid change of customer needs and society resulted in an increasing competition and the greater challenges in business operation. Thus, an innovation becomes a crucial factor in driving business to enhance the Group's capability to adapt and deal with the changing world.

Regarding the corporate's value, the Group aims to be an excellence in adopting and applying new concepts or practices to implement with responsibility, creativity, and readiness to work. By fostering an environment that encourages innovation, it results in effective and efficient organizational performance. The Company continually establishes research and development strategies that are aligned with the business direction and goals, aimed at improving and expanding the main business, with the objective of promoting growth and sustainability. Furthermore, a preparation for adapting with new technology and future changes are conducted in advance in order to meet the changing demands of customers, enhance a competitive capacity, build customer trust and expand the customer base for the Company as well as create a difference from competitors.

### Innovation Investment

#### **P80 Go x SwapGo** under P80 Go Co., Ltd

According to the continuous rising oil price, the rapid change and advancements of global technology, and the significant economic ramification due to the COVID-19 pandemic, it is imperative to consider these factors in decision making. TTA acknowledges the potential to contribute towards alleviating the aforementioned consequences, which is consistent with the Company's commitment to conduct sustainable and environmentally responsible business practices, particularly in terms of reducing carbon footprints which will help in the reduction of air pollution for communities and society. Additionally, this aligns with the government's policy of promoting electric vehicles and expanding an access to clean energy for the population. TTA aims to develop a model by using an innovative and futuristic energy solutions which can be practical in Thailand.



TTA has formed a joint venture with Strom (Thailand) Co., Ltd., a leading provider of electric vehicles in Thailand, and Swap & Go Co., Ltd., a recognized global leader in battery swapping network services, to P80 Go Co., Ltd. This joint venture will be dedicated to developing and delivering top-performing and eco-friendly electric motorcycles by focusing on the needs of riders under the brand name of P80 Go. The Company's goal is to penetrate the rider market and offer a more sustainable alternative to general users.

P80 Go, the electric motorcycle manufacturer, has a projected production capacity of 1,000 to 2,000 units per year, which represents an estimated 10-20 percent of the domestic market for electric motorcycles. The price range is between THB 50,000 to THB 120,000. In the future, P80 Go users will receive more convenience from the ability to switch batteries at the Swap & Go battery swapping stations, which have a wide coverage in Bangkok and plans for further expansion to become a leading player in the electric motorcycle industry.

In August 2022, P80 Go delivered an electric motorcycle prototype for testing to the riders of TTA group, including the online messenger services, Pizza Hut Delivery, and Skootar. The prototype, which tested in the first phase, could charge its battery both at home and at EV charging stations. For general users, the company offered a promotion of three months trial period that could be redeemed by registering through the Facebook page "P80 Go" from 26 July to 30 September 2022.

### TTA

TTA emphasizes innovations and investments that reduce the environmental impact, conducting business with a focus on sustainability.

### Thoresen Shipping

Thoresen Shipping has developed an online learning system for enhancing new working skills among crews through an e-learning information system from internal and external experts. The knowledge provided will cover various areas, including general knowledge, management, seamanship, maintenance, and safety management for life, property, and the environment. Additionally, the system will provide knowledge in updated technologies, data analysis, and other aspects to advance work management.

### PHC

#### Research and development innovation performance

##### Let's Pizza

PHC offers employees the opportunity to participate in proposing new pizza toppings for selling under the "Let's Pizza" project.

##### Smart Project

Smart project is the project which employees can express their ideas and innovations in developing, improving, streamlining, or reducing costs in their work processes. The company will then make adjustments and improvements promptly to develop better things in the company, benefiting both the company and the employees.

##### Pan washing by soaking tank

PHC has implemented innovative solutions to reduce time-consuming and utilize technology to replace manual labor by using a Soaking Tank, which is a small wear pan (a container for putting the dough into the oven) washing machine used to facilitate the cleaning process and reduce the time spent scrubbing carbon residue which is produced by a combination of flour and oil from small wear pans. As a result of the implementation of the small wear pan washing machine, the company has been able to significantly reduce cleaning time, allowing employees to allocate their remaining time to better serving customers and improving production processes.

##### Pizza Hut Delivery Unites to Utilize Electric Motorcycles

By prioritizing sustainable and responsible business operations with consideration of environmental care, social responsibility and governance & economic (ESG), PHC is committed to this global trend to reduce environmental pollution. The company has established a new benchmark for the food delivery industry by joining forces with Pizza Hut riders to use of electric motorcycles for food delivery, operating under the concept of "Eco-friendly Delivery" which supports the environmentally conscious idea of "preserving

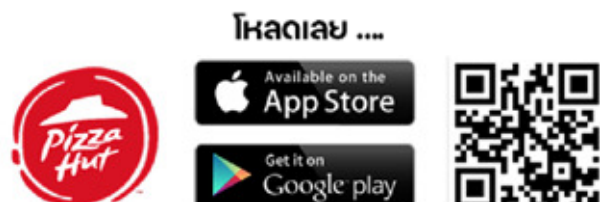
the planet and being environmentally friendly." This is considered as a step forward in utilizing electric vehicle (EV) technology, reducing greenhouse gas emissions including carbon dioxide which aligns with Pizza Hut's sustainability target in Thailand.



Over the past two years, the Pizza Hut's sales volume through delivery channel have increased by over than 30 percent. This highlights Pizza Hut's prominence as a leading brand in Thailand, and underlines for its commitment in using clean energy and being environmental sustainability. The company has decided to use electric motorcycles for food delivery, specifically choosing the P80 GO brand, which are suitably designed for riders' work. The electric motorcycles offer high performance, speed, and power, with a top speed of 100 kilometers per hour, which helps to alleviate the burden of delivery riders in situations where fuel prices are rising. Furthermore, electric motorcycles can be charged instead of refueled and make a maintenance simpler. All P80 GO electric motorcycles have undergone and passed efficiency tests to meet environmental standard of environmental friendliness. For customers who order food through Pizza Hut's delivery channel, they are engaging and contributing in the mission to save the world as well. The implementation of P80 GO electric motorcycles will commence in the first quarter of 2023.

##### Pizza Hut Thailand in App Store and Google play

PHC has developed a mobile application to provide customers with an additional channel for ordering pizza. The application was developed for both the App Store and Google Play, and has been available for use since July 2022. Following the launch of the application, PHC has received positive feedback from customers and has helped to increase PHC's sales.





## Enterprise Risk and Crisis Management



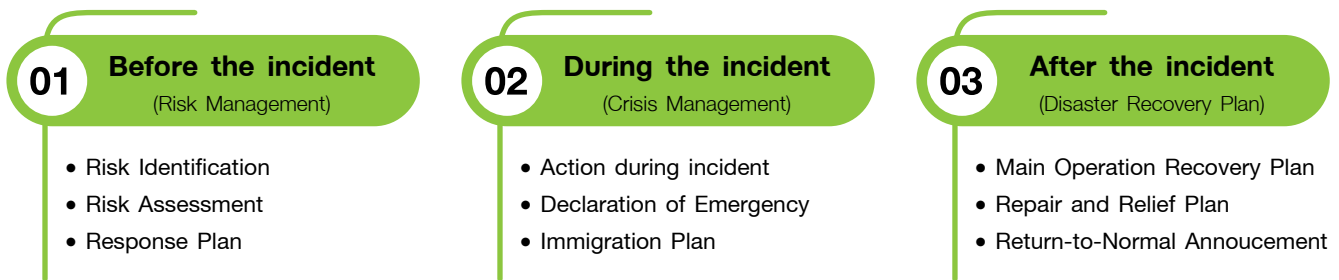
With a strong commitment to grow sustainably and allocate resources efficiently and effectively, effective risk and crisis management are recognized as key driving forces.

## Enterprise Risk and Crisis Management (2-12, 3-3)

Currently, business operations are faced with constant changes and risks in the environment, society, and corporate governance. Simultaneously, a business operational precedence on the environmental, social, and governance & economic impacts can reflect an image of the Company’s long-term stable and sustainable business operations. This is a highlighted challenge of effective risk

management and business continuity planning. Therefore, a preparedness of effective management can support the Group to deal with critical risks and uncertainties affecting business operations. It is crucial to ensure that the Company can achieve strategic goals, business goals and objectives, as well as create value and confidence for all stakeholders.

### Crisis Incident



### Management Approach

The Company has raised employee awareness of sustainability risk management principles and has effectively integrated these principles into business operations. The Board of Directors has been given ultimate responsibility for overseeing and managing the overall risk management process, working in collaboration with the risk owners and the Risk Management Committee. The Company has a comprehensive strategy for managing risk and crisis as follows.

Number of employees have received sustainability risk management training

Level	2022	
	Person	Percentage (%)
Board of Directors	1	9
Executives	2	50
Employees	74	87

### Enterprise Risk & Crisis Management Performance in 2022

The Company’s and subsidiaries’ risk assessment and risk management approach can be studied from the topic of risk factors in this report

- Sustainability or non-financial risk issues in 2022 and Mitigation plan, such as:
  - Safety, occupational health and workplace environment.
  - Climate change, natural disasters, and natural disasters risk.
  - Environmental impact.
  - Human rights impact.
  - Community relations and social responsibility.
  - Corruption.
  - Changes in regulations and laws related to business operations.

- Management result of sustainable risk that has been assessed in 2021

