

# SUSTAINABILITY REPORT 2024

P.S.P. Specialties Public Company Limited



We are **strongly committed**  
to **conducting our business** in alignment  
with *sustainable development principles*,  
covering the **economic, social**  
and **environment dimensions**

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# About This Report

## Report Background

PSP Specialties Public Company Limited (“the Company”) has been engaged in the comprehensive lubricant business, adhering to international standards for over 35 years. The Company provides a wide range of integrated services that span the entire industrial supply chain, efficiently meeting the needs of diverse customer groups. These services encompass sourcing of raw materials, product design, manufacturing, packaging, warehousing, distribution center operations, logistics management, and related businesses. The Company places strong emphasis on research and development of advanced chemical technologies to enhance product quality and performance, aligning with the rapidly evolving demands of global markets. Safety, hygiene, and environmental stewardship remain central pillars in the Company’s operations.

This report has been prepared to communicate and disclose the Company’s performance in various dimensions—economic, social, and environmental. It also outlines the governance approach that the Company employs based on transparency and accountability. The Company recognizes that building trust with stakeholders—including customers, suppliers, business partners, employees, communities, and regulatory authorities—requires the disclosure of comprehensive, accurate information aligned with international standards. Such transparency enables all stakeholders to clearly assess and monitor the Company’s performance.

With the guiding principle of ‘Committed to Development alongside Sustainability,’ the Company has implemented a quality and environmental management system in tandem with continued innovation. This includes the research and development of new technologies to create high-performance, user-safe products that minimize environmental impacts. Furthermore, the Company prioritizes human capital development at all levels to enhance competitiveness and cultivate a culture of innovation.



In a constantly evolving global economy, the Company remains prepared to face challenges and seize new opportunities, whether through international market expansion, strategic alliances, or investment in advanced technologies. These efforts aim to elevate Thailand’s chemical industry capabilities and value on the global stage.

This report thus serves as both evidence and a communication tool to convey the Company’s commitment to responsible business practices for all stakeholders, while continuing to innovate and support Thailand’s economic growth in a strong and sustainable manner.

This is the Company’s first sustainability report and it will be prepared on an annual basis. This edition covers the fiscal years 2022–2024, in accordance with the accounting cycle from January 1 to December 31 of each year. It outlines the Company’s governance, economic, social, and environmental performance on material topics identified by both the Company and its stakeholders over the past year.

Moreover, this report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and aligns with the United Nations Sustainable Development Goals (SDGs), as well as the sustainability assessment guidelines set by the Stock Exchange of Thailand.



## Scope of the Report

The management approach and operational performance data presented in this report cover the activities of the Company and its subsidiaries in Thailand and/or other relevant regions. The reporting period spans from January 1 to December 31, 2024 in which the Company plans to publish this report annually. The disclosed information addresses key economic, social, environmental, and governance issues that are material to the Company and its stakeholders.

## Report Assurance

The Board of Directors and Executive Committee of the Company play an essential role in monitoring, reviewing, advising, and endorsing the key information disclosed in this report. This ensures the content is complete, accurate, and delivers shared value to all stakeholder groups (2-14).

Additionally, the Company has engaged third-party consultants with expertise in sustainability to provide guidance, verify content, and assure the reporting process. This enhances the credibility of the report and aligns it with the GRI (Global Reporting Initiative) international reporting standards.

## Enhancing Report Quality

The Company values feedback and suggestions from all stakeholder groups—including customers, employees, suppliers, communities, regulators, and the general public. Communication channels such as meetings, surveys, and in-depth interviews are established to collect input. These insights are used to continuously improve the Company's sustainability practices. Some sections of this report may be updated as appropriate. In cases of significant changes, the Company will provide additional disclosures in its annual or subsequent sustainability reports.


Stakeholders are encouraged to share their opinions on this sustainability report through the reader feedback survey. The Company will analyze the responses to further enhance the effectiveness and responsiveness of future sustainability reporting.


## Contact Information


For any queries or suggestions regarding this report, please contact:

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## Message from the Chairman

Dear Shareholders, Stakeholders, and All Concerned Parties,

On behalf of the Board of Directors of PSP Specialties Public Company Limited (the “Company”), I am honored to present our inaugural Sustainability Report. This publication marks a pivotal step in our corporate journey—a clear expression of our commitment to sustainable development. As a leading manufacturer and distributor of lubricants and related products for the industrial and automotive sectors, we recognize the imperative of aligning our business practices with global standards, especially in the realm of sustainability, which is crucial to building long-term organizational resilience.

Over the past year, the Company has diligently laid the foundation for its transition toward sustainability, embracing internationally recognized standards. We have integrated Environmental, Social, and Governance (ESG) principles into our operations to reflect both the specific nature of our business and the broader energy sector context. Our efforts highlight the Company’s aspiration to be a model organization that delivers shared value to stakeholders across the board. In this regard, we have revised our sustainability policy and developed a corporate-wide sustainability strategy in line with the Global Reporting Initiative (GRI) Standards 2021—a widely accepted framework that ensures our disclosures are transparent, comprehensive, and internationally benchmarked.



The Company has also conducted a materiality assessment to better understand and address the genuine needs and expectations of our stakeholders. These range from generating economic value for suppliers and communities, fostering innovation in products and processes, and ensuring an efficient supply chain to managing customer and product responsibilities, reducing greenhouse gas emissions, and enhancing energy management. We also emphasize talent development to equip our workforce with relevant skills and knowledge.

To address the evolving demands of sustainability ratings—particularly those set forth by the Stock Exchange of Thailand in collaboration with FTSE Russell—the Company has proactively enhanced its ESG framework. These updates are designed to improve risk management, uncover business opportunities, and elevate our operations to a higher level of sustainable excellence. Sustainability, to us, is not merely a short-term goal but a strategic foundation for long-term business resilience.

Moreover, we have established clear short-, medium-, and long-term sustainability goals. Our proactive measures include the development of eco-friendly products and services, improved energy resource management in our production processes, and strengthened communication with stakeholders to foster mutual understanding and collaboration. Concurrently, our responsive strategies focus on mitigating potential impacts and managing risks stemming from global market volatility, stricter environmental regulations, and rapid technological changes in the energy sector.

Operating within the energy and chemical industries presents unique challenges—including fluctuating raw material prices and supplies, stricter environmental regulations, new market entrants, and shifting consumer preferences toward greener products. The Company remains vigilant, continuously assessing short- and long-term risks and devising mitigation strategies. At the same time, we are actively exploring ways to adopt technologies and innovations that support our sustainable transformation.

In closing, I would like to extend my heartfelt gratitude to our shareholders, Board of Directors, management, employees, suppliers, and all stakeholders for your continued support and collaboration. This first Sustainability Report symbolizes our commitment to a business approach that is socially and environmentally responsible. I look forward to your continued engagement as we progress on our sustainability journey—one that will position us for steady advancement in an ever-evolving energy industry.



**(Mr. Yongyos Krongphanich)**

Chairman of the Board

PSP Specialties Public Company Limited



## Message from the Chief Executive Officer

Dear Shareholders, Stakeholders, and All Concerned Parties,

On behalf of the executive management of PSP Specialties Public Company Limited (the “Company”), I am pleased to present our Sustainability Report, which reflects our unwavering commitment to conducting business in a manner that balances economic success with social and environmental responsibility. Over the years, the Company has built a strong reputation as a producer and distributor of high-quality lubricants and performance additives for the automotive and industrial sectors. We have placed special emphasis on research and development (R&D) to elevate product standards and meet the diverse needs of customers across industries both domestically and internationally.

In 2024, we elevated our sustainability management and reporting processes by developing a comprehensive “Sustainable Development Framework” aligned with the Global Reporting Initiative (GRI) Standards 2021 an internationally recognized benchmark. We have enhanced our data collection procedures and established transparent, internationally comparable key performance indicators across economic, social, and environmental dimensions to ensure that our disclosures are accurate, complete, and valuable to all stakeholders.

Furthermore, the Company has reassessed and redefined its material sustainability topics to align with the latest ESG assessment criteria introduced by the Stock Exchange of Thailand in collaboration with global rating agency FTSE Russell. This initiative not only supports our aim to meet higher sustainability benchmarks but also reinforces stakeholder confidence, strengthens our global competitiveness, enhances risk management, and opens new avenues for business growth in alignment with evolving environmental and social trends.

To achieve tangible and lasting outcomes, the Company has formulated a “Sustainability Strategy,” with a roadmap currently under development to guide short-, medium-, and long-term implementation and monitoring. Dedicated teams and domain experts oversee each phase, supported by clear success indicators to ensure continuous and transparent reporting of our sustainability efforts.



### Economic Dimension:

- The Company prioritizes R&D investment to enhance the quality and performance of lubricants, additives, and specialty chemicals tailored to diverse industrial and automotive needs.
- We continuously enhance global competitiveness by expanding domestic and international market channels, building strategic business alliances, and targeting new customer segments.
- Our manufacturing operations adhere to international standards and employ advanced technology and quality management systems to deliver maximum value to customers and stakeholders.

### Social Dimension:

- The Company is committed to ongoing human capital development by offering upskilling and reskilling programs that align with emerging trends and technologies.
- We cultivate a workplace culture focused on safety, diversity, and inclusion to foster an environment of teamwork and mutual respect.
- We actively support community and social development through educational, athletic, and charitable initiatives that uplift the well-being of neighboring communities.

### Environmental Dimension:

- Environmental impact mitigation is embedded across all operations, with emphasis on sourcing high-quality, eco-friendly raw materials and adopting energy-efficient technologies.
- We implement systematic wastewater treatment and waste disposal processes that meet regulatory and legal standards.
- We partner with public and private entities to promote biodiversity and natural resource conservation, aiming for long-term environmental benefits.

In closing, I extend my sincere appreciation to all stakeholders—including shareholders, customers, employees, communities, and business partners—for their continued support and collaboration throughout our journey. Our success would not be possible without your trust and shared commitment. I am confident that with our sustainability strategy, roadmap, and commitment to GRI Standards, we will continue to grow responsibly, create enduring value for all stakeholders, and thrive alongside society and the environment.



**(Mr. Sint Krongphanich)**

Chief Executive Officer

PSP Specialties Public Company Limited

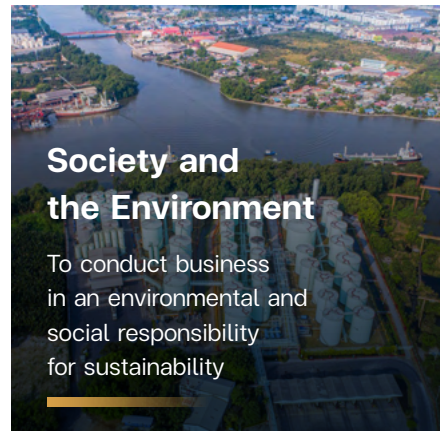
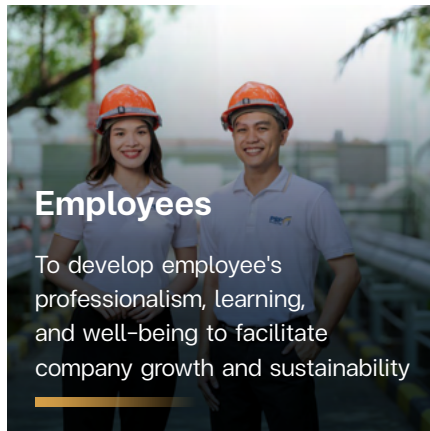
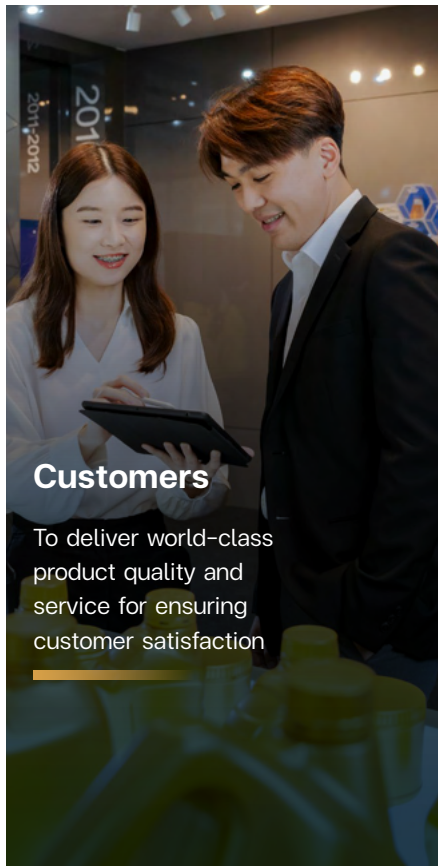
## Vision, Mission, and Core Values

PSP Specialties Public Company Limited (the “Company”) is a fully integrated lubricant manufacturer with deep expertise across diverse industrial segments. Our portfolio includes automotive and industrial lubricants, greases for vehicles and machinery, rubber process oils-particularly for tire manufacturing-and transformer oils. We are also engaged in base oil and additive trading, as well as other related businesses, both domestically and internationally. With a strong focus on research and development, we strive to advance modern lubricant technologies to elevate product quality and performance. This ensures our responsiveness to the dynamic global market landscape while maintaining rigorous standards in safety, hygiene, and environmental stewardship. The Company is committed to becoming a global leader in the lubricant manufacturing industry by driving innovation and delivering premium-quality products that create long-term value for customers and stakeholders across all sectors.

### Vision

**“Leading lubricant solutions  
and embracing limitless growth opportunities  
and sustainability”**

### Mission





## Core Values

**Agility : Agile, Quick, Able to change. In every situation.**

Continuous learning and development from studying and acquiring knowledge from outside the company together with the experience of the company's personnel; able to increase capabilities at the individual level and the organization in adapting to various situations in rapidly changing world in the era of globalization.

**Discipline : Have discipline, Be eager to practice.**

Giving importance to discipline and respecting the laws, rules and regulations of the company; behave in an orderly manner, as well as having a common goal in training oneself and increasing knowledge.

**We : Love unity, Be one.**

Giving importance to unity, solidarity, and harmony, as well as working together to achieve the goals, to increase the capacity of work and able to achieve the Company's set objectives.

**Innovation : Focus on creating innovation, Push forward, Develop the organization.**

Giving importance to creativity along with continuous learning and development from studying and acquiring knowledge from outside the company, together with the experience of the company's personnel, making it possible to increase capabilities both at the individual level and being able to develop the company even further.

**Safety : Safe, No risk, Avoid accidents.**

Giving importance to safety, with the focus to conduct business by giving importance to the safety, environment, and quality of life of the Company's personnel, in line with international security, safety, and occupational health management standards.

**Environment : The new generation cares about the environment.**

Giving importance to the environment by creating Environment conservation culture, values and consciousness for the Company's personnel to create awareness along with producing and using energy efficiently and environmentally friendly and to create sustainable value.

# Standards, Awards, and Achievements

PSP Specialties Public Company Limited ("the Company") has demonstrated outstanding performance and continuous innovation in the integrated lubricant business. Since its inception, the Company has remained dedicated to developing new technologies to meet the evolving demands of customers across sectors. This forward-thinking approach has driven business growth and elevated product quality beyond existing market standards.

The awards and certifications received from external stakeholders reflect the Company's excellence in management and innovation. These recognitions are key milestones in the Company's mission to lead the lubricant manufacturing industry while advancing sustainable practices in all dimensions. They underscore the Company's commitment to creating long-term value for customers and stakeholders alike.

Accordingly, the following achievements and recognitions are a testament to the Company's innovative excellence and dedication to sustainability in the lubricant business.

## International Standard Certifications

- ISO 9001:2015  
Quality Management System
- ISO 14001:2015  
Environmental Management System
- ISO 45001:2018  
Occupational Health and Safety Management System
- ISO/IEC 17025  
Laboratory Accreditation for testing reliability and precision

## Sustainability Commitment

- Certified as a Green Industry Level 3 under the Green System, reflecting systematic and sustainable environmental management.

## Innovation Successes

- Innovative developments have contributed to continued market expansion both domestically and internationally.

# Awards and Recognition from External Stakeholders

## Awards



### Carbon Footprint for Organization Label (2024)

by Thailand Greenhouse Gas Management Organization (Public Organization)

(July 30, 2024)



### Corporate Governance Report (CGR) 2024: 4-Star "Very Good" Rating

from the Thai Institute of Directors

(October 28, 2024)



### CSR-DIW Award 2024

from the Department of Industrial Works, Ministry of Industry

(November 28, 2024)

### Zero Accident Campaign Award (Bronze) 2024

from the Institute for Occupational Safety, Health and Work Environment, Ministry of Labor

(June 19, 2024)



### Outstanding Establishment in Occupational Safety, Health, and Working Environment (Diamond Level, 8th Consecutive Year)

from the Ministry of Labor

(January 28, 2025)





## Certifications

### ISO/IEC 17025 : 2017 :

Laboratory Testing and Calibration in Petrochemical fields:

1) Greases and 2) Lubricants (e.g., automotive and industrial oils).

### Certifying Body :

Thai Industrial Standards Institute (TISI), Ministry of Industry

Validity : August 21, 2023 – August 20, 2028



### ISO 9001 : 2015 :

Quality Management System

### Certifying Body :

The British Standards Institution

Validity : September 5, 2023 – September 4, 2025



### ISO 14001 : 2015 :

Environmental Management System

### Certifying Body :

The British Standards Institution

Validity : August 26, 2023 – August 25, 2025



### ISO 45001 : 2018 :

Occupational Health and Safety Management System

### Certifying Body :

The British Standards Institution

Validity : September 12, 2022 – September 11, 2025



## Industrial Product Standard Certification

for Asphalt Cement  
for Road Construction

### Certifying Body :

Ministry of Industry

Valid From : September 23, 2022



### Green Industry Certification Level 3 :

(GI(E)3-185/2565, GI3-0433/2565)

### Certifying Body :

Ministry of Industry

Validity : Feb 22, 2022 – Feb 21, 2025; May 31, 2022 – May 30, 2025



### Thai Labor Standard

TLS 8001-2020 (Basic Level)

### Certifying Body :

Department of Labor Protection and Welfare, Ministry of Labor

Validity : August 21, 2024 – August 20, 2026

## About PSP

PSP Specialties Public Company Limited (the "Company") was established on July 13, 1989, with an initial registered capital of 10 million Baht. Its core mission was to import and distribute transformer oil to clients in the energy and industrial sectors.

Guided by the vision to become "a leading provider of integrated lubricant solutions that seizes every opportunity for sustainable and boundless growth," the Company ventured into lubricant manufacturing in 1990, founding its first factory, 'PSP 1', in Tha Chin Subdistrict, Samut Sakhon Province.

The facility spans over 5 rai (approximately 8,000 square meters) and has a production capacity of 40 million liters per year, signifying a major transition from a trading company to a fully integrated manufacturer.

In 1993 and 1995, the Company expanded its fuel terminal operations by constructing its first and second fuel depots, capable of storing up to 57 million liters, equipped with a jetty system for efficient oil transfer, catering to industrial clients.



In 1999, the Company was certified for ISO 9001 (Quality Management System) and ISO 14001 (Environmental Management System), demonstrating its commitment to efficiency and environmental responsibility.

To enhance its long-term capabilities and business stability, the Company transitioned into a public limited company and listed on the Stock Exchange of Thailand with the following key objectives:

- To improve capital-raising capabilities for domestic and international expansion
- To enhance international credibility and corporate image
- To increase transparency and strengthen corporate governance
- To provide public investors with opportunities to participate in the Company's growth
- To support investment in new projects and mergers & acquisitions (M&A)

In August 2023, the Company launched its initial public offering (IPO), which received positive responses from investors, reinforcing its financial position and marking the beginning of sustainable regional growth.

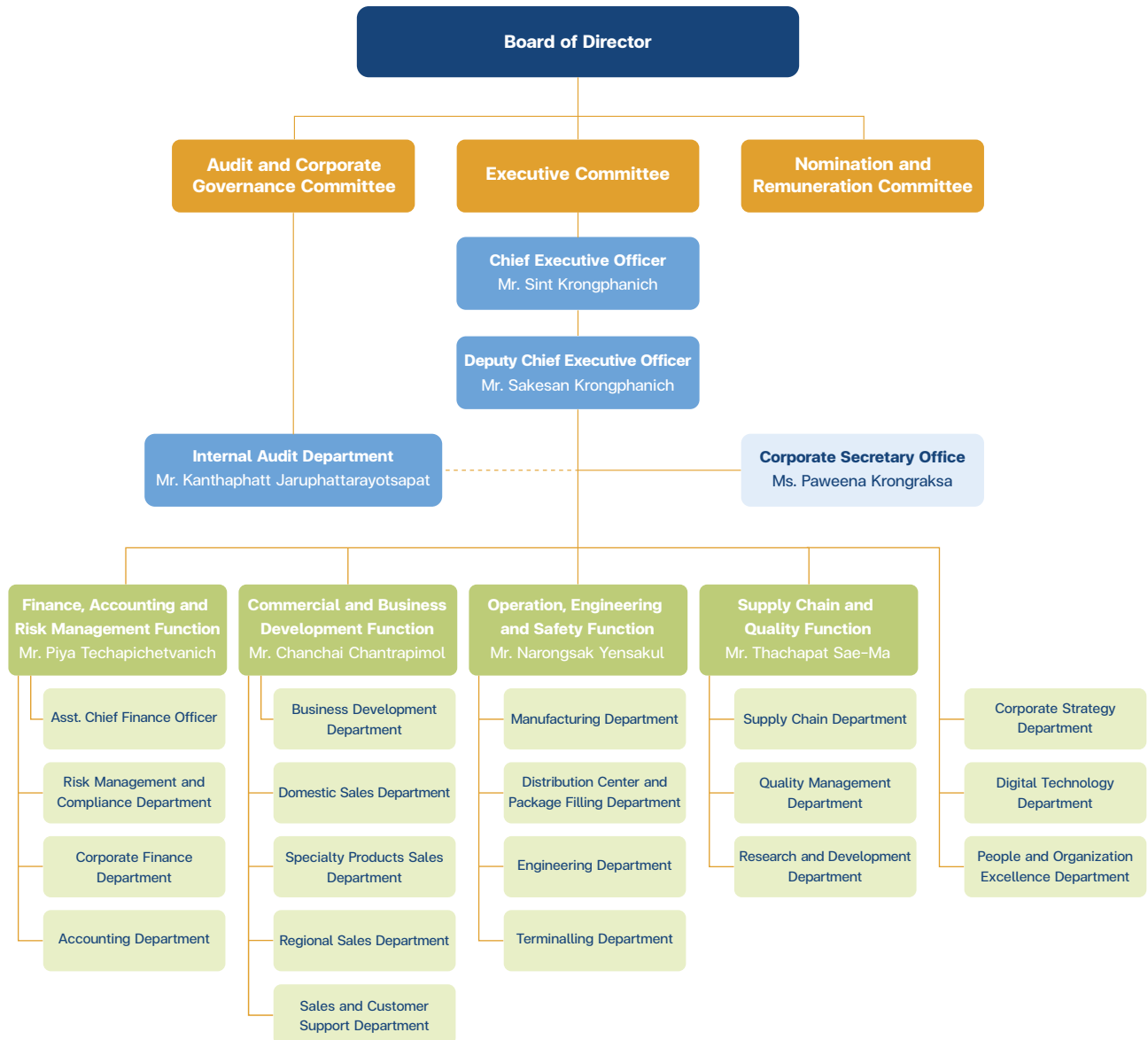
Over the past 35 years, PSP has grown from a family-owned business into a publicly listed company with modern governance and diverse business lines. Its operations span the entire value chain—from raw material sourcing, manufacturing, packaging, warehousing, and distribution, to integrated logistics.

PSP has also expanded into future-oriented businesses, such as e-commerce platforms, DNA health and talent analytics, and sustainable chemical waste management.

From its beginnings as an importer, PSP has become a fully integrated company with international networks, offering comprehensive solutions. Today, the Company strives to lead in lubricants with both performance and sustainability under the concept "Empowering Industry with Confidence, Without Limits."



# Organization Chart



Note: as of 31 December 2024



## Nature of the Company's Business Operations

PSP Specialties Public Company Limited (the "Company") has been operating in the integrated lubricant business for over 35 years. Its operations encompass the entire value chain, including raw material procurement, product design and manufacturing, distribution, and logistics services to effectively meet the needs of various customer segments. The Company's business is categorized into four main segments as follows:

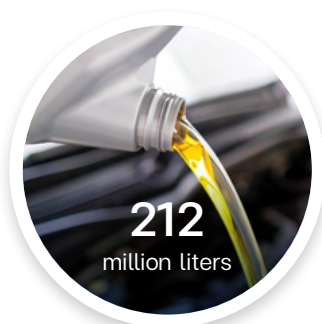
### 1) Lubricant Product Development and Manufacturing

The Company offers made-to-order development and manufacturing services for lubricant products tailored to customer requirements. The core product offerings include lubricants, greases, and specialty products such as rubber process oils, transformer oils, coolants, and fuel additives. The Company operates two manufacturing facilities in Thailand and conducts business in Myanmar through its subsidiary, Pacific-PSP Syntech Co., Ltd. ("Pacific-PSP Syntech"), located in the Thilawa Special Economic Zone.

In 2024, the Company entered into a joint venture with Pongrawe Co., Ltd. and V. Sirikan Autoparts Co., Ltd. under a newly formed entity, Triple S Lubricants Co., Ltd. ("Triple S"), to enhance production and distribution capabilities for automotive and industrial lubricants.

As of December 31, 2024, the Company's annual production capacities were as follows:

#### Lubricants



#### Grease



#### Rubber Process Oil



#### Transformer Oil



### 2) Trading Business

The Company engages in the trading of raw materials and products related to the lubricant and automotive industries, including base oils and additives. It also serves as a distributor for world-class brands.

Currently, the Company is a non-exclusive distributor of Chevron Oronite additives in Thailand, Cambodia, and Laos, and an exclusive distributor of markers and related solutions from Authentix in Thailand. Additionally, it provides technical and solution services associated with Authentix. The Company also acts as a distributor of additives for BASF Thailand Limited, catering to corporate clients in Thailand.

In the area of environmental products, the Company, through its subsidiary U.C. Marketing Co., Ltd. ("U.C. Marketing"), is involved in the trading of AdBlue, a urea solution used in Selective Catalytic Reduction (SCR) systems to reduce nitrogen oxide emissions from diesel engines.

Furthermore, the Company owns B2C brands including:

- **PROTECH** multi-purpose lubricants
- **MASTER** air conditioner cleaning spray and deodorizing spray

These products are designed to meet everyday consumer needs in terms of quality, usability, and safety.



### 3) Logistics Business

The Company provides comprehensive logistics services, including fuel terminalling, distribution center management, and transportation services through its affiliated companies:

- **P.S.P. Logistics (Thailand) Co., Ltd. ("P.S.P. Logistics")** cross-border transportation services
- **Special Interfreight Co., Ltd.** marine and air freight services

The Company operates a fuel terminalling facility comprising 40 storage tanks with a maximum dispensing capacity of 3.6 billion liters per year, and a distribution center consisting of three buildings with a combined service area of 20,415 square meters in Samut Sakhon Province.

### 4) Strategic and Sustainable Business Development

The Company invests in New S-Curve businesses and other subsidiaries, including



#### WhatsEGG (Thailand)

an e-commerce platform providing B2B trading services for automotive spare parts via the "EGGMall" application



#### Geneus Genetics

provider of DNA testing and personalized health products such as CARE pharma vitamins and gene-based beverages



#### Recycle Engineering

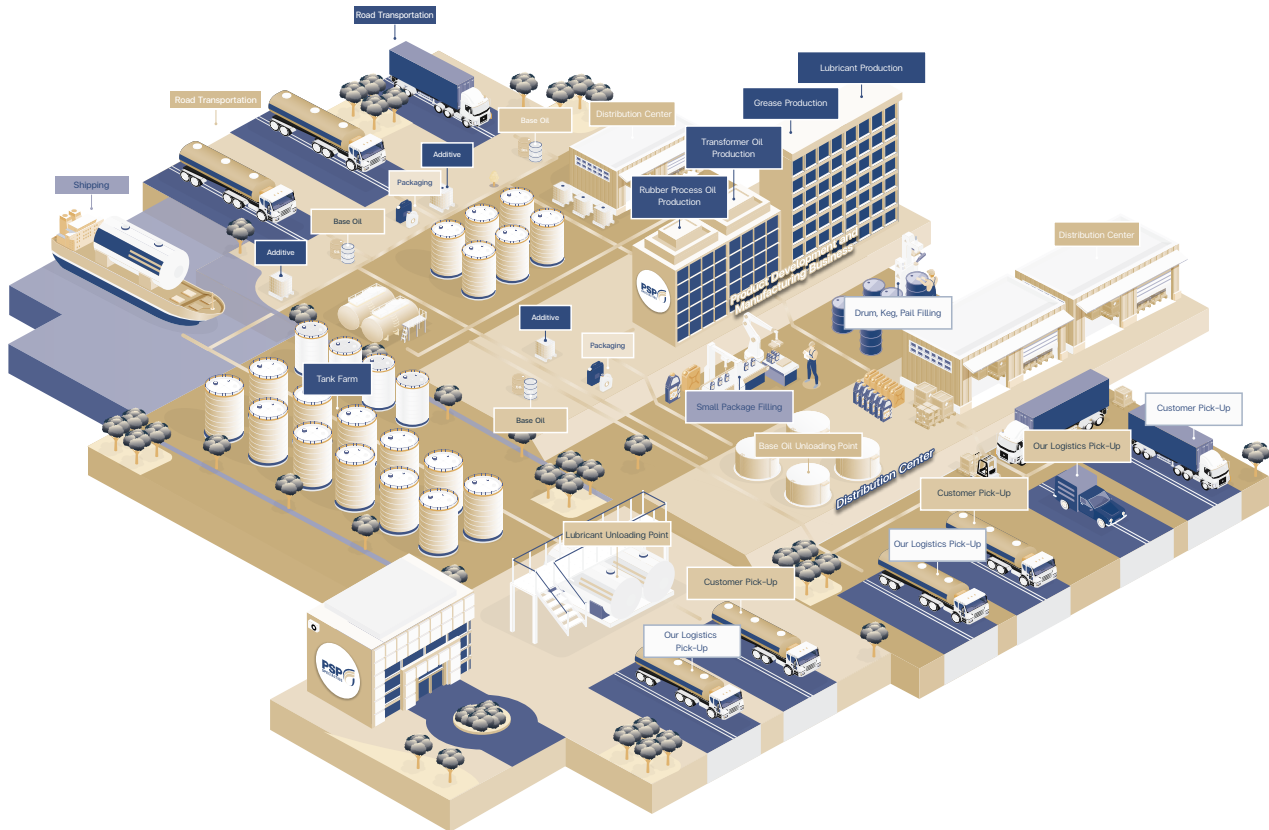
provider of chemical waste disposal services using environmentally safe recycling systems



## Group Business Structure Diagram

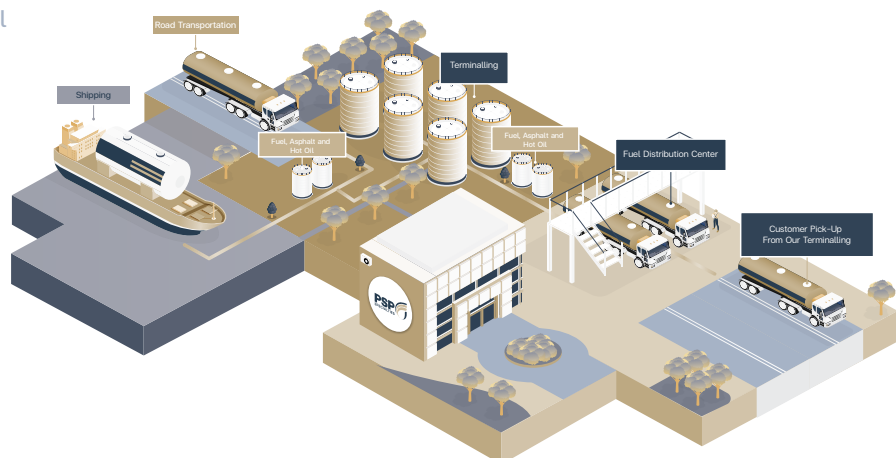
An integrated business structure encompassing lubricant products, specialty products, and comprehensive related services.

Lubricating oil, grease, transformer oil, and rubber processing oil



## Fuel distribution center services

Petroleum fuels, asphalt, and fuel oil





## Revenue Sources

P.S.P. Specialties Public Company Limited (“the Company”) operates a fully integrated business in the lubricants industry and related sectors. The Company’s primary revenue sources are derived from the sale of products developed and manufactured according to customer specifications (Made-to-Order), encompassing lubricating oils, greases, and specialty products. In addition, revenue is generated from trading activities involving raw materials and related products, such as base oils, additives, and finished lubricants.

Furthermore, the Company earns income from ancillary services that support its core operations, including fuel storage terminal services (terminalling), distribution center services, and comprehensive logistics management. The Company also generates revenue from new business ventures that leverage its core competencies, such as e-commerce platform services, DNA analysis services, and chemical management services utilizing recycling processes.

With a diversified revenue structure that spans the entire supply chain, the Company maintains a strong competitive advantage and ensures consistent revenue generation in both domestic and international markets. This reflects the Company’s long-term potential for sustainable growth.

### Summary Table of Revenue Sources from 2022 to 2024

No.	BU/Product	2022 (MB)	2023 (MB)	2024 (MB)
1.	Lubricant	7,048.30	6,998.20	7,903.50
2.	Grease	899.30	808.90	631.20
3.	Rubber Process Oil	1,195.90	967.50	1,024.80
4.	Transformer Oil	558.90	494.00	588.80
5.	Trading	2,930.50	2,444.80	2,702.90
Total revenue from service no.1-5		12,632.90	11,713.50	12,851.10
6.	Product development and manufacturing	118.30	117.40	117.40
7.	Terminalling	193.80	190.50	180.70
8.	Distribution Center	97.70	100.00	106.90
9.	Logistics	161.70	135.90	94.60
Total revenue from service no.6-9		571.50	543.70	499.50
Grand total revenue		13,204.40	12,257.20	13,350.60

## Shareholding Structure of the Company

The Company conducts its business through its subsidiaries and associated companies. The shareholding structure of the Group as of December 31, 2024, is as follows:



Table showing details of the Company, its subsidiaries, and joint ventures

Company Name	Business objectives	Country of incorporation	Paid-up registered capital	Shareholding proportion by the Company (%)	Investment value by the Company
1. The Company	To operate a fully integrated lubricants business.	Thailand	1,400.0 MB		
2. P.S.P. Ventures Co., Ltd.	Holding Company.	Thailand	316.0 MB	100.0	316.0 MB
3. P.S.P. Logistics (Thailand) Co., Ltd.	A logistics service business specializing in cross-border transportation between Thailand and its neighboring countries, as well as countries that shareland borders with those neighboring countries.	Thailand	20.0 MB	100.0	20.0 MB
4. U.C. Marketing Co., Ltd.	A distribution business serving as a non-exclusive distributor for Chevron Oronite, a sole and exclusive distributor for Authentix, and a non-exclusive distributor for BASF Thailand, as well as engaging in the trading of AdBlue exhaust treatment fluid products.	Thailand	100.0 MB	100.0	1,372.0 MB
5. P.S.P. Specialties 2014 Co., Ltd. <sup>1</sup>	Base oil trading business.	Thailand	5.0 MB	100.0	5.0 MB
6. Pacific-PSP Syntech Company Limited	Developer and manufacturer of lubricants.	Myanmar	7.0 MUSD	50.0	121.6 MB
7. WHATSEGG (Thailand) Co., Ltd.	A platform-based business operating under the names EGG Mall and EGGAlai, offering online trading services for automotive parts, accessories, and lubricants.	Thailand	161.4 MB	30.0	190.00 MB
8. Special Interfreight Co., Ltd.	A business providing freight management services, including domestic and international shipping by sea and air, along with related services such as customs clearance management.	Thailand	20.0 MB	100.0	20.0 MB

Note : <sup>1</sup>P.S.P. Specialties 2014 Co., Ltd. ("P.S.P. Specialties 2014") is not currently engaged in any business operations and is in the process of dissolution. The company plans to file for official dissolution with the Department of Business Development, Ministry of Commerce, within the year 2025.

Company Name	Business objectives	Country of incorporation	Paid-up registered capital	Shareholding proportion by the Company (%)	Investment value by the Company
9. Geneus Genetics Co., Ltd.	A business engaged in the distribution and interpretation services of DNA test kits under the brand Geneus DNA, with various extended business opportunities derived from DNA testing.	Thailand	2.0 MB	25.0	125.0 MB
10. Triple S Lubricants Co., Ltd.	Develops and distributes lubricants and specialty products for automotive and industrial applications.	Thailand	12.0 MB	33.3	3.0 MB
11. Recycle Engineering Co., Ltd.	A business providing chemical waste treatment services through recycling processes, with product quality enhancement using advanced technologies, while ensuring no adverse impact on the environment.	Thailand	90.0 MB	27.8	175.0 MB

## Shareholding Structure of the Company

### Table of Shareholders

The top 10 shareholders of the Company as of December 31, 2024, are listed as follows:


Top 10 Shareholders	Number of Shares	%
1. Mr. Sakesan Krongphanich	186,300,000	13.3
2. Mr. Nattapol Krongphanich	171,896,000	12.3
3. Ms. Alisa Krongphanich	171,026,000	12.2
4. Mr. Permsak Krongphanich	101,508,600	7.3
5. Thai NVDR Co., Ltd.	80,211,668	5.7
6. Mr. Pongpan Laosesthanan	42,000,000	3.0
7. SKANDINAVISKA ENSKILDA BANKEN AB	41,161,900	2.9
8. Mr. Sampan Tingthanathikul	41,040,000	2.9
9. Mr. Pavares Boontanonda	39,250,700	2.8
10. Mr. Suraphan Laosesthanan	37,820,000	2.7
<b>Total Number of Shares</b>	<b>912,214,868</b>	<b>65.2</b>

Note : The top 10 shareholders are ranked by the Thailand Securities Depository Co., Ltd. (TSD).




## Business Address of the Group of Company

### 1. P.S.P. Specialties Public Company Limited (Head Office)


 1 Borommaratchachonnani Road,  
Arun Amarin Subdistrict, Bangkok Noi District,  
Bangkok 10700, Thailand

 Tel: +662 434 0540

 Fax: +662 433 6016

 Email: info@psp.co.th

### 2. P.S.P. Specialties Public Company Limited (Head Office – Sathorn)


 3 Rajanakarn Building, 9<sup>th</sup> Floor,  
South Sathorn Road, Yannawa Subdistrict,  
Sathorn District, Bangkok 10120, Thailand

 Tel: +662 434 0540

 Fax: +662 433 6016

 Email: info@psp.co.th

### 3. P.S.P. Ventures Co., Ltd.


 1 Borommaratchachonnani Road,  
Arun Amarin Subdistrict, Bangkok Noi District,  
Bangkok 10700, Thailand

 Tel: +662 434 0540

 Fax: +662 433 6016

 Email: info@psp.co.th


### 4. P.S.P. Logistics (Thailand) Co., Ltd.

 3 Rajanakarn Building, 9<sup>th</sup> Floor,  
South Sathorn Road, Yannawa Subdistrict,  
Sathorn District, Bangkok 10120, Thailand

 Tel: +662 653 9591

 Email: Ben@psplogistic.co.th


### 5. U.C. Marketing Co., Ltd.

 1 Borommaratchachonnani Road,  
Arun Amarin Subdistrict, Bangkok Noi District,  
Bangkok 10700, Thailand

 Tel: +662 433 6012-5

 Email: prayoon@ucmarketing.co.th

### 6. P.S.P. Specialties 2014 Co., Ltd.

 1 Borommaratchachonnani Road,  
Arun Amarin Subdistrict, Bangkok Noi District,  
Bangkok 10700, Thailand

 Tel: +662 434 0540

 Fax: +662 433 6016

 Email: info@psp.co.th


### 7. Pacific-PSP Syntech Co., Ltd.


 Thilawa Special Economic Zone, Zone A,  
Plot A-21, Myanmar

 Tel: +959 42575 1887

 Email: jittakhon@ppsyntech.com

### 8. WHATSEGG (Thailand) Co., Ltd.

 253 Asoke Building, 10<sup>th</sup> Floor,  
Sukhumvit 21 Road, Khlong Toei Nuea Subdistrict,  
Watthana District, Bangkok 10110, Thailand

 Tel: +662 026 3298

 Email: customerservice@whats-egg.com

### 9. Special Interfreight Co., Ltd.

📍 3 Rajanakarn Building, 9<sup>th</sup> Floor,  
South Sathorn Road, Yannawa Subdistrict,  
Sathorn District, Bangkok 10120, Thailand

📞 Tel: +662 653 9591

✉ Email: ben@special-interfreight.com

### 10. Genius Genetics Co., Ltd.

📍 1 Park Silom Building, 15<sup>th</sup> Floor,  
Convent Road, Silom Subdistrict,  
Bang Rak District, Bangkok 10500, Thailand

📞 Tel: +6664 795 5959

✉ Email: customer@geneusdna.com

### 11. Triple S Lubricants Co., Ltd.

📍 3 Rajanakarn Building, 9<sup>th</sup> Floor,  
South Sathorn Road, Yannawa Subdistrict,  
Sathorn District, Bangkok 10120, Thailand

📞 Tel: +6685 855 4340

✉ Email: thanaporn@triple-s-lubricants.com

### 12. Recycle Engineering Co., Ltd.

📍 3121 Moo 10, Soi Bearing 30,  
Sukhumvit 107 Road, Samrong Nuea Subdistrict,  
Mueang District, Samut Prakan 10270,  
Thailand

📞 Tel: +662 749 8522-3

☎ Fax: +662 749 9650

✉ Email: mk@recycleengineering.com

## Map showing the locations of the current operating businesses



# Key Sustainability Performance in 2024

## Economic and Corporate Governance



**Corporate Governance Rating (CGR):**  
4-star standard



### Customer satisfaction

regarding the Company's products and services in 2024

**Delivery service**  
**92.90%**



**Oil storage service**  
**99.16%**



**Dividend payout to shareholders**

**15.91%**

of total income, amounting to 280 million Baht



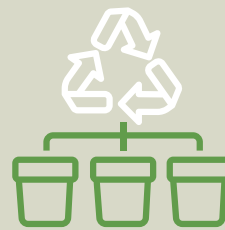
## Environmental

**Greenhouse gas emissions**

**220,872**

tonsCO<sub>2</sub>e

(Scope 1 + 2 + 3)



**30%** Waste management  
of total waste was recycled



reduction in electricity usage

**15%**

## Social



**Employee and contractor safety training**

**100%**

**Human rights**

No significant violations reported



## Community and social engagement



- Total budget for social and community initiatives: **5,059,801** Baht
- Budget for PSP Sharing Project: **4,614,000** Baht (91% of total community development budget)

**PSPSharing**

P.S.P. Specialties Public Company Limited has adopted international best practices to enhance its sustainability management approach and operational performance, as outlined below:



## Challenges and Opportunities

PSP Specialties Public Company Limited (the “Company”), a leader in integrated lubricant solutions, plays a vital role in driving the national economy through its extensive product offerings. These include automotive and industrial lubricants, greases for vehicles and machinery, rubber process oils for tire manufacturing, and transformer oils, as well as comprehensive logistics management services and other related businesses. The Company not only operates in Thailand but has also expanded into international markets. Through its expertise and innovation in developing chemical products tailored to the needs of each industry, the Company has built a strong reputation as a reliable partner in delivering high-quality products and services.

The Company is confronted with challenges arising from technological advancements, evolving environmental standards, and urban growth. At the same time, it is presented with opportunities to develop new products and expand into emerging industries. Strategic investments in research and development, forming business alliances, and preparing for economic uncertainties are pivotal to achieving sustainable and continuous growth.

As a market leader in integrated lubricant solutions supporting multiple industries, the Company serves as a core driver of innovation and performance. The following outlines the challenges and opportunities faced by the Company, along with appropriate strategic approaches.



### Technological Development

Challenges	Opportunities	Appropriate Strategic Approaches
Rapid technological changes requiring constant innovation	Leadership in developing products tailored to market needs	<ul style="list-style-type: none"> <li>Invest in R&amp;D, collaborate with research institutions</li> <li>adopt AI in manufacturing processes for quality control and cost reduction</li> <li>Utilization of big data platforms for analytics and decision-making: Leveraging large-scale data collection and analysis to predict market trends and optimize production processes.</li> <li>Product development and innovation: Designing and delivering products with features that respond to environmental conditions, such as chemicals that change properties based on temperature or pressure.</li> </ul>



### Corporate Sustainability Development

Challenges	Opportunities	Appropriate Strategic Approaches
Stricter environmental regulations	Leadership in sustainable and energy-efficient products	<ul style="list-style-type: none"> <li>Development of resource- and energy-efficient products: Creating recyclable products that minimize resource consumption and environmental impact.</li> <li>Closed-loop manufacturing development: Implementing production processes designed to minimize waste and maximize the use of recyclable materials.</li> <li>Collaboration on environmental research initiatives: Partnering with universities or research institutions to develop innovations that promote sustainability in the chemical industry.</li> <li>Environmental certifications: Focusing on obtaining additional environmental certifications to enhance credibility and recognition in international markets.</li> </ul>



## Market Volatility

Challenges	Opportunities	Appropriate Strategic Approaches
Global economic changes affecting demand and pricing	Market expansion into renewable energy and health tech	<ul style="list-style-type: none"> <li>• Conducting market analysis to identify opportunities and prepare for uncertainties</li> <li>• Developing flexible and adaptable business plans to respond to market dynamics, such as adjusting inventory levels or production capacity accordingly</li> <li>• Diversifying business risks by expanding into new markets or industries to reduce reliance on a single market</li> <li>• Utilizing financial instruments to mitigate risks, such as managing raw material price volatility</li> </ul>



## Geopolitical Changes

Challenges	Opportunities	Appropriate Strategic Approaches
Political and economic uncertainties impacting operations	Policy-driven new market opportunities	<ul style="list-style-type: none"> <li>• Building relationships with government and local authorities to promote supportive policies</li> <li>• Careful assessment and management of geopolitical risks, with continuous monitoring and analysis of political and economic developments in operating countries to understand potential business impacts</li> <li>• Developing comprehensive risk assessment plans covering financial, legal, and operational risks to identify areas requiring targeted management</li> <li>• Diversifying markets by expanding into new regions to reduce dependency on high-risk markets affected by political or economic volatility</li> <li>• Securing alternative sources of raw materials and manufacturers across multiple countries to prevent supply disruptions due to conflicts or political instability</li> <li>• Engaging with government agencies and international institutions in countries of operation to stay updated on regulatory and policy changes that may affect the business</li> <li>• Investing in community relations through development programs to build mutual understanding and support from local communities and governments, thereby establishing a stable support base</li> </ul>

# Managing Stakeholder Impacts Across the Business Value Chain

PSP Specialties Public Company Limited (the “Company”) operates with a strong emphasis on stakeholder engagement and sustainable management throughout the business value chain. The Company’s operations are divided into two major types of activities: Primary Activities and Support Activities.

## Primary activities

The Company’s primary value chain activities consist of five interconnected segments that enable efficient delivery of products and services to customers:

### 1. Inbound logistics

This begins with sourcing and selecting suppliers who provide quality raw materials and packaging, both domestically and internationally. The Company plans raw material procurement, applies for excise tax exemptions and tax incentives, and secures funding internally. Supplier selection includes equipment and technology acquisition. Meanwhile, business development involves research and testing of customer-specific formulations. Once suppliers are confirmed, materials are transported, stored, and released according to the production plan.

### 2. Operations

Production planning is based on customer orders and sales forecasts. Manufacturing follows customer-specific formulations and includes quality assurance processes. Operational procedures also encompass machinery maintenance, equipment installation, process improvements, compliance with laws, and adherence to environmental impact assessments (EIA).

### 3. Outbound logistics

Finished products are stored in secure warehouses meeting hazardous chemical storage standards. Products are dispatched according to customer-aligned delivery schedules.

### 4. Marketing and Sales

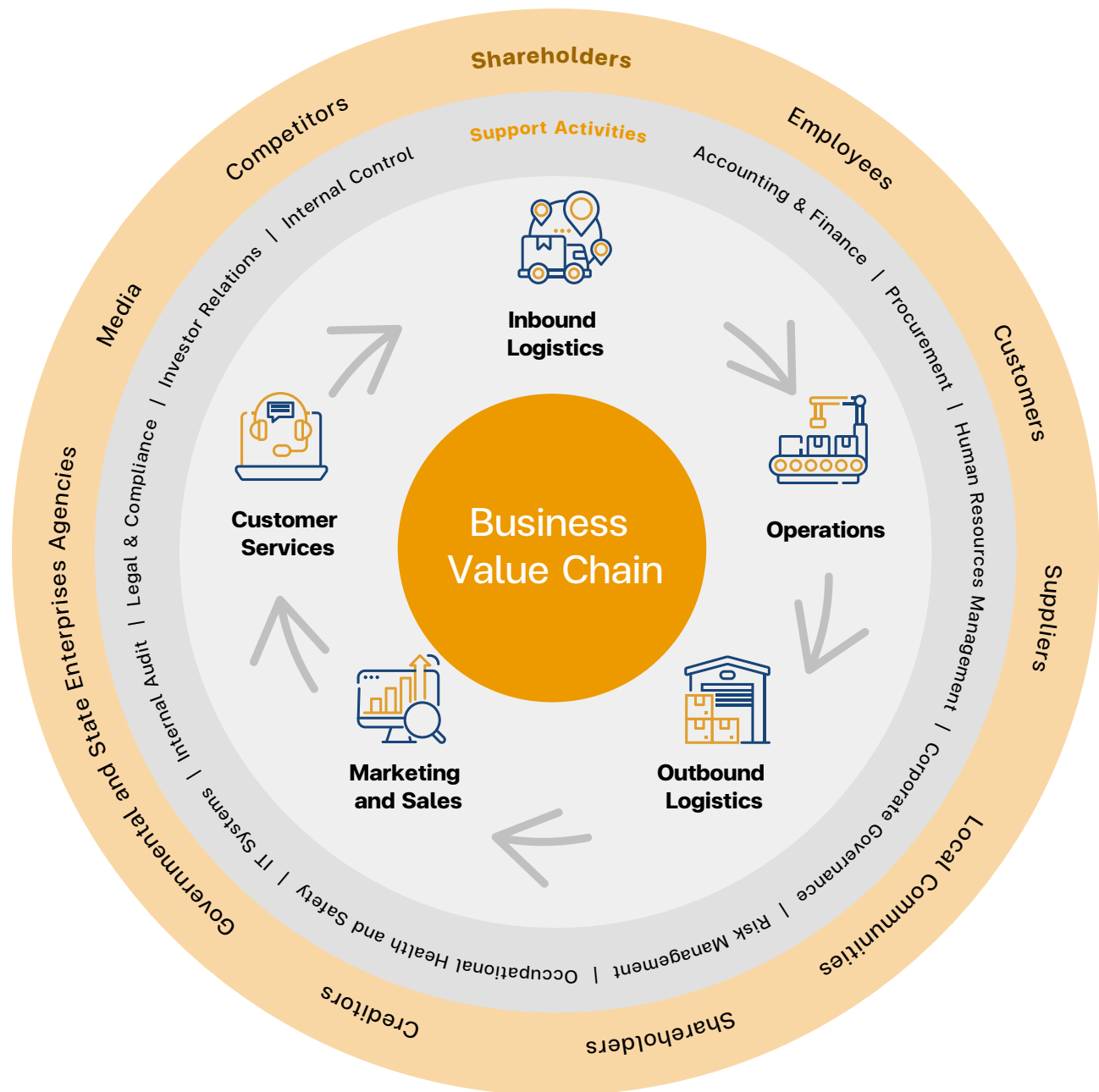
Marketing efforts focus on providing product information, setting fair pricing, managing customer relationships, acquiring new clients, presenting offerings, and registering new products to meet market needs.

### 5. Customer services

This includes warranty management, complaint handling, satisfaction surveys, technical support, and tax management services for customers.

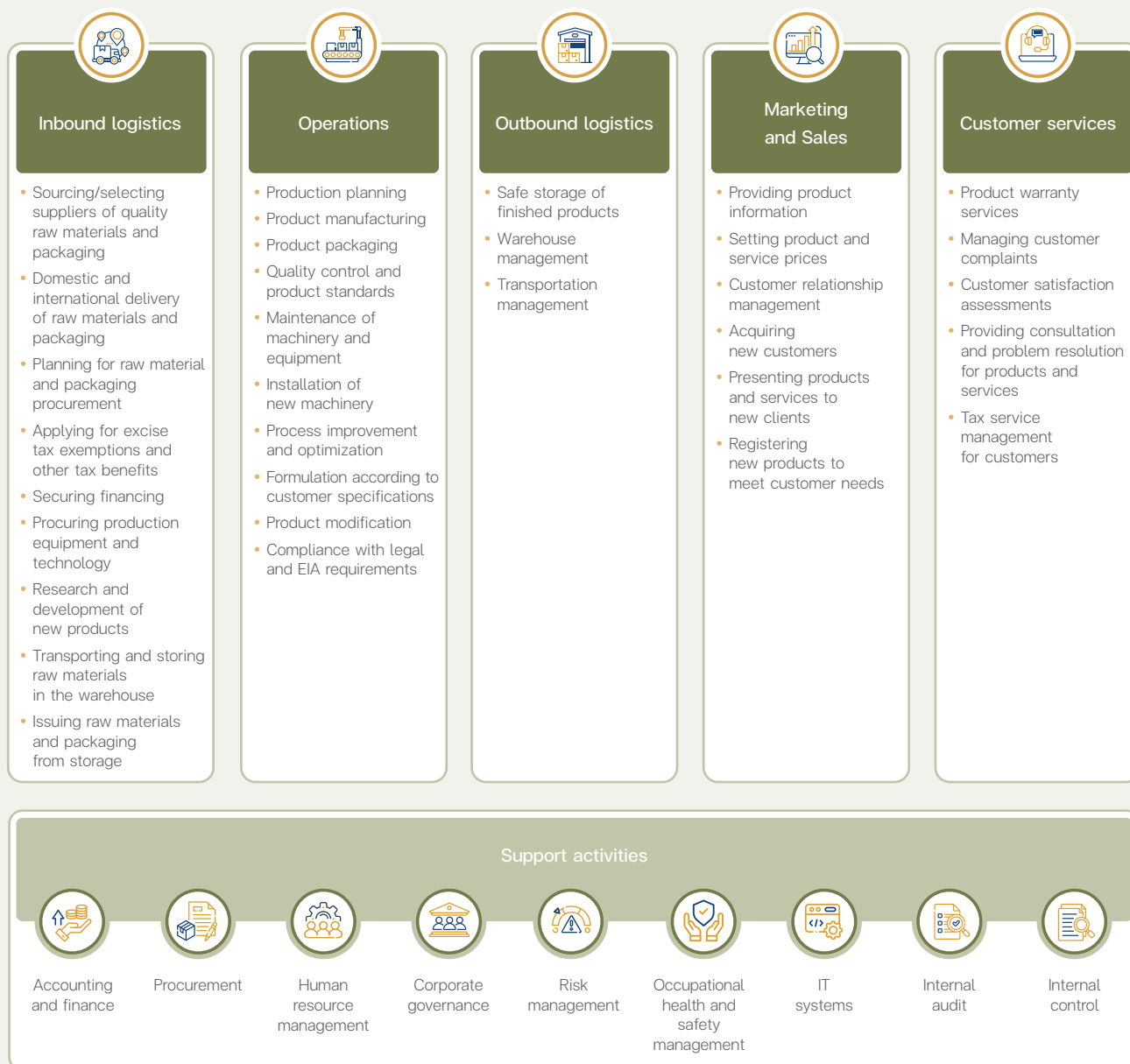
## Support activities

Support functions facilitate all primary activities. These include accounting and finance, procurement, human resource management, corporate governance, risk management, occupational health and safety, IT systems, internal audit, and standard control.





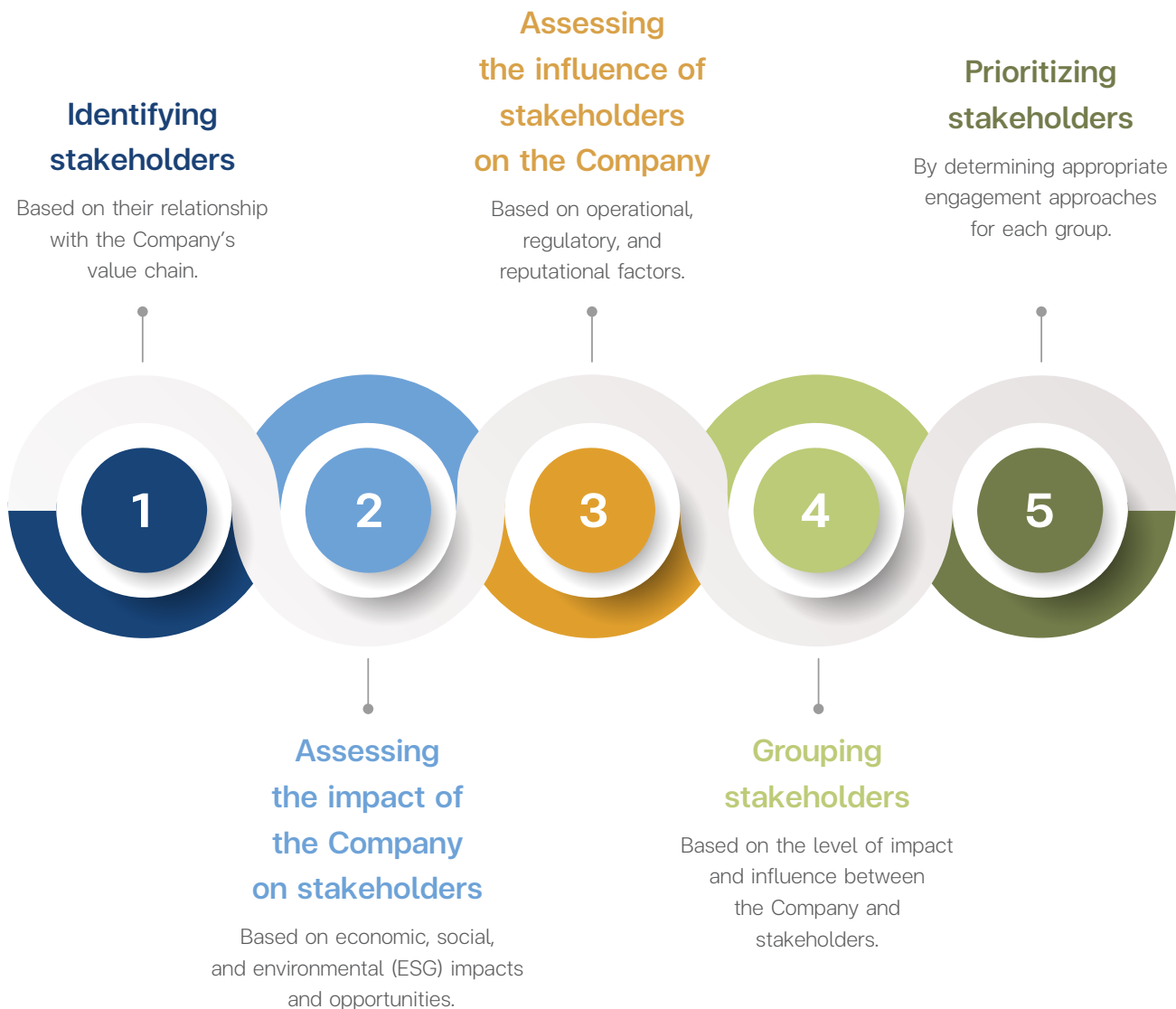
## Business Value Chain



# Stakeholder Engagement

PSP Specialties Public Company Limited (the "Company") has established a stakeholder management framework in accordance with the GRI Standard version 2021. Each business unit is responsible for analyzing its relevant stakeholders based on the Company's value chain. The results of these analyses are aggregated to identify and classify stakeholder groups for the Company.

## Steps in Stakeholder Analysis



In 2023, the Company categorized its stakeholders into nine groups: employees, customers, partners, communities, shareholders, creditors, government agencies and state enterprises, media, and business competitors.

# Stakeholder Engagement Approach



## Employees

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>Internal communication</li> <li>Town Hall meetings between executives and employees</li> <li>Monthly staff meetings</li> <li>Communication via online platforms, intranet, and email</li> <li>Welfare committee meetings</li> <li>Annual employee engagement surveys</li> <li>Establishment of complaint and grievance channels</li> </ul>	<ul style="list-style-type: none"> <li>Business direction</li> <li>Company performance</li> <li>Corporate business ethics</li> <li>Employee quality of life</li> <li>Fair compensation, welfare, and benefits</li> <li>Healthy and safe working environment</li> <li>Employee potential development</li> <li>Equal and non-discriminatory practices</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Business ethics</li> <li>Anti-corruption practices</li> <li>Innovation and product development</li> <li>Employee care and well-being</li> <li>Human resource development</li> <li>Occupational health and safety</li> <li>Human rights</li> </ul>



## Customers

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>Annual customer satisfaction surveys</li> <li>Customer relationship and marketing activities</li> <li>Direct meetings and consultations with customers</li> <li>Online and email communication</li> </ul>	<ul style="list-style-type: none"> <li>Risk and crisis management</li> <li>After-sales service</li> <li>Customer relationship management</li> <li>Environmental management</li> <li>Response to customer complaints</li> <li>Customer data confidentiality protection</li> <li>Equal and non-discriminatory practices</li> </ul>	<ul style="list-style-type: none"> <li>Customer and product stewardship</li> <li>Innovation and product development</li> <li>Greenhouse gas emissions</li> <li>Environmental management (e.g., water, energy, and waste)</li> <li>Legal compliance</li> <li>Human rights</li> </ul>



## Suppliers

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>Communication via online platforms and email</li> <li>Direct meetings and consultations</li> <li>Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Business ethics</li> <li>Fairness in business operations</li> <li>Transparent and equitable procurement processes</li> <li>Confidentiality of partner and vendor information</li> <li>Equal and non-discriminatory practices</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain management</li> <li>Corporate governance</li> <li>Anti-corruption practices</li> <li>Occupational health and safety</li> <li>Legal compliance</li> <li>Human rights</li> </ul>



## Local Communities

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>Community Engagement Activities</li> <li>Communication via online platforms and email</li> <li>Other communication channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>Good Relationship with the Community</li> <li>Compliance with social and environmental laws</li> <li>Improvement of community and societal quality of life</li> <li>Building networks for collaborative community and social development</li> </ul>	<ul style="list-style-type: none"> <li>Community Involvement</li> <li>Social contribution activities</li> <li>Legal compliance</li> </ul>



## Shareholders

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>Board meetings in subsidiaries and joint ventures</li> <li>Investment information disclosure to the Stock Exchange of Thailand (SET)</li> <li>Performance briefing meetings of the Company</li> <li>Communication via online platforms and email</li> </ul>	<ul style="list-style-type: none"> <li>Fair and equitable treatment of shareholders</li> <li>Accurate, complete, and timely disclosure of information</li> <li>Good corporate governance, including anti-corruption measures</li> <li>Strong performance and sustainable business growth</li> <li>Effective risk management in business operations</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Economic value generated and distributed</li> <li>Risk management and business continuity management</li> <li>Legal compliance</li> </ul>



## Creditors

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>Analyst meetings</li> <li>Meetings with creditors</li> <li>Site visits</li> <li>Communication via online platforms and email</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with loan and debenture conditions</li> <li>Risk management</li> </ul>	<ul style="list-style-type: none"> <li>Business ethics</li> <li>Economic value generated and distributed</li> <li>Risk management and business continuity management</li> </ul>



## Government and State Enterprise Agencies

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>• Participation in government-initiated projects</li> <li>• Involvement in working groups of government agencies</li> <li>• Site visits</li> <li>• Disclosure of information or reports as required</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with applicable laws and regulations</li> <li>• Transparent information disclosure</li> <li>• Economic value generated and distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Social contribution activities</li> <li>• Legal compliance</li> <li>• Corporate governance</li> <li>• Anti-corruption practices</li> <li>• Occupational health and safety</li> </ul>



## Media

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>• Press releases / press conferences</li> <li>• Exclusive interviews upon media request</li> <li>• Disclosure of information or reports as required</li> </ul>	<ul style="list-style-type: none"> <li>• Receiving complete, accurate, and timely information</li> <li>• Disclosure of factual and truthful information</li> <li>• Maintaining good relations with the media</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Anti-corruption practices</li> <li>• Community engagement</li> <li>• Social contribution activities</li> </ul>



## Competitors

Channels for Engagement	Topics of Concern for Stakeholders	Relevant Sustainable Development Issues
<ul style="list-style-type: none"> <li>• Joint meetings with organizations related to the industry</li> <li>• Collaborative networking in alignment with government policies</li> </ul>	<ul style="list-style-type: none"> <li>• Fair competition</li> <li>• Legal compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Challenges and opportunities</li> <li>• Business ethics</li> <li>• Anti-corruption practices</li> </ul>



# Assessment of Material Sustainability Topics

The identification and prioritization of material sustainability topics are conducted in accordance with a management framework aligned with international standards, specifically the Global Reporting Initiative (GRI). This process considers the significance of impacts on the organization and its stakeholders, encompassing economic, environmental, and social dimensions that are of concern and expectation to stakeholders. The results of this materiality assessment are reviewed and approved annually by the Company's Board of Directors.

## Steps in the Assessment of Material Sustainability Topics

### 1. Identification of Stakeholder and Organizational Issues

P.S.P. Specialties Public Company Limited (the "Company") collects material issues from both internal and external stakeholders through appropriate engagement channels, such as meetings and engagement surveys. The Company also identifies issues pertinent to its operations, including global and regional economic trends. These findings are then presented for feedback and approval by the Company's Board of Directors and Management Committees through various meetings, such as the Executive Committee Meeting, the Risk Management Committee Meeting, and monthly management meetings.



### 2. Categorization of Material Issues

The Board of Directors, executives, employees, and external sustainability consultants jointly categorize and prioritize material sustainability issues. The assessment takes into account the level of impact from the Company's operations across economic, social, and environmental dimensions.

The level of influence on stakeholder evaluation and decision-making for each material topic follows the GRI Standards. These material topics are plotted on a Materiality Matrix, where the horizontal axis (X-axis) represents the impact of the Company's operations on economic, social, and environmental dimensions, and the vertical axis (Y-axis) represents the degree of influence these material topics have on stakeholder assessments and decisions. Key stakeholders include customers, business partners, employees, and communities.

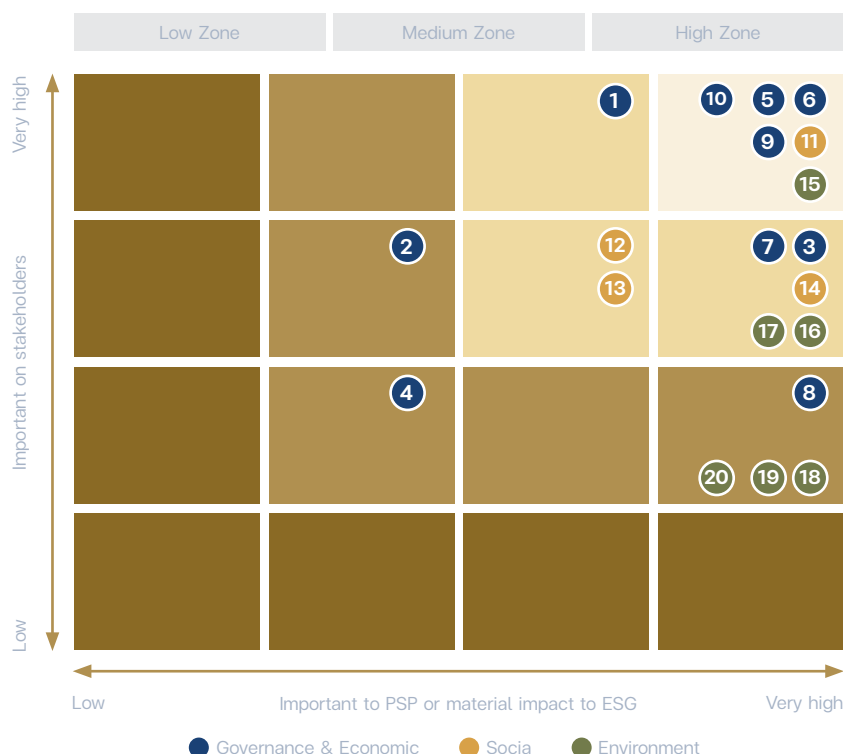
In 2023, the Company conducted its first formal assessment of material sustainability topics. This process was developed in collaboration with external sustainability consultants and in accordance with the GRI Standards to ensure accuracy and clarity. A total of 20 material sustainability topics were identified.

### 3. Validation of Material Issues

Executives, along with the Corporate Governance and Sustainability entity, review and endorse the material sustainability topics and their prioritization. They also determine stakeholder engagement approaches for each issue and assign responsibilities to relevant departments for further action.

The materiality assessment conducted in 2023 marked the Company's first formal initiative in this regard, with a commitment to review it annually. The framework adheres to the Company's sustainable development principles and the GRI Standards, resulting in the identification of 20 key material sustainability topics and details are as follows;

### PSP Materiality Matrix



#### Governance & Economic

- 1 Corporate Governance and Business Ethics
- 2 Anti-Corruption
- 3 Risk Management & Business Continuity Management
- 4 Conflict and Security
- 5 Business Development and Resilience
- 6 Innovation and Process Development
- 7 Process Improvement
- 8 Tax Management
- 9 Procurement Practices and Supplier management
- 10 Customer and Product Stewardship

#### Social

- 11 Occupational Health and Safety
- 12 Employee Management
- 13 Employee Development
- 14 Corporate Philanthropy

#### Environment

- 15 GHG emissions
- 16 Energy Management
- 17 Water Management and Emissions
- 18 Waste Management
- 19 Biodiversity
- 20 ESG Compliance

# Driving Business Towards Sustainability

## Sustainability Policy and Goals

P.S.P. Specialties Public Company Limited (the "Company") has developed its sustainability policy and management goals to align with the Company's business direction and corporate strategy. These are also in accordance with relevant laws and regulations across the three dimensions of sustainability: economic and corporate governance, social, and environmental (ESG). Additionally, the policies are aligned with the United Nations Sustainable Development Goals (SDGs).

In 2023, the Company established a corporate sustainability framework aimed at driving sustainable development with a target year of 2030, structured under three strategic pillars:



### Economic Strategy

Development of integrated lubricant technologies and products that span the business value chain, leveraging every business opportunity while continuously adapting to risk for limitless sustainable growth (Business Development and Resilience). Key development areas include:

- Business opportunity creation and adaptation to enterprise-level risk factors
- Research, development, and production of technology and innovation for sustainable business growth.
- Enterprise risk management to ensure business continuity
- Building organizational values and culture based on good corporate governance
- Customer and product stewardship for trust and satisfaction
- Supply chain management and enhancing business efficiency in collaboration with partners



### Environmental Strategy

The Company delivers product and service value by maximizing resource utilization based on circular economy principles (Value Consumption and Circular Economy). Key development areas include:

- Reducing greenhouse gas emissions across the value chain
- Enhancing production efficiency with eco-friendly and renewable energy technologies
- Improving water consumption efficiency in production processes
- Minimizing waste at the source using 3Rs and circular economy principles
- Enhancing biodiversity within company and community areas
- Governance and monitoring compliance throughout the value chain



### Social Strategy

The Company fosters knowledge, skills, and understanding among its human resources, aiming for excellence and active stakeholder engagement (People Development and Excellence). Key development areas include:

- Ensuring safe work processes and zero-accident delivery
- Creating a high-quality working society with good quality of life
- Promoting effective skill development for workforce efficiency
- Supporting community development and inclusive participation through social activities


In 2023, the Company organized a workshop-based training program on corporate sustainability development. The training emphasized building foundational knowledge of sustainability within the organization and included practical activities for developing sustainability initiatives tailored for employees and management-level staff. Additionally, a specialized workshop was conducted to enhance employees' understanding of how to prepare sustainability project reports at the executive level, aligned with the Global Reporting Initiative (GRI) standards. The program also aimed to foster a deeper comprehension of sustainable development in accordance with the United Nations Sustainable Development Goals (UN SDGs).

### The Company's Sustainability Strategy



**Business Development and Resilience**

Committed to business expansion, continuous improvement, and adaptive capacity to ensure long-term resilience.



**Value Consumption and Circular Economy**

Focused on maximizing resource efficiency in accordance with circular economy principles.



**People Development and Excellence**

Dedicated to enhancing employee skills, knowledge, and organizational understanding, with an emphasis on achieving excellence and fostering stakeholder engagement.

### Material Sustainability Topics of the Company



**Business Development and Resilience**

Creating business opportunities and aligning strategic direction to address enterprise-level risks.



**GHG Emission**

Reducing greenhouse gas emissions generated throughout the organization's value chain.




**Occupational Health and Safety**

Developing safe operational processes and delivering products and services with the goal of zero accidents.



**Innovation and Process Development**

Conducting research, development, and production of technology and innovation to support sustainable business growth.



**Energy Management**

Enhancing production efficiency through the adoption of environmentally friendly technologies and renewable energy sources.




**Employee Management**

Creating a high-quality work environment that promotes employee well-being and quality of life.



**Enterprise Risk Management**

Managing enterprise risks across all dimensions to ensure business continuity.



**Water management**

Increasing efficiency in water use throughout production processes to ensure sustainable consumption of water resources.



**Employee Development**

Encouraging and supporting skill development to maximize work efficiency.



**Corporate Governance**

Fostering corporate values and culture in accordance with principles of corporate governance.



**Waste Management**

Minimizing waste generation at its source by applying the 3Rs principles (Reduce, Reuse, Recycle) and circular economy concepts.




**Corporate Philanthropy**

Supporting community development and fostering engagement through inclusive social responsibility initiatives.



**Customer and Product Stewardship**

Building trust and satisfaction in the delivery of products and services.



**Biodiversity**

Enhancing biodiversity within company premises and surrounding communities.



**Supply chain Management**

Managing the supply chain while enhancing capabilities and efficiency in collaboration with suppliers.



**ESG Compliance**

Monitoring and ensuring compliance with laws and regulations throughout the entire business value chain.



# Corporate Sustainability Goals (2024 – 2029)

## Corporate Governance



Achieve

0

significant complaints related to corporate governance.<sup>1</sup>



CG Rating 5-star by 2025

Obtain certification from the Thai Private Sector Collective Action Against Corruption (Thai CAC) by 2032, with a formal declaration of intent by 2030.



### Remark:

<sup>1</sup> Materiality is determined based on the Company's risk management criteria.

<sup>2</sup> Excludes subsidiaries.

## Enterprise Risk Management

Ensure ESG risk management coverage for **100%**

of the Company and its subsidiaries by 2029.



Conduct at least **1** business continuity management (BCM) drill annually (excluding subsidiaries).

## Supply chain Management



Conduct ESG due diligence assessments of **100%** of significant suppliers by 2029.

Optimize raw material management to achieve a gross profit margin of over **15%** of net revenue by 2029

## Business Development and Resilience



Target investment projects with an average return of **12%** no less than

Achieve cumulative investment value exceeding **1,000** million baht by 2029

## Innovation and Process Development

Achieve successful digital transformation across all functions to enhance cost management and operational efficiency

resulting in a **10%** reduction in administrative expenses by 2029.

Develop at least **5** new products or SKUs annually that respond to customer needs and align with megatrends.



Invest over THB **100** million in automation-related projects to reduce production costs through process and system improvements by 2029.

## Product & Service Stewardship



Achieve a customer satisfaction rate of over **95%** for products and services by 2029.

**0** significant customer complaints related to products and services.<sup>1</sup>

## Energy Management



Reduce organizational energy consumption, as measured by electricity usage, by **5** by 2029 (baseline year: 2023)

## Waste Management

Achieve **0** industrial waste to landfill by 2029 through the application of 3Rs principles and circular economy practices.



## Water and Effluents



Reduce water consumption by **5** by 2029.

## ESG Compliance



Record **0** significant non-compliance incidents related to social, environmental, and governance laws and regulations.

Ensure environmental management aligns with legal requirements, including water management, air quality, and dust control.

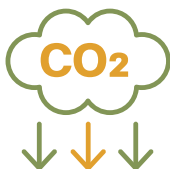


## GHG Management

Monitor and reduce greenhouse gas emissions per unit area of organizational operations.



Prepare for Carbon Footprint for Organization (CFO) reporting.



Develop carbon absorption initiatives using innovation and technology,

targeting net-zero

0

emissions by 2050

## Biodiversity



Increase green space in company and community areas by

**3,000** trees

compared to the base year 2023.

## Employee Management

Achieve an employee engagement

score of at least  
**>=85%**  
by 2029.



Record  
**0**

significant complaints regarding human rights and equality.

Establish a succession plan for all key positions (C-Level/Division).

Maintain an employee turnover rate equal to or less than

**<=12%**

compared to industry benchmarks, by 2029.

## Occupational Health and Safety



Implement comprehensive occupational health and safety systems across all departments and subsidiaries.

Achieve

**0**

Lost Time Injury Frequency Rate (LTIFR) for both employees and contractors by 2029.

## Employee Development



Ensure more than

**95%**

of employees receive at least 26 hours of training per person annually by 2029.

Ensure

**100%**

of employees have an Individual Development Plan (IDP) in place.

## Corporate Philanthropy



**PSPSharing**

Allocate annual budgets to support corporate donation activities.

**PSP GreenLife**

Increase the number of nature and environmental conservation activities.

**PSP BETTER - life -**

Expand initiatives to improve quality of life.

**PSP SAFETY MATTERS**

Increase the number of youths and members of the public participating in safety-related programs.

**PSP GIVE HEALTH**

Grow the number of participants in health and wellness initiatives.

**PSP COLLAB**

Increase community income generated through PSP-supported initiatives.

The Company also aims to adhere to the CSR-DIW (Corporate Social Responsibility-Department of Industrial Works) standards to promote responsible business practices toward society.



# Outstanding Economic and Corporate Governance Performance in 2024

## Corporate Governance

- Corporate Governance Report (CGR) rating in 2024: 4 stars
- No significant complaints related to corporate governance or customer privacy

## Business Ethics

- 83% of employees participated in training and testing on the Code of Conduct
- No whistleblower reports or complaints regarding business ethics violations in 2024



CGR Rating -4-star



## Creating Economic Value for Stakeholders

- Dividend payment to shareholders: 280 million Baht (15.91% of revenue)
- Community and social investment: 5.58 million Baht (0.32% of revenue)
- Environmental investment: 3.99 million Baht (0.23% of revenue)

## Supply Chain Management

- Reduction of virgin material usage in bio-based lubricants: 12%
- Recycled material used in new products: 30%



## Recycled Material Utilization

# 30%

in new products

## Dividend Distribution

# 15.91%

of income, totaling THB 280 million

## Innovation and Process Development

Implementation of Automation and IoT systems for real-time raw material tracking and management to reduce material loss by 15% and overstocking by 10%

## Anti-Corruption

Number of significant corruption incidents and disputes: 0

## Customer and Product Stewardship

Overall customer satisfaction rating with products and services in 2024:



**Delivery service**  
92.90%



**Oil storage service**  
99.16

## Compliance with Social, Economic, and Environmental Laws

- No legal cases impacting the business, reputation, or assets of the Company
- No financial penalties affecting the Company's financial position





(GRI 2: General Disclosures, GRI 205)

## Corporate Governance

P.S.P. Specialties Public Company Limited (the “Company”) recognizes the importance of good corporate governance as a foundation for fair, transparent, and accountable business management. This commitment ensures that the interests of shareholders and all stakeholders are respected, while supporting the Company’s long-term and sustainable growth. To this end, the Company has integrated an organization-wide sustainability development framework-encompassing Environmental, Social, and Governance (ESG) dimensions-into its corporate strategy. This integration promotes a balance between creating economic value and considering the impacts on society and the environment.

The Company is committed to conducting its business in accordance with ethical standards and relevant regulations, with an emphasis on fairness in operations, equitable treatment of stakeholders, and fostering a corporate culture that values transparency and accountability.

Moreover, the Company places great importance on the ongoing development and enhancement of its ESG practices to remain responsive to global trends and meet the expectations of shareholders, investors, customers, and other relevant stakeholders.

## Management Approach

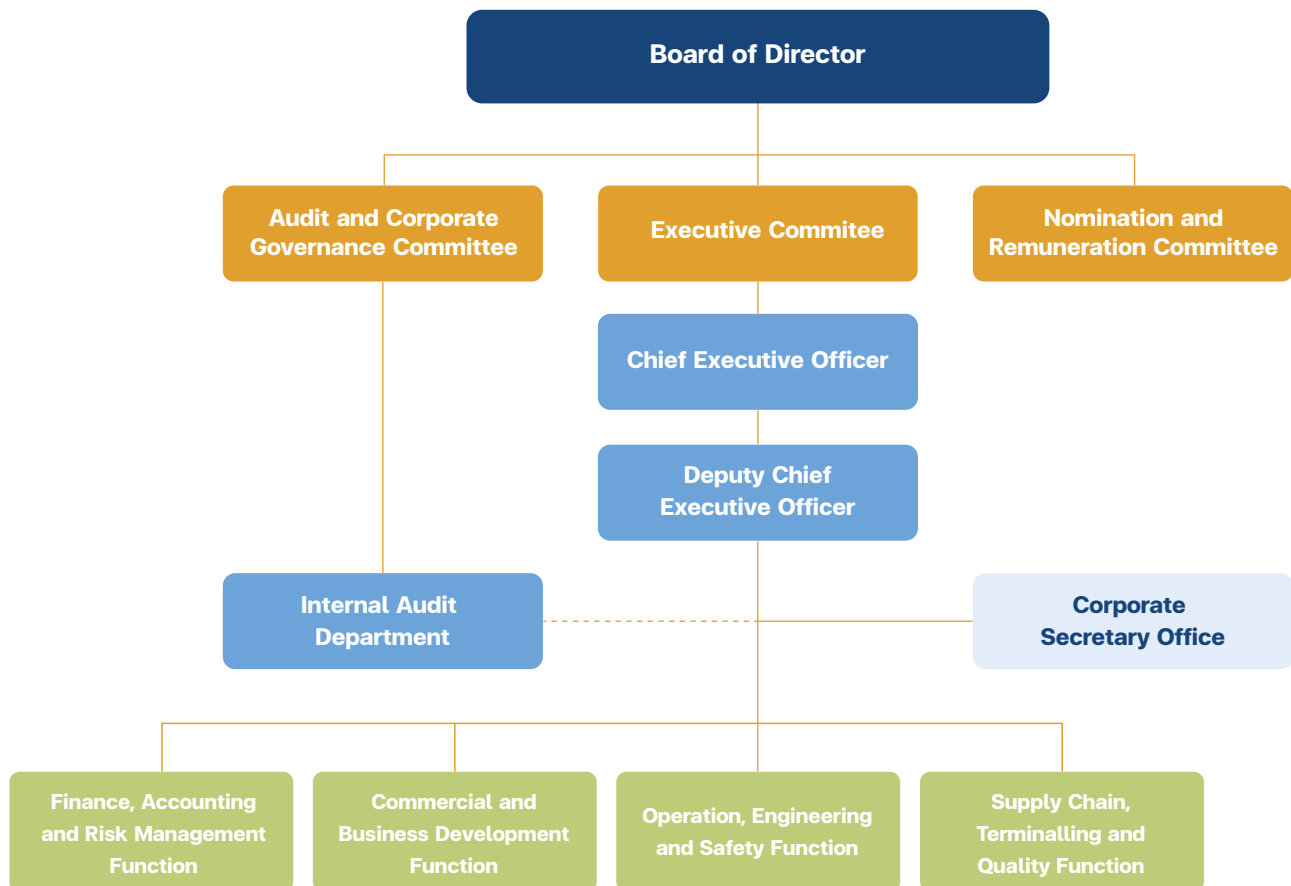
### Good Corporate Governance Policy

To serve as a key mechanism for organizational development and to drive sustainable growth, while providing operational guidance for the Board of Directors, executives, and employees of the Company under a sustainability framework encompassing economic, social, and environmental dimensions, the Company enacted its “Good Corporate Governance Policy” in 2022. This policy aligns with the Principles of Good Corporate Governance for Listed Companies 2012 issued by the Stock Exchange of Thailand, and establishes governance practices for the Company’s Board of Directors in accordance with the Corporate Governance Code for Listed Companies 2017.

Furthermore, details of the Company’s Good Corporate Governance Policy, Code of Conduct, and other corporate governance-related policies are publicly disclosed and available on the Company’s website at [www.psp.co.th](http://www.psp.co.th)



## Corporate Governance Structure



As of December 31, 2024, the Company's Board of Directors consisted of seven qualified members, of whom three were independent directors, accounting for 33% of the total board composition. The Board included one female director, representing 14.3%, and six male directors, representing 85.7% of the total number of directors.

The Board of Directors has established three sub-committees to support, screen, and enhance the effectiveness of the Board's oversight and governance responsibilities. These include:

1. The Audit and Corporate Governance Committee
2. The Executive Committee
3. The Nomination and Remuneration Committee

Both the Board of Directors and its sub-committees play a crucial role in overseeing the Company's direction to ensure sustainable growth. To support this, the Company has established Charters that define the qualifications, roles, responsibilities, meeting protocols, and performance evaluation criteria for each committee. Further details regarding corporate governance can be found in the 2024 Annual Report (Form 56-1 One Report) under the section titled "Corporate Governance."

## The Boards' Skill Matrix

The Company's Board of Directors comprises members with the knowledge, expertise, and critical skills necessary for the Company's business operations. To support this, the Company has developed a Board Skill Matrix to reflect the diversity of skills among Board members. Additional information is available in the Form 56-1 One Report under the section "Corporate Governance Structure."



## Board Capacity Development

The Company places strong emphasis on the continuous development of the Board's knowledge and capabilities. Directors are encouraged to participate in training programs, seminars, and knowledge-sharing activities at both the national and international levels. These efforts aim to enhance their understanding of best practices in corporate governance and organizational sustainability.

In 2024, the Company invited external experts to conduct a practical workshop and facilitate discussion on the topic "The Importance of ESG Implementation for Corporate Business." The session was attended by Board members and middle to senior-level executives. Over the course of the year, a total of four such activities were organized.

Note: Details of other training programs attended by the Board of Directors and senior executives can be found in the 2024 Annual Report (Form 56-1), which is published on the Company's website.

## Performance Evaluation

To comply with the principles of good corporate governance, the Board of Directors, sub-committees, and the Chief Executive Officer are required to undergo performance evaluations at least once a year. In 2024, the Company conducted four types of evaluations, which are summarized as follows:



## Evaluation results

1. Board of Directors (by Committee)	Average score 98.99%	★★★★★
2. Sub-Committees (by Committee)		
• Audit and Corporate Governance Committee	Average score 99.60%	★★★★★
• Executive Committee	Average score 98.90%	★★★★★
• Nomination and Remuneration Committee	Average score 98.61%	★★★★★
3. Board of Directors and Individual Members of Sub-Committees	Average score 97.96%	★★★★★
4. Chief of Executive Officer (CEO)	Average score 99.17%	★★★★★

Remark: The evaluation is based on a full score of 100%. ★★★★★

## Criteria and Process for the Selection of the Chief Executive Officer

The Nomination and Remuneration Committee is responsible for screening and defining the qualifications and criteria for selecting the Chief Executive Officer. The selection process considers candidates who possess the knowledge, skills, experience, and attributes necessary to drive the organization toward its goals, in alignment with the Company's strategic direction. The selected candidate is then proposed to the Board of Directors for appointment.

## Definition of Required Skills for CEO Selection

The required competencies for the Chief Executive Officer encompass three core areas, as follows:

### 1. Core Competencies—Essential foundational competencies, such as:

- Customer Focus
- Ensure Accountability
- Optimize Work Processes
- Nimble Learning

### 2. Leadership Competencies—Leadership-specific attributes, such as:

- Manage Complexity
- Decision Quality
- Drive Results
- Build Effective Teams

### 3. Functional Competencies—Functional expertise necessary for the role, such as:

- Strategic Mindset
- Business Insight
- Financial Acumen
- Balances Stakeholders
- Drives Vision and Purpose

## CEO's Skill Matrix

Position	Required Skill Matrix				
	Lubricant Business and Supply Chain Management	Marketing	Production	Management / Business Administration	Engineering
Chief of Executive Officer (CEO)	X	X	X	X	X

## Annual Performance Evaluation of the Chief Executive Officer

The performance evaluation of the Chief Executive Officer (CEO) is conducted using a standardized assessment form. The Board of Directors is responsible for reviewing and approving the performance goals and evaluation indicators (Corporate KPIs) for the CEO. The performance evaluation covers ten key areas: Leadership/Strategic Formulation/Strategy Execution/Financial Planning and Performance/Relationship with the Board/External Relations/Management and Employee Relations/Succession Planning/Product and Service Knowledge/Personal Attributes.

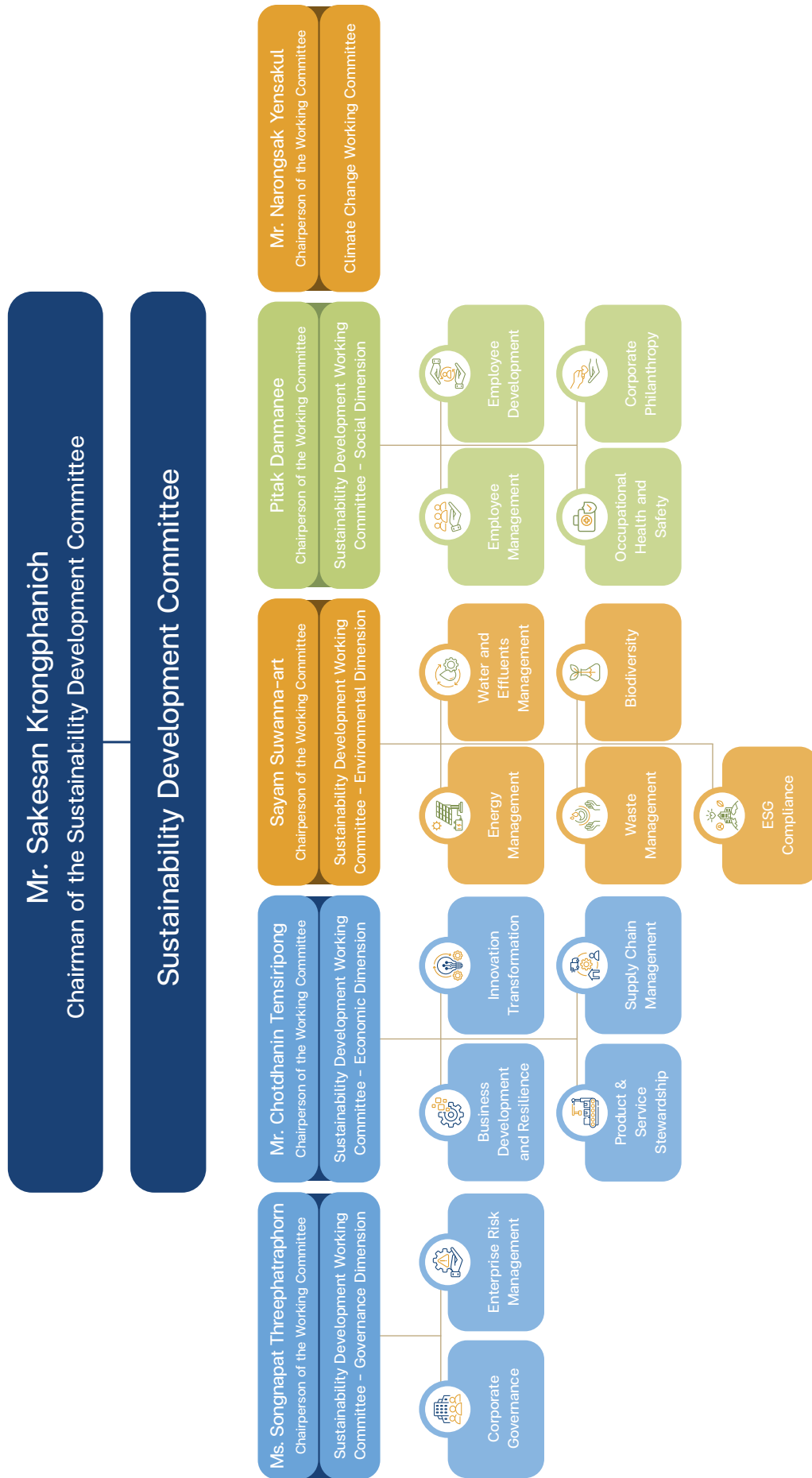
## Performance of Sustainability Development Governance

The Company emphasizes conducting its business in accordance with corporate governance principles, strictly complying with laws, regulations, and shareholder resolutions. In order to enhance the effectiveness of the Company's sustainability management system, in 2024 the Company established a dedicated Sustainability Development Steering Committee and Working Team.

This committee is tasked with overseeing corporate sustainability matters in a structured manner and integrating ESG principles into the Company's strategies and operational processes. The Sustainability Development Committee monitors the Company's sustainability performance through an annual committee meeting, while the working team holds two meetings per year to ensure consistent progress and implementation.



## Sustainable Development Steering Committee and Working Team



## Sustainability Development Steering Committee Composition and Appointment

The Sustainability Development Steering Committee and Working Team is appointed by the Chief Executive Officer (CEO). The details are as follows:

1. Structure	<ul style="list-style-type: none"> <li>At least one member of the Board of Directors shall be appointed as the Chairperson of the Sustainability Development Steering Committee, and one person shall be appointed as the Committee Secretary.</li> <li>Members of the Committee and Working Team must possess knowledge and understanding of the Company's business, along with expertise in sustainability and risk management.</li> </ul>
2. Term of Appointment	<ul style="list-style-type: none"> <li>The Chairperson of the Committee and the Working Team members shall serve a term of three years and may be reappointed upon completion of their terms.</li> <li>Termination of appointment may occur due to completion of the term, resignation, death, or by resolution of the Board of Directors.</li> <li>In the event of a vacancy, the Sustainability Development Committee shall appoint a qualified replacement to assume the position.</li> </ul>
3. Scope of Authority and Responsibilities	<ul style="list-style-type: none"> <li>Oversee and provide guidance on the Company's corporate sustainability (ESG) strategies and policies.</li> <li>Monitor and evaluate ESG performance to ensure the Company's risk management is effective and efficient.</li> <li>Promote stakeholder engagement and assess material sustainability topics (Materiality Assessment).</li> <li>Prepare the Sustainability Report in accordance with the requirements of the Securities and Exchange Commission (SEC) of Thailand and other relevant authorities.</li> <li>Review and update the scope of authority and responsibilities of the Sustainability Development Committee and Working Team at least once a year.</li> <li>Supervise the disclosure of sustainability information through the Company's Annual Report and Sustainability Report.</li> <li>Perform other duties as assigned by the Board of Directors.</li> </ul>
4. Meetings	<ul style="list-style-type: none"> <li>The Committee and Working Team shall hold meetings at least twice a year, with additional meetings convened as necessary.</li> <li>Meeting agendas and relevant documents must be prepared and distributed in advance of the meeting date.</li> <li>A quorum shall consist of no less than two-thirds of the total number of members.</li> </ul>
5. Reporting and Evaluation	<ul style="list-style-type: none"> <li>The Committee and Working Team shall report their performance and activities to the Board of Directors at least once a year.</li> <li>An annual performance evaluation must be conducted, and the results shall be reported to the Board of Directors.</li> </ul>

## Performance Highlights

In 2024, the Sustainability Development Steering Committee and Working Team played a key role in driving the Company's operations with full consideration of the potential environmental, social, and governance (ESG) impacts. Key accomplishments include:

- Reviewed the Company's policies to ensure alignment with its corporate sustainability strategy and operational framework.
- Conducted an ESG Gap Analysis to identify operational gaps that negatively affect progress toward the Company's sustainability goals.
- Formulated corporate sustainability strategies and frameworks.
- Established short-, medium-, and long-term sustainability development goals and planning.
- Promoted ESG knowledge and understanding among junior, mid-level, and senior management to prepare them for leading their teams in executing the sustainability roadmap.
- Monitored progress on environmental impact reduction measures, such as the use of clean energy and waste management.
- Evaluated and monitored the Company's Carbon Footprint of Organization (CFO), and defined targets and strategies for greenhouse gas reduction.
- Implemented projects and activities that promote social responsibility, such as community development and human rights advocacy.
- Co-developed the Annual Report and Sustainability Report in compliance with applicable regulatory standards.
- Defined internal and external communication strategies for corporate ESG initiatives.

Note: For further details on governance-related performance by the Board of Directors and sub-committees on specific issues, please refer to the 2024 Annual Report (Form 56-1) published on the Company's website.

## Sustainability Performance Evaluation

In the fourth quarter of 2024, the Sustainability Development Steering Committee and Working Team (ESG) convened to define the Company's sustainability goals and performance indicators, based on the organization's material topics across the environmental, social, and governance (ESG) dimensions. The proposed framework received formal approval from the Board of Directors at the end of 2024.

Accordingly, this evaluation framework will be implemented in 2025, and the performance results will be reported in the following year.

## Summary Table of Corporate Governance Performance

Performance	2023	2024	2025	2027
Corporate Governance Report (CGR) Assessment Results	–	4 –Star	5–Star	5–Star
Number of Significant Corporate Governance Complaints	0	0	0	0
Number of Significant Customer Privacy Complaints	0	0	0	0
Number of Cybersecurity-Related Complaints	0	0	0	0
Proportion of Material Sustainability Topics Incorporated into the Performance Indicators of the Chief Executive Officer and Senior Executives	–	– <sup>(1)</sup>	85	100% by 2029

Note :

Further details on other corporate governance matters can be found in the 2024 Annual Report (Form 56-1 One Report) under the section titled "Corporate Governance."

<sup>(1)</sup> indicates data not available for 2024, as the Company defined its sustainability goals and key performance indicators for material topics at the end of 2024. Progress updates will be reported in subsequent periods.





(GRI 201, GRI 203)

## Economic Value Generation and Distribution for Stakeholders

P.S.P. Specialties Public Company Limited (the “Company”) is committed to conducting business based on social and environmental responsibility while fostering stability for all stakeholder groups. The Company believes that business success is not solely measured by financial profit, but also by the fair delivery of value to employees, suppliers, customers, local communities, and society as a whole.

With a transparent and sustainable operational approach, the Company places importance on knowledge exchange, benefit-sharing, and stakeholder engagement at all levels. This collaborative effort aims to establish a strong and balanced economic system, ensuring long-term business stability and contributing to the country’s overall sustainable economic development.

### Management Approach

The Company recognizes its vital role in the economy as a responsible business entity to all stakeholders—employees, shareholders, customers, suppliers, communities, and the public sector. Understanding that sustainable business operations must generate and fairly distribute economic value, the Company has established a systematic approach to economic value management as follows:

#### 1. Economic Value Generation Practices

The Company has established a sustainability policy specifically addressing economic management, focusing on:

- Generating consistent and stable performance
- Fairly distributing income to stakeholders
- Supporting the local economy and domestic supply chain
- Promoting transparency in spending, procurement, and investment practices

These practices are reviewed annually to align with changing economic contexts.

#### 2. Sustainable Performance Management

The Company is committed to managing its operations to generate profits based on the principles of good corporate governance. Its growth strategy focuses on:

- Creating value through products and services that meet customer needs
- Enhancing operational efficiency and eliminating unnecessary costs
- Developing innovations and technologies to improve competitive capabilities
- Expanding markets prudently to support long-term revenue growth

Net income and profits are allocated to stakeholders in a transparent and accountable manner, in line with the Company’s established policies.

### 3. Economic Value Distributed to Stakeholders

The Company actively monitors and reports on the distribution of economic value to each stakeholder group, ensuring clarity and accountability.

Stakeholder	Economic Value Allocation Approach
 <b>Employees</b>	Providing fair and appropriate compensation based on individual capabilities, complemented by comprehensive welfare benefits and continuous development opportunities.
 <b>Shareholders</b>	Dividends are distributed in accordance with the Company's performance, supported by transparent and accountable performance reporting.
 <b>Suppliers/Vendors</b>	The Company promotes domestic trade with suppliers/vendors under principles of fairness and ethical conduct.
 <b>Customers</b>	Delivering maximum value through high-quality, safe, and reasonably priced products.
 <b>Local communities</b>	The Company supports social, economic, and environmental initiatives within its areas of operation.
 <b>Government Sectors</b>	The Company complies with all applicable laws, and fulfills its tax and fee obligations accurately and on time.

### 4. Monitoring and Disclosure

The Company places great importance on measuring and disclosing information related to the distribution of economic value through the following actions:

- Preparing sustainability reports in accordance with international standards (e.g., GRI Standards)
- Reporting figures on economic value generated and distributed
- Transparently reporting to shareholders and the public through the annual report

### 5. Continuous Improvement

The Company is committed to continuously improving its economic value management approach by:

- Listening to feedback from stakeholders
- Assessing economic risks and opportunities that may impact performance
- Adjusting goals and strategies in response to market and global economic changes
- Fostering a corporate culture focused on quality and sustainable growth

## Performance

The Company is dedicated to achieving a balance between business growth and sustainability in order to meet the expectations of all groups of stakeholder and support long-term economic stability. The Company has identified its stakeholder groups and the expected economic benefits to be distributed, as detailed in the following table:

**Table showing Economic Value Distributed to Stakeholders**

Description	EVD (Million baht)	Proportion (%)
Dividend payment to shareholders	280.00	15.91
Investment in community and social development	5.58	0.32
Investment in environmental initiatives	3.99	0.23

Note: 1."EVD" stands for Economic Value Distributed

2. Further details on income distribution to other stakeholder groups can be found in the ESG Performance Summary Table at the end of this report.



(GRI 2: General Disclosures, GRI 205)

## Business Ethics

P.S.P. Specialties Public Company Limited (“the Company”) is committed to conducting its business with transparency and fairness. To this end, the Company has established a Business Code of Conduct to serve as a best practice guideline for directors, executives, and employees at all levels. This code helps build trust among all stakeholder groups, including shareholders, employees, suppliers, customers, creditors, competitors, government agencies, and society at large. Adherence to this code is a key factor in fostering a responsible and sustainable corporate culture. Details of the Company’s Business Code of Conduct are publicly available on the Company’s website at [www.psp.co.th](http://www.psp.co.th)

## Management Approach

To ensure that the Business Code of Conduct is effectively implemented, the Company has established clear and actionable guidelines for ethical business operations. These emphasize transparency in decision-making, fairness to stakeholders, and full compliance with applicable laws and regulations.

The Company is also committed to promoting ethical awareness among directors, executives, and employees at all levels through ongoing training and internal communications. Key practices are summarized as follows:

Key Ethical Practices	Details
Compliance with Laws and Policies	Adhering to laws, regulations, and directives relevant to business operations.
Integrity and Ethics	Conducting duties with honesty, integrity, and ethics; avoiding behavior that may damage the Company’s reputation or duties.
Respect and Fairness	Respecting colleagues and maintaining fairness in management practices.
Data Protection	Strictly protecting confidential information related to the organization, suppliers, customers, or any business matters, including intellectual property.
Use of Insider Information	Refrain from using insider information for personal gain or for the benefit of others.
Conflict of Interest	Avoiding activities that compete with or are similar to the Company’s business, and refraining from seeking undue personal or third-party benefit.
Prevention of Organizational Damage	Avoiding any actions that may lead to corruption, including direct or indirect bribery.
Political Neutrality	Maintaining political neutrality, refraining from affiliating with any political party or using the Company’s name or resources for political activities.
Promotion of Ethics Within the Organization	Providing training and communication on the Code of Conduct to directors, executives, and employees; establishing clear, fair complaint channels and disciplinary measures.

To ensure the effective implementation of the Company’s business ethics framework, P.S.P. Specialties Public Company Limited actively communicates the Business Code of Conduct to employees at all levels through various channels, including email, the Company’s intranet, onboarding orientation for new employees, and ongoing training programs for current staff. In addition, the Company also disseminates relevant information to external stakeholders through its official website.

## Performance

In 2024, the Company conducted a comprehensive review and update of its Business Code of Conduct, charters, and policies related to corporate governance. These revisions were submitted for approval by the Board of Directors to ensure continued alignment with evolving business standards and regulatory requirements. The updates also aim to enhance the Company's commitment to good corporate governance and sustainable operations.

The Company provided training to employees and subsidiaries covering key topics such as: Corporate governance policy, Business Code of Conduct, Conflict of interest prevention, Insider information management, Anti-corruption measures, and Whistleblower protection, in which a total of 83% of all employees participated in the training and successfully passed the post-training assessments in accordance with the established criteria.

Furthermore, the Company conducted a survey titled "Employee Ethics in the Organization" to assess employee awareness and compliance with the Code of Conduct.

### Results of the Business Ethics Awareness Survey

Proportion of employees who participated in the survey (%)	83
Proportion of employees with the highest level of awareness of the Business Code of Conduct (%)	91

The aforementioned data reflect the effectiveness of the Company's ethical measures, demonstrating their roles in fostering employee awareness toward principled and transparent conduct. Such awareness forms a critical foundation for corporate sustainable development. Accordingly, adherence to the Business Code of Conduct is considered a core principle of transparent operations and sound corporate governance.

The Company remains firmly committed to conducting business with integrity and social responsibility. It is the duty and responsibility of all directors, executives, and employees to strictly comply with the Company's Business Code of Conduct. To prevent ethical violations and reinforce a strong ethical culture within the organization, the Company has implemented the following measures:

1. Requiring all employees to comply with the Business Code of Conduct as a fundamental duty.
2. Establishing disciplinary actions for violations or non-compliance with the Code.
3. Communicating and providing training to new employees during orientation programs.
4. Conducting annual training and assessments for all employees, requiring them to meet established criteria.
5. Providing clear channels for reporting complaints and whistleblowing, along with procedures for fact-finding investigations, complaint resolution, remedial actions, and preventive measures to avoid recurrence.
6. Regularly reviewing and updating the Business Code of Conduct, policies, and operational manuals to ensure ongoing relevance and effectiveness.

The Company will continue to prioritize good corporate governance as a means to build trust among stakeholders and to reinforce the long-term sustainability of the organization.



(GRI 205: Anti-corruption)

## Anti-Corruption Practices

P.S.P. Specialties Public Company Limited (“the Company”) operates under the principles of good corporate governance, transparency, and ethical business conduct, placing a strong emphasis on its ongoing commitment to anti-corruption. The Company affirms that all forms of corruption are unacceptable. With the goal of building an ethical, transparent, and accountable organization, the Company has established a formal Anti-Corruption Policy, which has been communicated across the organization. Details of the policy are published on the Company’s website at [www.psp.co.th](http://www.psp.co.th)

## Management Approach

The Anti-Corruption Policy has been formally adopted since 2022 and applies to the Board of Directors, executives, employees, suppliers, contractors, and business representatives. The policy covers practical implementation in all areas of operation, including gift giving or receiving, procurement, contracting with public and private sectors, donations, sponsorships, and political engagement.

To ensure effective implementation, the Company has developed internal control systems aligned with international standards. It conducts systematic risk assessments, regularly audits fraud-related risks, and continually improves work processes to proactively prevent corruption.

Moreover, confidential and secure whistleblowing channels are in place, ensuring anonymity and protection in accordance with human rights principles. The Company guarantees that no disciplinary action, demotion, or retaliation will be taken against employees or individuals who refuse to engage in corruption, even if such refusal may result in lost business opportunities.

Strategic Commitment to Thai CAC as part of its sustainability strategy, the Company aims to become a member of the Thai Private Sector Collective Action Against Corruption (Thai CAC)-a private-sector initiative supported by the Thai Chamber of Commerce and partner organizations to promote integrity and transparency in business.

The Company has set a target to formally declare its intention to join Thai CAC by 2030 and submit its membership application by 2032. This goal reflects the Company’s serious commitment to raising its anti-corruption standards to a national level.

Implementation Plan Toward Thai CAC Compliance to achieve this objective, the Company has developed a structured implementation plan, emphasizing genuine adoption of Thai CAC principles through the following actions:

- In-depth study and analysis of Thai CAC criteria, with the establishment of a dedicated CAC Working Group to monitor progress and report regularly to the Board of Directors.
- Gap analysis between current internal control systems and Thai CAC requirements, followed by development and implementation of improvement plans.



- Development of proactive risk control mechanisms, especially for high-risk activities such as procurement, contractor hiring, donations, and communication with government agencies.
- Ongoing training and cultural promotion, cultivating awareness from operational to executive levels, including workshops on workplace integrity and awareness campaigns such as the “No Gift Policy.”
- Systematic preparation of documentation required for Thai CAC application, including policies, training records, whistleblower channels, investigation reports, and risk assessment logs.

This comprehensive initiative demonstrates that the Company’s goal is not merely to obtain Thai CAC certification as a symbolic recognition of transparency, but to build a genuinely effective corporate governance system that fosters a sustainable ethical culture within the organization.

## Complaint Management Process

P.S.P. Specialties Public Company Limited (“the Company”) operates its business based on the principles of good corporate governance, transparency, and accountability to all stakeholders. The Company places great importance on the prevention and suppression of all forms of corruption, firmly believing that a management system grounded in openness, auditability, and receptiveness to stakeholder input is fundamental to sustainable organizational development in the long term.

To support these principles, the Company has established clear, comprehensive, and practical policies applicable across all organizational levels. One such policy is the “Whistleblowing Policy,” which was approved by the Board of Directors and has been in effect since 2022. The full policy is available on the Company’s website at [www.psp.co.th](http://www.psp.co.th)

The purpose of the Whistleblowing Policy is to provide employees, stakeholders, and external parties with the opportunity to report any suspected misconduct or violations of laws, regulations, business ethics, company policies, or internal procedures. Whistleblowers are protected from retaliation and adverse consequences. Furthermore, the Company has implemented a formal complaint-handling process with protection measures to ensure that all reports are reviewed fairly, thoroughly, and impartially.

The establishment of this policy represents a key mechanism reflecting the Company’s commitment to fostering a culture of integrity and promoting inclusive stakeholder engagement in preventing corruption sustainably. The key elements of the policy are summarized as follows:

### 1. Eligible Complainants

The following individuals are eligible to file complaints: All Company personnel at any level– the Company stakeholders including shareholders, customers, suppliers/vendors, competitors, creditors, government agencies, community representatives, and the general public.

A complaint may be submitted if there are reasonable grounds to believe in good faith that a director, executive, employee, or representative of the Company has engaged in misconduct, lacks transparency, or has violated laws, regulations, the Company’s Code of Business Conduct, or any applicable internal rules or policies.

## 2. Reporting Channels

Complainants may choose to report via one or more channels and are not required to disclose their identity. However, identifying oneself may enable the Company to provide follow-up updates or request additional information regarding the matter reported. Complaints and supporting information may be submitted through the following designated channels:

	<b>Continuous and Multi-Channel Communication</b> <ul style="list-style-type: none"> <li>Chairman of the Audit and Corporate Governance Committee / Members of the Audit and Corporate Governance Committee Email: <a href="mailto:hotline@psp.co.th">hotline@psp.co.th</a></li> <li>Head of Internal Audit Email: <a href="mailto:internal.audit@psp.co.th">internal.audit@psp.co.th</a></li> <li>Company Secretary Email: <a href="mailto:comsec@psp.co.th">comsec@psp.co.th</a></li> </ul>
	<b>Postal Mail</b> <p>Reports may also be submitted via post to the following address:  P.S.P. Specialties Public Company Limited  100/149 Moo 1, Tha Chin Subdistrict, Mueang Samut Sakhon District, Samut Sakhon Province 74000, Thailand</p>
	<b>Online Submission</b> <p>Complaints or whistleblowing reports can be submitted online at: <a href="http://www.psp.co.th">www.psp.co.th</a></p>

## 3. Complaint Handling Procedure

Step	Procedure	Description
1	Screening of Complaints	The recipient reviews whether the complaint falls within the defined scope, contains sufficient information, and is appropriate to proceed with further investigation.
2	Appointment of Investigator	The Audit and Corporate Governance Committee or the Board of Directors (as applicable) assigns an investigator to collect relevant data, evidence, and conduct interviews with involved parties.
3	Request for Additional Information	The complainant may be contacted to provide additional information and may also inquire about the status of the investigation during the process.
4	Explanation by the Respondent	If the complaint is found to have merit, the respondent will be informed of the allegations and given a fair opportunity to present information or evidence in their defense.
5	Investigation Conclusion	If the complaint is substantiated, the investigator submits a report with findings and recommendations to the Audit Committee or the Board of Directors for disciplinary or legal action.
6	Notification and Follow-Up	The Audit Committee will notify the complainant of the outcome within 30 days from the date of receiving the investigation report.
7	Remedy of Damages (if applicable)	If the complaint results in damages to any party, the Group will consider appropriate and fair remedies to mitigate such damages.

## 4. Whistleblower Protection Measures

- Whistleblowers may choose to remain anonymous if they fear potential harm or retaliation.
- The Company strictly safeguards all information, complaints, documents, and evidence as highly confidential.
- Unauthorized disclosure of such information without just cause or approval is strictly prohibited and subject to disciplinary action.
- The Company strictly prohibits any form of retaliation, discrimination, or violation of rights against whistleblowers, informants, or witnesses, whether directly or indirectly.
- Any employee found to have violated these prohibitions will be subject to disciplinary action and/or legal penalties as prescribed by law.

## 5. Complaints Made in Bad Faith

If it is determined that a complaint was made in bad faith—intended to harass, defame, or distort the facts—the Company reserves the right to take appropriate disciplinary action. In cases where such actions cause damage to the Company, legal proceedings may also be pursued.

## Performance

In the year 2024, the Company did not receive any complaints regarding acts of corruption, violations of laws, regulations, business ethics, corporate policies, or internal rules and procedures. The following are key highlights of the Company's performance during the period:

Description	Performance Outcome
1. Number of significant incidents or disputes related to corruption	0 cases
2. Number of substantiated complaints or whistleblowing reports	0 cases
3. Proportion of employees trained on the anti-corruption policy	83%
4. Review of the anti-corruption policy	Conducted annually
5. Progress toward membership in the Thai CAC (Collective Action Coalition)	Ongoing in accordance with the plan through to 2032

The implementation approach under these two policies serves not only as a behavioral and operational guideline for personnel at all levels, but also as a key mechanism in shaping an organizational culture rooted in transparency, honesty, integrity, and accountability toward all stakeholders. It reflects the Company's firm commitment to elevating its corporate governance standards to align with international best practices, while also laying a strong foundation for joining the Thai Private Sector Collective Action Against Corruption (Thai CAC).

Operations carried out under the framework of these policies also serve as a robust foundation in supporting the Sustainable Development Goals (SDGs), particularly Goal no.16: Peace, Justice and Strong Institutions. This aligns closely with the Company's vision and mission to grow as an organization that upholds principles of good governance, transparency, and social responsibility across all dimensions.



(GRI 201, GRI 102)

## Risk Management and Business Continuity Management

P.S.P. Specialties Public Company Limited ("the Company"), as a leading provider in the fully integrated lubricant manufacturing industry, faces a wide range of significant risks and challenges that must be managed effectively and efficiently to ensure business stability and sustainability. The Company operates in a dynamic environment marked by ongoing market shifts and continuous innovation. Its continued success and market leadership depend largely on its ability to adapt and deliver products that effectively and accurately meet customer needs. To this end, the Company has implemented clear policies and strategies for research and development of new lubricant products, as well as for expanding its market presence internationally. These efforts form a cornerstone of the Company's sustainable business strategy.

Financial management and risk mitigation also play a vital role in ensuring that the Company maintains adequate liquidity and is able to withstand economic fluctuations and external shocks. Proactive financial planning, including the establishment of contingency funding for unforeseen events or economic downturns, is therefore essential. Equally important is the Company's ability to maintain safe and efficient production capabilities, which are central to its operations. The management of production facilities, supply chains, and product quality is conducted with a strong focus on operational excellence and adherence to high standards.

In addition, the Company places significant emphasis on complying with increasingly stringent environmental and social regulations. Regular training, operational protocols, and environmental audits are conducted to prevent chemical contamination and ensure regulatory compliance. Simultaneously, the protection of information systems from cyber threats has become a critical concern. Investments in cybersecurity technologies and employee training on data protection are key to safeguarding the Company's vital information assets.

## Management Approach

The Company recognizes the importance of comprehensive risk management and has adopted an enterprise-wide approach aligned with international standards. This enables the Company to systematically manage risks in accordance with clearly defined objectives, ensuring consistency and effectiveness across the organization. All relevant stakeholders are equipped with an understanding of risk management principles and are encouraged to apply them appropriately within their roles.

The Company also emphasizes continuous awareness and education on risk management across all levels of the organization. It is committed to implementing an effective and efficient risk management system that supports strategic, operational, and business decision-making processes. These efforts aim to enhance value creation for both the Company and its stakeholders.

The Company's risk management practices are guided by international standards, and the following framework outlines its operational approach to risk management:

## 1. Enterprise Risk Management Policy

The Company recognizes the importance and necessity of adopting the risk management system in accordance with the COSO framework, an internationally recognized standard. This approach aims to establish the Group of Companies as a trusted organization among all stakeholders, enhancing its positive corporate image, and aligning risk management practices across the organization. The core objectives of the policy are as follows:

Key Policy Principles	Implementation Guideline
1. Foster a Culture of Risk Responsibility	The Company encourages all departments to recognize and assume responsibility for risks within their respective areas, with clearly designated risk owners.
2. Implement Systematic and Strategy-Aligned Risk Management	The Company conducts comprehensive risk management processes encompassing assessment, analysis, planning, and monitoring, aligning them with corporate strategies, objectives, and plans.
3. Establish Preventive Measures and Contingency Plans	The Company develops emergency response plans and Business Continuity Management (BCM) strategies to mitigate potential losses.
4. Support System, Technology, and Information Development for Risk Management	The Company promotes the collection and sharing of risk-related information across all levels within the corporate group.
5. Continuously Report and Monitor Risks	The Risk Management Unit reports risks to the Executive Committee on a quarterly basis and to the Board of Directors at least twice a year, incorporating board feedback to enhance risk management effectiveness and efficiency.
6. Regularly Review the Risk Management System	The Audit and Corporate Governance Committee reviews the adequacy and effectiveness of the risk management and internal control systems at least once a year.

## 2. Structure and Responsibilities in Risk Management

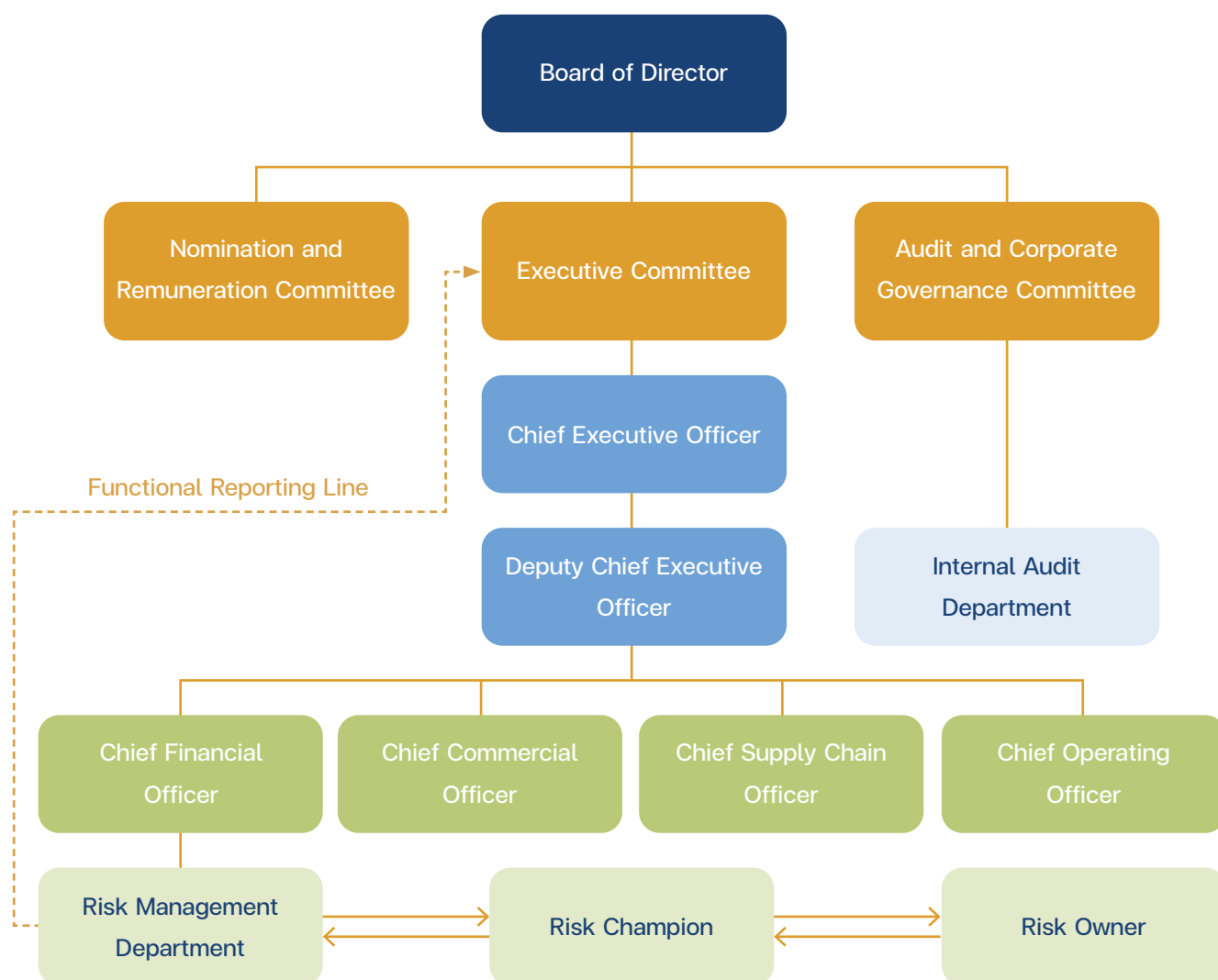
Risk management is regarded as a collective responsibility of all personnel within the Group of companies at all level, including advisors, representatives, and individuals authorized to act on behalf of the Company. Each plays a distinct role and bears specific responsibilities as follows:

Structure	Roles and Responsibilities
Audit and Corporate Governance Committee	<ol style="list-style-type: none"> <li>1) Understand risks that could have a significant impact on the Company.</li> <li>2) Review and approve the risk management framework and policy, the Company's risk appetite, and the enterprise risk management (ERM) plan as proposed by the Executive Committee.</li> <li>3) Acknowledge key risk factors, provide recommendations, and offer opinions to the Executive Committee to ensure comprehensive risk management. Oversee the implementation of effective risk management systems and processes, including risks arising from new business opportunities.</li> <li>4) Ensure that sufficient and appropriate risk management practices are in place to address significant impacts.</li> </ol>
Board of Directors	<ol style="list-style-type: none"> <li>1) Review to ensure the Group maintains a risk management system that is adequate, appropriate, and effective.</li> </ol>

Structure	Roles and Responsibilities
Executive Committee	<ol style="list-style-type: none"> <li>1) Define and regularly review the risk management framework and policy, and propose them to the Board of Directors for approval.</li> <li>2) Review and endorse the Company's risk appetite and ERM plan as proposed by the Risk Management Unit, and submit for Board approval.</li> <li>3) Approve the risk management manual as proposed by the Risk Management Unit.</li> <li>4) Monitor risk management practices across the organization to ensure alignment with approved policies.</li> <li>5) Communicate with executives or risk owners to develop mutual understanding of key risks.</li> <li>6) Report to the Board on risk issues and management practices.</li> <li>7) Promote and support effective enterprise-wide risk management across the Group.</li> </ol>
Executives	<ol style="list-style-type: none"> <li>1) Monitor significant risks within their areas to ensure that appropriate and sufficient risk management plans are in place.</li> <li>2) Promote, support, and implement the risk management policy, ensuring that risk processes are aligned with the policy.</li> <li>3) Communicate and educate staff within their departments on risk management practices.</li> </ol>
Risk Owners	<ol style="list-style-type: none"> <li>1) Identify, assess, control, monitor, and report risks related to their operations to the Risk Management Unit.</li> <li>2) Collaborate in preparing risk management plans and implement them in accordance with the Group's risk policy and management processes.</li> </ol>
Risk Management Unit (Internal)	<ol style="list-style-type: none"> <li>1) Develop and review the risk management framework, policy, and risk appetite for submission to the Executive Committee.</li> <li>2) Prepare the risk management manual for Executive Committee approval.</li> <li>3) Collaborate with risk owners to develop the Company's ERM plan in alignment with the approved policy and submit it to the Executive Committee for endorsement, including quarterly reporting.</li> <li>4) Conduct at least one annual training or guidance session for departments on the risk management policy.</li> <li>5) Continuously monitor risk management implementation, supported by the Executive Committee, to ensure standardization and effectiveness across the organization.</li> <li>6) Advise and support risk owners in applying risk management tools, ensuring effective and efficient organization-wide practices.</li> <li>7) Annually report the overall risk management system to the Audit and Corporate Governance Committee for review and disclosure in the 56-1 One Report.</li> </ol>
Internal Audit Department	<ol style="list-style-type: none"> <li>1) Ensure that the Company has appropriately adopted and implemented the risk management system organization-wide.</li> <li>2) Provide assurance that the Group's internal controls are sufficient and appropriate to manage risks effectively.</li> <li>3) Review risk management practices.</li> <li>4) Communicate and coordinate with the Risk Management Unit and the auditees' executives to understand risks and design risk-based audit plans.</li> </ol>



## Risk Management Structure



### 3. Risk Management Process

The Company continuously assesses and reviews risk factors that may impact its operations, taking into account both internal and external factors. A structured and ongoing risk management process has been established to ensure risks are managed effectively and residual risks are maintained at an acceptable level. The Company's risk management approach is based on the COSO-ERM 2017 framework (Enterprise Risk Management-Integrating with Strategy and Performance), which organizes enterprise risk management into five key components. The objective of applying this framework is to ensure that the Group's business operations align with its defined strategic goals. The five components of the COSO-ERM 2017 framework are as follows:

1. Governance and Culture
2. Strategy and Objective Setting
3. Performance
4. Review and Revision
5. Information, Communication, and Reporting

In implementing this framework, the Company utilizes tools such as a Risk Register and Key Risk Indicators (KRIs) to facilitate enterprise-level risk management. These tools also encompass fraud risk management. The Company's risk management process consists of the following steps:

Key Process	Operational Process
1. Risk Management Policy and Framework Development	1. The Company establishes risk management policies, objectives, scopes, responsibilities, principles, and guidelines aligned with its business strategy, goals, plans, and direction. The policy is reviewed annually and is prepared concurrently with the business plan to ensure alignment.
2. Risk Identification	<p>2.1 Executives participate in identifying all types of risks that may affect the achievement of objectives and targets at the corporate, business unit, departmental, and functional levels. Risk response measures are proposed. Risks include:</p> <ul style="list-style-type: none"> <li>1) External factors such as environment, economy, technology, and legal frameworks.</li> <li>2) Internal factors that may affect the Group's reputation and image, such as substandard products, environmentally harmful processes, corruption, or asset loss.</li> </ul> <p>2.2 Each department's Risk Champion collaborates with the Risk Management Unit to ensure comprehensive risk identification relevant to the Company's operations.</p>
3. Risk Analysis	<p>3.1 Risk Champions and the Risk Management Unit jointly assess risk levels based on likelihood and potential impact using the Company's risk assessment criteria. The Risk Management Unit prioritizes risks and utilizes a Risk Heat Map to visualize enterprise risks and define acceptable risk thresholds.</p> <p>3.2 Likelihood is assessed on a five-level scale: Very High, High, Medium, Low, and Very Low.</p> <p>3.3 Impact is assessed across seven dimensions: Financial, Legal/Regulatory, Reputation/Image, Customer/Client, Production/Service, IT, and Employee, Environmental, and Safety.</p> <p>3.4 Risk prioritization is based on calculated Risk Ratings derived from likelihood and impact. This prioritization supports appropriate risk response strategies and determines which risks require immediate attention.</p> <p>3.5 Overall Risk Evaluation is conducted using a Risk Heat Map, with acceptable risk thresholds set at no higher than "Moderate" (yellow).</p>

## Key Process

## Operational Process

## 4. Risk Treatment

- 4.1 The Risk Management Unit identifies suitable responses for each risk and develops a prioritized Enterprise Risk Management Plan. Risk responses are categorized as follows:
- Take-Accept the current level of risk without further action.
  - Treat-Implement measures to mitigate likelihood and/or impact.
  - Transfer-Shift risk to external parties, such as through insurance or outsourcing.
  - Terminate-Discontinue activities that generate the risk.
  - Take the Opportunity-Convert risks into opportunities, such as initiating new business ventures.

## 5. Information and Communication

The Company utilizes current, fast, reliable, and appropriate information systems tailored to the business's nature, size, and complexity. Communication is conducted through the Risk Management Unit's SharePoint platform, email channels, and annual training sessions for Risk Champions to enhance risk management knowledge.

## 6. Monitoring and Review

- 6.1 The Risk Management Unit monitors the implementation of risk management plans using tools such as Key Risk Indicators (KRIs) and Mitigation Plans in collaboration with Risk Champions.
- 6.2 Risk Champions are responsible for tracking plan progress and reporting performance to the Risk Management Unit, which reports to the Board of Directors at least twice annually and to the Executive Committee quarterly, including summaries of issues and improvement recommendations.
- 6.3 The Risk Management Unit conducts at least one annual meeting with Risk Champions to review and improve the enterprise risk management approach.

## Corporate Business Continuity Management (BCM) Practices

The objectives of the 2024 Business Continuity Plan (BCP) exercise are as follows:

- To test the readiness of various departments in preventing and responding to emergency situations
- To assess the organization's ability to manage incidents and coordinate communication among teams
- To enhance understanding and the effectiveness of post-incident recovery processes
- To document exercise outcomes and use the findings to improve the BCP for subsequent years

Key Step	Operational Process
Preparedness and Planning	<ol style="list-style-type: none"> <li>1. Appoint a BCP Team / Crisis Team comprising frontline and mid-level management representatives from key departments such as Operations, IT, HR, and Facility Management.</li> <li>2. Conduct a Business Impact Analysis (BIA) to identify critical business processes that must be recovered with utmost priority.</li> <li>3. Assess risks that could disrupt business operations, such as fire, flooding, cyberattacks, or data loss, which could prevent employees from performing their duties.</li> <li>4. Define the Maximum Tolerable Period of Disruption (MTPD) and Recovery Time Objective (RTO) to set the maximum acceptable downtime and the target time to restore operations to a minimum acceptable level.</li> </ol>
Incident Response	<ol style="list-style-type: none"> <li>1. Declare an emergency situation by authorized personnel.</li> <li>2. Communicate internally via Line, Email, and Call Tree systems to alert employees.</li> <li>3. Coordinate with critical units such as IT, Facility, key partners, and external service providers.</li> <li>4. Implement BCP actions, including relocating workspaces or activating backup systems.</li> <li>5. Closely monitor the situation and keep stakeholders updated with current information.</li> </ol>
Recovery and Return to Normal	<ol style="list-style-type: none"> <li>1. Restore critical business processes in order of priority.</li> <li>2. Verify the readiness and safety of IT systems and workspaces before resumption.</li> <li>3. Assess business damages and operational impacts.</li> <li>4. Document lessons learned and recommendations through an After-Action Review.</li> <li>5. Update the BCP to reflect actual incident experiences and ensure alignment with current conditions.</li> </ol>
Testing and Continuous Improvement	<ol style="list-style-type: none"> <li>1. Conduct BCP exercises at least once a year, either as table-top drills or full simulations.</li> <li>2. Evaluate drill results and identify improvement actions.</li> <li>3. Review and update the BCP annually, or when there are changes in organizational structure, key personnel, or technologies.</li> </ol>

## Risk Culture

The Company places great emphasis on cultivating a risk management culture throughout the organization, aiming to integrate risk management into the daily responsibilities of all employees. This is achieved through the following key actions:

1. **Leadership Commitment:** The Board of Directors and senior management establish risk management policies and guidelines and communicate the objectives and benefits of risk management across the organization to promote awareness of its importance and value.
2. **Training and Capacity Building:** The Company conducts training programs to develop employees' knowledge and understanding of the risk management framework and individual responsibilities. These programs also encourage knowledge sharing among departments, fostering consistency and alignment in managing risks.
3. **Integration into Business Processes:** The Company promotes the integration of risk management into business decision-making, corporate governance, and internal control systems.

## Enterprise Risk Management Performance in 2024

The Company recognizes the importance of enterprise risk management (ERM) as a critical tool for supporting strategic decision-making. The implementation is guided by the Company's ERM policy framework, ensuring effectiveness, efficiency, and responsiveness to the evolving risk landscape. Key risk management activities and outcomes in 2024 are summarized as follows:

### Board of Directors

1. Approved the 2024 Enterprise Risk Management Plan and Key Risk Indicators (KRIs)
2. Acknowledged the summary of enterprise risk management performance and KRI monitoring

### Executive Committee

1. Endorsed the 2024 Enterprise Risk Management Plan and Key Risk Indicators
2. Approved the Enterprise Risk Assessment Criteria
3. Approved the revised ERM framework and policy for 2024
4. Approved enhancements to the ERM model for implementation in 2025
5. Approved the 2025 Risk Management Unit Annual Work Plan
6. Received quarterly updates on enterprise risk management performance and KRI results

### Audit and Corporate Governance Committee

- Reviewed the Company's enterprise risk management performance

In 2024, joint meetings between the Audit and Corporate Governance Committee and the Executive Committee were held twice to discuss risk management topics, reinforcing good governance and enabling the exchange of insights.



## Summary of Enterprise Risk Management Achievements in 2024

- 1) The Company adopted the COSO – ERM 2017 framework to strengthen its enterprise risk management capabilities, enabling the identification, prevention, and response to potential risks and building stakeholder confidence.
- 2) Key Risk Indicators (KRIs) were continuously monitored and updated. Risk evaluations were conducted comprehensively across all business processes.
- 3) Risks were linked to the Company's business plans and decision-making processes, with regular reporting to executives and the Board to ensure timely and appropriate risk control measures.
- 4) Risk awareness training was conducted across all employee levels to promote risk literacy and embed a strong risk culture throughout the organization.
- 5) The Executive Committee played an active role in overseeing and supporting strategic alignment of risk management, reinforcing the Company's long-term operational resilience.

The Company regularly reports significant risk issues to the Executive Committee, in which the following summarizes the current and emerging business risks, along with the Company's risk mitigation strategies:

Risk Factor	Cause of Risk	Risk Management Approach
<b>Strategic Risk</b>		
1. Risk from Dependency on Major Clients	<ul style="list-style-type: none"> <li>• Reliance on large clients</li> <li>• Intense price competition</li> <li>• Rapidly changing consumer behavior</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify customer base domestically and internationally</li> <li>• Introduce new products</li> <li>• Expand into other industrial sectors</li> </ul>
2. Risk from Reliance on Base Oil Suppliers	<ul style="list-style-type: none"> <li>• Price volatility</li> <li>• Import constraints due to long-term partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify sourcing channels</li> <li>• Establish long-term purchasing contracts</li> <li>• Manage inventory with flexibility</li> </ul>
3. Declining Lubricant Demand	<ul style="list-style-type: none"> <li>• Transition to EVs reducing lubricant consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Develop niche lubricants for EV-related applications such as EV cooling</li> <li>• Monitor EV adoption trends</li> </ul>
4. Uncertainty in Overseas Operations	<ul style="list-style-type: none"> <li>• Economic and political factors</li> <li>• Global oil price volatility</li> </ul>	<ul style="list-style-type: none"> <li>• Closely monitor international uncertainties</li> <li>• Maintain healthy cash flow</li> </ul>
5. Loss of Investment in Joint Ventures or New S-Curves	<ul style="list-style-type: none"> <li>• Investment in new technologies</li> <li>• Entry into new business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct feasibility studies before investing</li> <li>• Establish joint research funds</li> <li>• Form joint ventures with innovation partners</li> <li>• Increase strategic investment efforts</li> </ul>

Risk Factor	Cause of Risk	Risk Management Approach
<b>Operational Risk</b>		
1. Workplace Accidents	<ul style="list-style-type: none"> <li>Potential impact on life/property</li> </ul>	<ul style="list-style-type: none"> <li>Apply SHE system in compliance with ISO 45001</li> <li>Set "Zero Accident" goals</li> <li>Conduct safety training</li> <li>Organize emergency drills</li> </ul>
2. Oil Price Volatility	<ul style="list-style-type: none"> <li>Global economic conditions</li> <li>Uncertain supply and demand</li> <li>Climate-related issues</li> </ul>	<ul style="list-style-type: none"> <li>Flexible procurement management</li> <li>Engage in forward contracts</li> <li>Manage foreign exchange risks</li> </ul>
<b>Financial Risk</b>		
1. Risk from Borrowing, Interest Rate Volatility, and Repayment Capability	<ul style="list-style-type: none"> <li>Long-term loan interest burden</li> <li>Debt-to-equity (D/E) ratio nearing policy threshold</li> </ul>	<ul style="list-style-type: none"> <li>Maintain D/E ratio below 2.0</li> <li>Align loan structure with investment plans</li> <li>Control borrowing limits and interest-bearing debt</li> <li>Strictly comply with financial covenants in loan agreements</li> </ul>
2. Exchange Rate Risk	<ul style="list-style-type: none"> <li>Revenue/expenses in multiple currencies (USD, EUR)</li> <li>Thai Baht volatility</li> </ul>	<ul style="list-style-type: none"> <li>Implement natural hedging</li> <li>Use forward contracts for foreign currency</li> </ul>
<b>Compliance Risk</b>		
Regulatory and Legal Changes	<ul style="list-style-type: none"> <li>Changes in laws, regulations, and policies affecting company operations, including:</li> <li>Environmental regulations, ESG, carbon tax</li> <li>Labor and tax laws</li> </ul>	<ul style="list-style-type: none"> <li>Monitor legal/regulatory changes through a legal compliance register (Law List)</li> <li>Regularly review and update company policies</li> </ul>
<b>Emerging Risk</b>		
Climate and Natural Disaster Risk	<ul style="list-style-type: none"> <li>Rising temperatures, floods, droughts</li> <li>Disruption to production, logistics, and resource availability</li> </ul>	<ul style="list-style-type: none"> <li>Proactive surveillance and environmental monitoring</li> <li>Continuously track internal and external environmental trends and government policies</li> <li>Implement carbon reduction and offset plans</li> <li>Expand green spaces, reduce energy use</li> <li>Develop, review, and rehearse BCPs to handle disaster scenarios</li> <li>Secure comprehensive natural disaster insurance</li> <li>Conduct Corporate Carbon Footprint (CFO) assessments</li> </ul>

The Company places strong emphasis on managing sustainability-related risks, recognizing them as critical drivers for long-term organizational growth. It is committed to identifying and managing both risks and opportunities across all dimensions to ensure sustainable business growth while simultaneously creating value for all stakeholders. To this end, the Company has enhanced its ESG risk assessment framework to encompass a more comprehensive range of dimensions, including:

Risk Factor	Cause of Risk	Risk Management Approach
<b>Environmental, Social, and Governance (ESG) Risk</b>		
1. Labor and Workforce Risk	<ul style="list-style-type: none"> <li>Shortage of skilled labor</li> <li>Labor cost volatility</li> </ul>	<ul style="list-style-type: none"> <li>Conduct internal training programs</li> <li>Adapt flexible workforce planning</li> <li>Increase automation in operations</li> </ul>

Risk Factor	Cause of Risk	Risk Management Approach
2. Quality Control Risk	<ul style="list-style-type: none"> <li>Non-compliant products and services</li> <li>Delays in delivery of products and services</li> </ul>	<ul style="list-style-type: none"> <li>Enhance process control in accordance with international standards (e.g., ISO)</li> <li>Upgrade ERP systems to support operational efficiency</li> <li>Promote employee awareness and commitment to quality service and delivery</li> </ul>
3. Supply Chain Risk	<ul style="list-style-type: none"> <li>Supplier stock shortages</li> <li>Logistics delays</li> </ul>	<ul style="list-style-type: none"> <li>Establish backup suppliers</li> <li>Manage alternative transportation routes</li> <li>Foster long-term supplier relationships</li> </ul>
4. Compliance Understanding Risk	<ul style="list-style-type: none"> <li>Lack of employee awareness of new requirements</li> <li>Inadequate or inconsistent internal manuals or SOPs</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual mandatory training</li> <li>Regularly review and revise internal manuals to align with updated requirements</li> <li>Develop simplified compliance handbooks</li> <li>Appoint Compliance Officers in key departments</li> </ul>
5. Personal Data Protection (PDPA) Risk	<ul style="list-style-type: none"> <li>Excessive or improper use / disclosure of personal data</li> <li>Inadequate access control, especially for sensitive data</li> <li>Low employee awareness on PDPA compliance</li> </ul>	<ul style="list-style-type: none"> <li>Appoint a corporate PDPA task force</li> <li>Review and limit data processing to only necessary and lawful purposes</li> <li>Enhance and tighten protective measures</li> <li>Regularly update ROPA in line with operations</li> <li>Conduct employee awareness training</li> <li>Periodically update PDPA policies to ensure legal compliance</li> </ul>
6. ESG / CSR Disclosure Risk	<ul style="list-style-type: none"> <li>Failure to disclose ESG in line with GRI, TCFD, SDGs, or other standards</li> <li>Gaps between practice and disclosure</li> </ul>	<ul style="list-style-type: none"> <li>Appoint ESG Development Committees / Reporting Supervisors</li> <li>Quarterly review of report content prior to publication</li> </ul>
7. Litigation / Penalty Risk	<ul style="list-style-type: none"> <li>Failure to submit documents on time</li> <li>Customer / partner / government complaints</li> </ul>	<ul style="list-style-type: none"> <li>Implement internal audit systems</li> <li>Establish whistleblowing and complaint channels</li> <li>Proactively communicate business ethics and governance values</li> </ul>
8. Changing Consumer Behavior Risk	<ul style="list-style-type: none"> <li>Consumers prefer eco-friendly, low-carbon products</li> <li>Increasing ESG expectations</li> </ul>	<ul style="list-style-type: none"> <li>Develop bio-based, low-carbon products</li> <li>Transparently communicate ESG practices</li> <li>Align ESG positioning with market trends</li> </ul>
9. Technology Transition Risk	<ul style="list-style-type: none"> <li>Emergence of EVs, AI, automation</li> <li>Traditional refill products may lose relevance</li> </ul>	<ul style="list-style-type: none"> <li>Invest in R&amp;D for EV lubricants and digital platforms</li> <li>Establish Innovation Teams and Innovation Funds</li> <li>Collaborate with tech partners (e.g., startups, JVs)</li> </ul>
10. Intensified ESG Regulations Risk	<ul style="list-style-type: none"> <li>Regulations such as Carbon Border Tax, TCFD, CSRD</li> <li>Risk of export market inaccessibility or disqualification</li> </ul>	<ul style="list-style-type: none"> <li>Prepare ESG reports aligned with GRI/TCFD</li> <li>Establish global ESG regulatory monitoring teams</li> <li>Develop Product Carbon Footprints and set Net Zero targets</li> </ul>
11. Reputational Risk from Social Media / Whistleblowing	<ul style="list-style-type: none"> <li>Rapid spread of complaints / disclosures affecting brand image</li> </ul>	<ul style="list-style-type: none"> <li>Develop transparent grievance reporting systems</li> <li>Proactively communicate through digital channels</li> <li>Establish a Crisis Communication Plan to handle negative publicity</li> </ul>

## Summary of Business Continuity Plan (BCP) Performance

- 1) Development and Review of BCP Plans. The Company has developed and reviewed its Business Continuity Plan (BCP) to ensure alignment with the current organizational context and potential disruptive risks such as pandemics and natural disasters.
- 2) Scenario-Based BCP Simulations- Conducted simulation exercises for pandemic response (Pandemic Response Plan)
  - Conducted BCP simulations related to Information Technology, including system failure and data recovery (IT BCP)
  - Establishment of the Business Continuity Management (BCM) Committee
- 3) A BCM Committee was appointed to define policies, management guidelines, and appropriate strategies to drive effective and efficient business continuity practices.
- 4) BCP Organizational Structure- A clear governance structure for BCP has been established, with the BCM Committee holding ultimate responsibility. Various functional teams have been formed with defined roles, including: Crisis Communication Team, IT Disaster Recovery Team, BCP Team, Resume and Return Team, BCP Support Team, etc. These teams are responsible for responding to unexpected incidents and ensuring business operations can continue with minimal disruption.
- 5) Post-Exercise Evaluation and Recovery Plan Enhancement- Evaluations and lessons learned from BCP exercises were conducted, followed by the development and refinement of recovery processes to enhance future effectiveness.
- 6) Communication and Training- Employees were trained in BCM concepts through hands-on simulations and the distribution of an Emergency Response Plan (ERP) manual tailored to specific types of emergencies.



## Summary of Risk Culture Enhancement Initiatives

- 1) Defined Enterprise-Wide Risk Management Framework- A clearly defined enterprise risk management approach has been integrated into the Company's business plans, strategies, and operational activities across all departments.
- 2) Appointment of Risk Champions- "Risk Champions" have been appointed in every department to serve as key drivers for risk identification, analysis, and monitoring within their respective areas.
- 3) Training and Knowledge Sharing on Risk Management
  - Conducted training sessions on "Enterprise Risk Management" for executives and employees
  - Organized focused sessions with mid- to senior-level management to discuss key risk issues
  - Published internal "Risk Talk" infographics and articles to raise awareness
- 4) Encouraging Department-Level Risk Engagement- Departments are encouraged to participate in identifying and managing risks, including the development of departmental risk mitigation plans.
- 5) Risk Dialogue Between Risk Champions and Executives- At least 1-2 annual meetings were held between Risk Champions and management to exchange views and build a "shared understanding" on managing uncertainties.



(GRI 203: Indirect Economic Impacts, GRI 302, GRI 306)

## Innovation and Process Development

In an era of rapid technological, economic, and consumer behavior change, organizational resilience is a key factor in strengthening competitive capabilities and supporting sustainable growth. Recognizing this, P.S.P. Specialties Public Company Limited (“the Company”) places high importance on promoting innovation and continuous process improvement as a core strategy to enhance operational efficiency, improve product and service quality, and reduce environmental and natural resource impacts.

The integration of innovative thinking into business processes goes beyond product or service differentiation. It involves a transformation in mindset, working methods, and management approaches, laying the foundation for long-term value creation that benefits the Company, society, and the environment—aligning with the principles of sustainability.

## Management Approach

To position itself as an innovation-driven organization, the Company has adopted Digital Transformation and Smart Operations as guiding frameworks for operational development. Advanced technologies have been systematically implemented across various systems to enhance capabilities, as outlined below:

### 1. Automation

The Company has prioritized the adoption of automation in production lines, quality control, and logistics systems to improve efficiency, minimize human error, and shorten operational timelines—ultimately enabling more effective cost management.

### 2. Artificial Intelligence (AI)

AI technologies have been introduced to analyze market trends, consumer behavior, and real-time production processes. This supports accurate strategic decision-making and enhances responsiveness to customer demands.



### 3. Advanced Data Analytics

The Company employs big data tools and technologies to collect, analyze, and interpret data throughout its operations. This enables precise identification of improvement areas, development of accurate predictive models, and strengthens risk management capabilities. In addition to technological integration, the Company fosters an innovation-oriented organizational culture by encouraging employees at all levels to contribute new ideas through internal programs, forums, and feedback mechanisms. Continuous training and skill development in digital and technological competencies are also emphasized to enhance employee potential and adaptability in the face of organizational change.

By implementing these approaches, the Company not only improves its operational performance but also supports sustainability goals across multiple dimensions: Economic: Increasing productivity and efficiency, Environmental: Reducing resource consumption and waste, Social: Creating employment opportunities and developing workforce skills. These outcomes are in alignment with the United Nations Sustainable Development Goals (UN SDGs) and reinforce the Company’s commitment to long-term sustainability.

## Performance

The Company has established clear objectives and performance outcomes related to innovation and process development, encompassing three key projects as follows:

Key Strategic Project	Performance in 2023	Performance in 2024	Target for 2029
1) Digital Transformation Project  “Reduce operational expenses by at least 10%.”	Conducted a feasibility and cost-benefit study of the Digital Transformation Project and commenced Phase 1 implementation of the SAP system.	Preparation for Phase 2 implementation of SAP.	Apply ERP and digitalization systems across all subsidiaries, integrating real-time data analytics to support optimal business decision-making and maximize returns.
2) Automation Project  “Cumulative investment in automation-related projects to reduce operating costs to exceed 100 million THB by 2029.”	Conducted feasibility and cost-benefit studies for investments in automation-related projects.	Invested in automation for the filling line to improve production efficiency.	Implement the Lube Modernization Project to enhance production processes through workflow improvements and more efficient systems, resulting in faster, more flexible, and sustainable operations with improved competitiveness.
3) New Product Development Aligned with Market Needs and Megatrends  “Develop at least 5 new SKUs annually that meet customer demands and megatrend directions.”	Launched new products <ul style="list-style-type: none"> <li>• “PROTECH”  PROTECH Multi-Purpose Oil</li> <li>• “MASTER”  Product line:               <ul style="list-style-type: none"> <li>- Air Conditioner Cleaner &amp; Refresher Spray</li> <li>- Deodorizer Spray.</li> </ul>               These new products targeted B2C markets to expand customer base.             </li> </ul>	Developed Bio-Based Lubricants derived from palm oil in collaboration with government agencies (NSTDA) and end users, focusing on transformer oil and rubber process oil segments.	Invest in the RRBO (Re-Refined Base Oil) Project alongside the development of a used lubricant collection network to foster sustainability across business, society, and the environment.





(GRI 204, GRI 308, GRI 414)

## Procurement Practice and Supply Chain Management

In today's business environment, where sustainable development has become a critical driver of success, procurement and supply chain management are no longer merely supporting functions. Instead, they serve as key mechanisms that directly impact competitiveness, long-term value creation, and the mitigation of environmental and social impacts.

The Company recognizes the importance of fostering long-term, sustainable partnerships with suppliers across all levels of the supply chain. We are committed to developing procurement practices that are transparent, fair, and aligned with Environmental, Social, and Governance (ESG) principles. This ensures that every stage—from sourcing and production to transportation and delivery of goods and services to customers—adheres to internationally recognized sustainability standards.

### Management Approach

The Company's procurement and supply chain management is guided by the following core principles:

#### Responsible Supplier Selection

1

- Establish supplier selection criteria based on quality, price, delivery capability, reliability, and compliance with sustainability standards (Supplier Code of Conduct).
- Encourage suppliers to adopt production processes that reduce greenhouse gas emissions, use clean energy, and implement proper waste management practices.
- Emphasize Human Rights Due Diligence (HRDD), labor standards, and employee welfare within supplier organizations.

#### Transparent and Fair Procurement

2

- Strictly adhere to procurement regulations and procedures under corporate governance principles.
- Implement an auditable procurement system with comprehensive documentation and data records.
- Provide training for procurement staff on codes of conduct and managing conflicts of interest.

#### Supply Chain Risk Management

3

- Assess supplier risks across the supply chain, including environmental, labor, financial, and delivery reliability risks (Supplier Due Diligence).
- Develop contingency plans for critical and high-risk goods or services, and identify critical suppliers.
- Collaborate with suppliers to enhance capabilities and promote sustainable development within the framework of long-term partnerships.

#### Continuous Monitoring and Improvement

4

- Regularly evaluate supplier performance through on-site audits, self-assessments, and questionnaires.
- Promote qualified sustainable suppliers to become "business partners" with access to additional privileges.
- Support technological and innovative development in the supply chain to reduce resource use and improve long-term efficiency.

#### Use of Technology to Enhance Transparency and Efficiency

5

- Implement digital systems to manage supplier information, including document storage, order tracking, and cost analysis.
- Encourage the use of online procurement platforms to enhance speed, transparency, and reduce resource consumption.

# Performance

## 1. Establishment of an ESG Risk Assessment Framework (Supplier Due Diligence Framework)

In 2024, the Company developed a framework for assessing Environmental, Social, and Governance (ESG) risks as part of the supplier due diligence process. This framework serves as a key criterion for evaluating new suppliers, with the objective of ensuring that all suppliers operate responsibly in alignment with the Company's sustainability principles.

Environmental	Social	Governance
<ul style="list-style-type: none"> <li>Waste and pollution management</li> <li>Efficient resource utilization</li> <li>Greenhouse gas emission reduction</li> <li>Compliance with environmental standards, e.g., ISO 14001</li> </ul>	<ul style="list-style-type: none"> <li>Prohibition of child labor and forced labor</li> <li>Respect for human rights</li> <li>Employee occupational health and safety</li> <li>Community well-being promotion and development</li> </ul>	<ul style="list-style-type: none"> <li>Business transparency, including anti-corruption practices</li> <li>Compliance with laws and business ethics</li> </ul>

The application of this assessment framework enables the Company to identify and select new suppliers whose standards align with the Company's sustainability objectives. It also helps mitigate potential risks associated with supplier relationships and reinforces confidence that the Company's supply chain supports long-term sustainable development. The Company plans to implement this evaluation framework for all new suppliers starting in 2025. The goal is to extend its coverage to 100% of existing "ACTIVE" suppliers by 2029. Progress and performance will be disclosed in future Sustainability Reports.

## 2. Supplier Classification

The Company has categorized its suppliers based on the types of goods or raw materials used in its production processes into two main groups:

**2.1 Key Raw Materials** This group includes Additives and Base Oils sourced from both domestic and international suppliers.

**2.2 Packaging Materials** This group includes packaging components purchased from both domestic and international suppliers.

In addition, the Company conducts Spent Analysis to evaluate annual expenditures per supplier. This allows for the ranking of suppliers by financial significance and supports supplier segmentation. The Company also performs regular assessments of supplier performance in terms of both product quality and service efficiency.

## Summary of Supplier Materiality Assessment and Classification by Product or Raw Material for 2024

**Table 1: Key Raw Materials**

Type of raw materials or product	Total number of suppliers		Total number of significant suppliers <sup>1</sup>	
	Domestic	International	Domestic	International
1) ADDITIVE	58	29	7	7
Total number of suppliers	87		14	
2) BASE OIL	14	14	3	6
Total number of suppliers	28		9	

**Table 2: Packaging Materials**

Type of raw materials or product	Total number of suppliers		Total number of significant suppliers <sup>1</sup>	
	Domestic	International	Domestic	International
1) Packaging	62	5	9	0
Total number of suppliers	67		9	

Note: <sup>1</sup> indicates the number of suppliers who have undergone materiality analysis based on the Spent Analysis methodology but have not yet been assessed under the ESG (Supplier Due Diligence) framework. These assessments are scheduled to be conducted in the following year.

### 3. Raw Material Inventory Management for Cost Optimization

In 2024, the Company developed operational guidelines aligned with its sustainability goals, which included the implementation of a systematic approach to raw material inventory management. This initiative is based on in-depth analysis of economic, social, and environmental (ESG) impacts, and is designed to support operations through the following approaches:

#### 3.1 Efficient Resource Management

The Company has optimized raw material planning to maximize utilization, minimize material losses, and enhance storage efficiency. The Circular Economy concept has been applied to ensure resource efficiency and waste reduction throughout the production process.

#### 3.2 Raw Material Quality Control and Inspection

The Company has established policies and standards for raw material selection and storage, with a focus on sourcing from certified suppliers that comply with international standards, such as ISO 14001 (Environmental Management System) and FSC (Forest Stewardship Council) for forest-related materials. This ensures that raw materials used meet environmental requirements.

#### 3.3 Reducing Environmental Impact

The Company has improved its inventory management processes in alignment with carbon footprint reduction goals. This includes the use of environmentally friendly materials—such as recycled inputs—and the promotion of clean energy in storage and logistics operations.



### 3.4 Sustainable Supplier Engagement

The Company collaborates with suppliers that embrace sustainability practices, guided by criteria such as environmental standards, compliance with labor laws, and support for local economies. A Supplier Due Diligence framework is currently being developed to establish clear business engagement standards. These standards emphasize ethical conduct, social responsibility, and environmental sustainability. The goal is to ensure that procurement and supply chain operations are governed by transparency, fairness, and good governance. The Company also expects suppliers to comply with human rights, provide safe working conditions, adhere to labor laws, and manage resources efficiently and responsibly.

### 3.5 Leveraging Technology and Innovation in Inventory Management

The Company has adopted automation, inventory forecasting systems, and Internet of Things (IoT) technology to monitor and manage raw materials in real time. This enhances stock accuracy, reduces losses from storage, improves cost control, and increases operational flexibility in response to market demand.

### 3.6 Promoting a Sustainability-Oriented Organizational Culture

The Company fosters sustainability awareness among employees by conducting training and encouraging participation in waste reduction initiatives, resource efficiency, and compliance with sustainability standards. These efforts empower employees at all levels to contribute to the Company's sustainability goals.

These policies and initiatives reflect the Company's strong commitment to business development that aligns with social and environmental responsibility. The overarching goal is to establish an efficient, environmentally friendly inventory management system that delivers long-term value to both the organization and its stakeholders.

The Company has set a target to increase gross profit margin to over 15% of net revenue by 2029 through improved raw material inventory management. Progress toward this goal will be reported in future disclosures.

Therefore, procurement and supply chain management are regarded as pivotal drivers of the Company's sustainability journey. These functions not only play a key role in cost control and operational efficiency but also serve as essential mechanisms for upholding ethics, social responsibility, and environmental stewardship throughout the entire value chain.

Through a clear, transparent, and sustainability-driven approach—emphasizing long-term collaboration with suppliers—the Company aims to establish a flexible, secure, and resilient supply chain aligned with its sustainable development goals. This approach enables the Company to effectively respond to evolving global business challenges.

The Company remains firmly committed to continuous improvement, with the ambition that its procurement and supply chain practices become exemplary—not only in delivering strong business performance, but also in creating shared value for society and the environment. This commitment reflects the Company's vision of building a resilient and sustainable enterprise for future generations.



(GRI 416, GRI 417)

## Product and Service Stewardship

In an era where consumers place increasing value on quality, safety, transparency, and sustainability, responsible management of products and services has become a critical mission for businesses.

P.S.P. Specialties Public Company Limited (“the Company”) recognizes that customer trust is a fundamental pillar of long-term organizational sustainability. As such, the Company is committed to developing high-quality products and services that comply with all applicable safety regulations and legal standards. It also emphasizes responsible product life cycle design and management, guided by the principles of “Customer Satisfaction” and “Continuous Improvement” as the foundation of its operations.

The Company’s commitment to product and service stewardship spans every stage of the value chain—from research and development, product design, and the selection of safe and environmentally friendly raw materials, to production processes that adhere to stringent quality standards. It also extends to product distribution, transparent information disclosure, post-sale customer care, and the responsible management of waste and expired products. These efforts are driven by the goal of ensuring that the Company’s products do not cause harm to consumers, society, or the environment throughout their entire life cycle.

## Management Approach

The Company has developed a systematic approach to managing product and service stewardship, guided by international sustainability practices and the Global Reporting Initiative (GRI) framework. This approach encompasses the following key areas:

### 1. Clear Quality Policy Definition

The Company has established a comprehensive quality policy that covers product quality, service standards, and consumer safety. The policy outlines specific goals, strategies, and practices, and is effectively communicated across all levels of the organization to ensure strict adherence.

### 2. Implementation of International Quality Management Systems

The Company adopts internationally recognized quality management systems, such as ISO 9001, as the foundation for controlling quality throughout the value chain—from raw material sourcing and production to inspection, logistics, and customer service. Regular internal and external audits are conducted to ensure effectiveness and compliance.

### 3. Ethical Product Research and Development

New product research and development processes prioritize user safety, resource efficiency, and environmental impact reduction. The Company focuses on sustainable innovation, including the use of recycled or bio-based materials and the design of reusable or recyclable packaging.

### 4. Transparent and Accurate Product Information

The Company is committed to providing transparent, complete, and accurate product and service information. This enables consumers to make informed decisions and includes proper labeling, safety instructions, usage warnings, and full compliance with consumer protection laws.

## 5. Customer Complaint and Feedback Management System

An efficient system has been implemented for handling customer complaints and feedback. This includes receipt, investigation, response, and the integration of insights into tangible product and service improvements. The Company also analyzes issue trends to support proactive, systemic prevention.

## 6. Environmental and Safety Impact Management Throughout the Product Lifecycle

As a sustainability-driven organization, the Company is committed to evaluating and minimizing environmental and safety impacts throughout the product lifecycle. This includes reducing energy consumption during production, selecting safe materials, designing for extended product life, and planning for end-of-life recycling and waste management.

## 7. Employee Capacity Building

The Company promotes employee awareness, knowledge, and skills related to product and service quality. Continuous training is provided in technical areas, safety, business ethics, and relevant regulations to foster an organizational culture rooted in consumer responsibility.



## Performance

The Company remains committed to maintaining the highest standards of product and service quality, while actively listening to customer feedback to drive ongoing improvements. Additionally, the Company places strong emphasis on employee training to ensure they are well-equipped to effectively respond to customer needs.

To enhance customer satisfaction, the Company provides accessible, always-available channels for lodging complaints and feedback. These initiatives aim to foster customer trust and deliver a superior experience.

The Company targets maintaining a customer satisfaction rate exceeding 90%, with the goal of reaching over 95% by 2029.

Key Considerations	2023	2024	Target in 2029
Total Number of Significant Customer Privacy Complaints (PDPA-related)	0	0	0
Total Number of Significant Complaints Regarding Product and Service Quality	0	0	0
Total Number of Significant Incidents of Non-Compliance with Laws or Regulations Concerning Product or Service Standards and Quality	0	0	0
Customer Satisfaction Rate (%)			
1. Customer Satisfaction with Delivery Services	92.75%	92.90%	95%
2. Customer Satisfaction with Terminalling (Oil Storage) Services	96.71%	99.16%	95%





(GRI 2: General, GRI 103)

## Environmental, Social, and Governance (ESG) Compliance

P.S.P. Specialties Public Company Limited (“the Company”) places strong emphasis on conducting business with transparency, integrity, and responsibility toward society and the environment. In doing so, the Company adheres to all relevant laws, regulations, and standards at both national and international levels. This commitment aims to ensure the Company earns the trust and acceptance of all stakeholders—including local communities—while promoting sustainable growth and minimizing long-term risks that may impact the organization, society, or the environment.

### Management Approach

The Company has established a structured framework to ensure compliance with ESG-related laws and regulations through the following measures:



### Performance

In 2024, there were no significant incidents, lawsuits, or disputes that had a material impact on the Company's assets, reputation, or business operations. Additionally, the Company did not incur any fines that could affect its operational capabilities.

**Note:** A “significant dispute or legal case” refers to any legal matter that may have a material impact on the organization, individuals, or relevant parties. The materiality of such cases can be assessed based on the following factors:

- Financial Value – Cases involving substantial financial damages or risks that may affect the Company's financial position
- Legal and Regulatory Impact – Cases that may affect the Company's legal status or rights, such as license revocation or loss of legal privileges
- Reputational Impact – Disputes that could damage the Company's reputation or stakeholder trust
- Operational Impact – Legal proceedings that may disrupt the Company's business processes or internal operations
- Stakeholder Impact – Cases involving customers, suppliers, employees, shareholders, or government agencies that could affect business relationships

# Environmental Performance Highlights for 2024

## Greenhouse (GHG) Emissions

- Scope 1 GHG emissions in 2024 totaled 3,255 tons of CO<sub>2</sub> equivalent
- Scope 2 GHG emissions in 2024 totaled 4,282 tons of CO<sub>2</sub> equivalent
- Scope 3 GHG emissions in 2024 totaled 213,335 tons of CO<sub>2</sub> equivalent

## Energy Management

Implemented energy management initiatives that resulted in a reduction of 21,496.03 tons of CO<sub>2</sub> equivalent

(Achieved a 15% reduction in electricity consumption)

Total GHG Emissions

# 220,872

tons of CO<sub>2</sub>

"equivalent reduced across Scope 1, 2, and 3 combined"



## Water Management



- Implemented water conservation initiatives resulting in 6,010 cubic meters of water saved

## Waste Management

- 30% of total waste was recycled
- The Recycled Waste Bank Project collected 5,000 kilograms of waste from communities and schools and converted 1,200 pieces of plastic waste into furniture and office equipment



**30%** of total waste was recycled

## Biodiversity and Natural Resource Preservation

**15%** reduction in electricity consumption



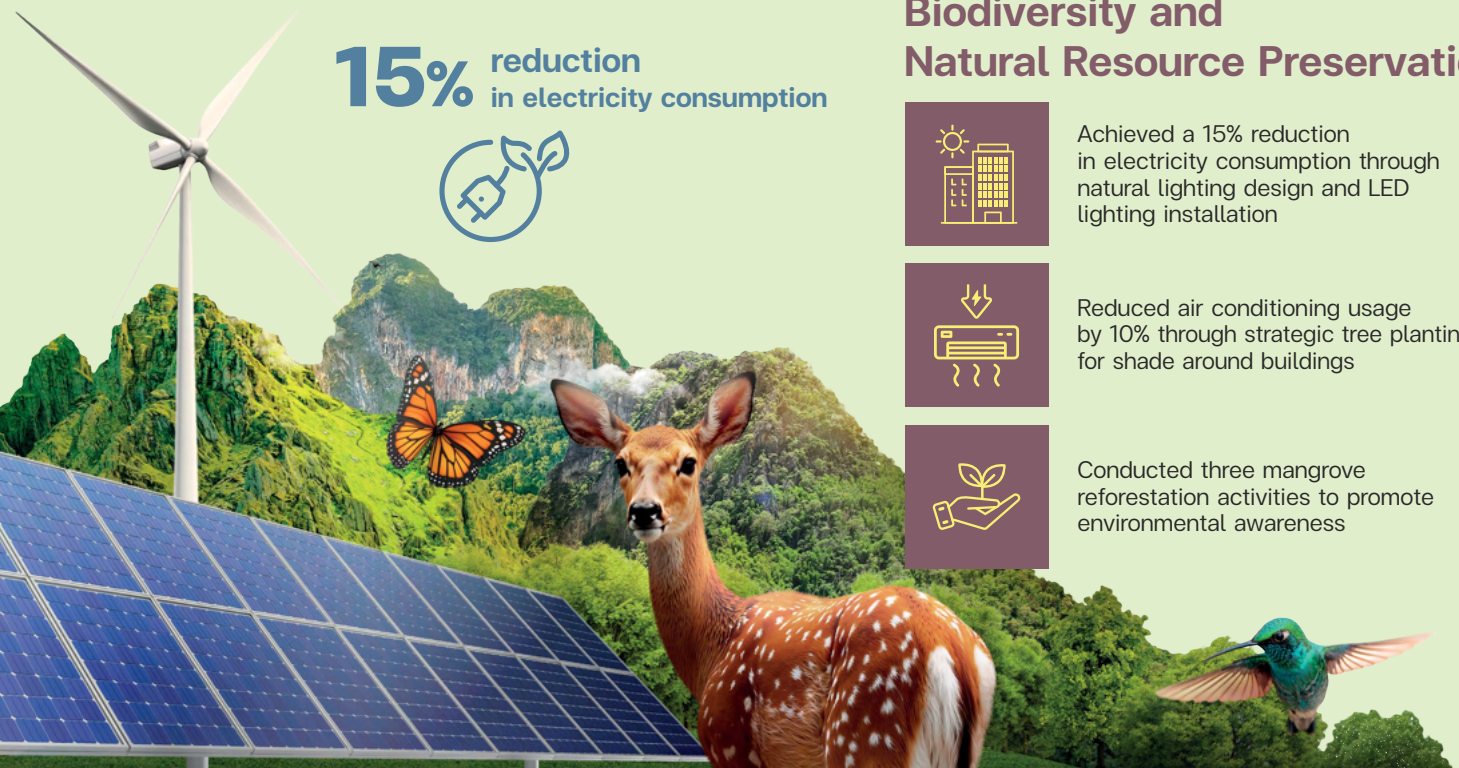
Achieved a 15% reduction in electricity consumption through natural lighting design and LED lighting installation



Reduced air conditioning usage by 10% through strategic tree planting for shade around buildings



Conducted three mangrove reforestation activities to promote environmental awareness





(GRI 305: Emissions)

## Greenhouse Gas Management

P.S.P. Specialties Public Company Limited ("the Company") recognizes its role and responsibility as an industrial organization that contributes to economic growth while maintaining a strong commitment to environmental sustainability. The Company acknowledges that climate change caused by greenhouse gas (GHG) emissions has widespread implications across environmental, economic, and social dimensions on a global scale.

Understanding the significance of this issue, the Company has established an environmental policy that prioritizes the reduction of GHG emissions across all aspects of its operations. It is committed to conducting business in a manner that is environmentally responsible and aligned with the principles of sustainable development.

### Management Approach

The Company implements a structured greenhouse gas management system that spans from planning and production to sourcing, waste management, and the development of green innovations. Key strategic actions include:



## Performance

In 2024, the Company reviewed its greenhouse gas (GHG) emissions data from various operational activities in preparation for its organizational carbon footprint report. The emissions by scope are summarized as follows:

Scope 1	Scope 2	Scope 3
Direct GHG emissions from fuel combustion in machinery and company vehicles totaled 3,255 tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e), representing a 0.36% decrease from 2023 (3,267 tCO <sub>2</sub> e/year).	Indirect GHG emissions from purchased electricity totaled 4,282 tCO <sub>2</sub> e, a 4.48% decrease from 2023 (4,483 tCO <sub>2</sub> e/year).	Other indirect emissions from sources not owned or directly controlled by the Company, such as transportation and product usage, totaled 213,335 tCO <sub>2</sub> e, reflecting a 17.40% increase from 2023 (181,724 tCO <sub>2</sub> e/year).

Overall GHG Emissions total GHG emissions across all three scopes increased significantly from 189,474 tCO<sub>2</sub>e in 2023 to 220,872 tCO<sub>2</sub>e in 2024. This rise reflects the Company's business growth and operational expansion during the reporting period.

Recognizing the need to reduce GHG emissions, the Company has developed a reduction plan focusing on energy conservation, improving machinery efficiency, and promoting responsible fuel usage. Furthermore, the Company is increasingly adopting technologies to monitor and control emissions more effectively, supporting a sustainable path to long-term carbon reduction.

**Table: Organizational Greenhouse Gas Emissions by Scope**

Scope	Volume of GHG Emission (ton CO <sub>2</sub> e / year)	
	2023	2024
Scope 1	3,267	3,255
Scope 2	4,483	4,282
Scope 3	181,724	213,335
Others	104	152
<b>Total volume of GHG emission (1+2)</b>	<b>7,750</b>	<b>7,537</b>
<b>Total volume of GHG emission (1+2+3)</b>	<b>189,474</b>	<b>220,872</b>

Note:

- The Company has been preparing its Carbon Footprint for Organization report (CFO Report) since 2023.
- The 2024 CFO Report is currently undergoing verification by an accredited greenhouse gas validation and verification body and ISO certification institute. The report is also in the process of being registered with the Thailand Greenhouse Gas Management Organization (Public Organization). Progress updates will be reported accordingly.





(GRI 302: Energy)

## Energy Management

P.S.P. Specialties Public Company Limited (“the Company”) emphasizes efficient energy management as a core aspect of its operations. The Company has established a dedicated Energy Management Working Group, composed of experienced professionals responsible for implementing energy conservation measures in accordance with the Ministerial Regulation on Criteria and Methods for Energy Management in Controlled Factories and Buildings B.E. 2552 (2009).

The Company has also adopted a formal energy conservation policy focused on energy savings and minimizing environmental impact. This policy is aligned with relevant government standards and regulations, and reflects the Company’s commitment to sustainable business operations.

## Management Approach

Energy conservation is a critical strategy for modern organizations committed to sustainable development across economic, social, and environmental dimensions. Efficient energy use not only reduces operating costs but also contributes to the reduction of greenhouse gas emissions and other environmental impacts. To achieve sustainable energy reduction goals, the Company has established a clear, systematic approach as follows:

- Development of a Comprehensive Energy Conservation Plan including energy audits, performance assessments, formulation of improvement measures, and outcome monitoring.
- Setting Energy Reduction Targets clear and measurable targets are defined with specific key performance indicators (KPIs) to ensure effective monitoring and evaluation.
- Adoption of Energy-Efficient Technologies promoting the use of advanced technologies that reduce energy consumption and enhance production efficiency.
- Training and Awareness Programs conducting training sessions to improve knowledge and raise awareness about energy conservation among employees at all levels.
- Monitoring and Reporting continuous performance monitoring with regular reports submitted to management for review and improvement of the action plan.

## Performance

In 2024, the Energy Management Working Group–endorsed by Company executives–implemented a number of activities to achieve the set energy reduction targets. Key actions included: Reducing machine operating cycles, lowering compressed air pressure levels, optimizing temperature settings, installing high-efficiency equipment, modifying production processes to minimize energy use, developing renewable energy infrastructure through a rooftop solar project at the PSP3 plant for a more sustainable future.

### Coolant Pump Grinding Machine Speed Reduction Project

#### Performance in 2024

- Energy savings: **23,591.20 kWh/year**
- Cost savings: Approximately THB **114,889.14/year**
- Estimated GHG reduction: **9,436.48 kgCO<sub>2</sub>e**

### Compressed Air Pressure Reduction Project (from 7.0 bar to 6.2 bar)

#### Performance in 2024

- Energy savings: **15,513.96 kWh/year**
- Cost savings: Approximately THB **75,552.99/year**
- Estimated GHG reduction: **6,205.58 kgCO<sub>2</sub>e**

### Hot Oil Temperature Set Point Optimization Project

#### Performance in 2024

- Thermal energy savings: **130,287.05 MJ/year**
- Cost savings: Approximately THB **47,345.00/year**
- Estimated GHG reduction: **5,853.97 kgCO<sub>2</sub>e**

### Renewable Energy Development Project on PSP3 Factory Rooftop for a Sustainable Future

#### Performance in 2024

- Renewable electricity generated for internal use: **312,949.77 kWh/year**
- Electricity cost savings: Approximately THB **1.25 million/year**
- Estimated GHG reduction: **170 tCO<sub>2</sub>e/year**





(GRI 303: Water)

## Water Management

Water is a vital natural resource that plays an essential role in all aspects of P.S.P. Specialties Public Company Limited ("the Company")'s business operations—from production processes and treatment systems to various forms of water utilization. Recognizing the importance of responsible water use, the Company is committed to implementing a systematic, efficient, and sustainable water management approach. This not only helps minimize environmental impact but also enhances long-term business resilience.

### Management Approach

01

#### Efficient Water Use

- The Company analyzes and assesses water consumption at each stage of its production processes, using the insights gained to optimize water use efficiency.
- It promotes water reuse in suitable processes to reduce dependence on natural water sources.
- Water-saving equipment is installed in office areas and factories in line with planned conservation programs.



#### Wastewater Treatment Systems

- Wastewater generated from production processes is treated through systems designed in accordance with environmental standards. The quality of discharged water is carefully controlled to meet legal and regulatory requirements.
- The Company monitors water quality regularly, measuring parameters such as pH, BOD, and COD to evaluate treatment efficiency and prevent contamination of natural water sources.

02

03

#### Internal Water Conservation Initiatives

- Water-saving awareness campaigns are implemented at both employee and organizational levels. These include educational activities and monthly water usage reporting.
- The Company supports research and development of water-efficient technologies and innovations to minimize waste from water usage.



#### Stakeholder Engagement

- The Company collaborates with local communities, government agencies, and business partners in managing water resources efficiently. Activities include participation in watershed restoration projects, sharing sustainable water usage practices, and supporting local environmental initiatives.

04

05

#### Monitoring and Evaluation

- Regular performance reporting is conducted to evaluate progress in water resource management and ensure alignment with the Company's sustainability goals.



## Performance

Water usage plays a critical role in the operations of P.S.P. Specialties Public Company Limited. Over the past three years, both water consumption and wastewater discharge have shown a consistent upward trend. The nearly twofold increase in water usage reflects the expansion of business activities and growing water demand in production processes.

However, improving water use efficiency and wastewater treatment remains an ongoing challenge for the Company in order to minimize environmental impact and control related costs. Sustainable water planning and the adoption of innovative technologies continue to be key strategies in driving long-term organizational growth.

- **Water Consumption:** A significant rise in water consumption was observed between 2021 and 2024, increasing from 28,144 cubic meters in 2021 to 56,048 cubic meters in 2024—almost a twofold increase over three years. This trend reflects both the expansion of production activities and efforts to improve water utilization efficiency across various processes.
- **Water Discharge:** Wastewater volume has also increased alongside water consumption. However, the rate of increase in wastewater discharge has been relatively lower, indicating progress in water loss reduction and improvements in the efficiency of wastewater treatment processes.

Volume of water consumed and wastewater discharged	2021	2022	2023	2024
Volume of water consumed (m <sup>3</sup> )	28,144	53,741	50,038	56,048
Volume of wastewater discharged (m <sup>3</sup> )	22,515.20	42,992.80	40,030.40	44,838.40

The wastewater quality analysis is a key component of the Company's environmental management efforts. As disclosed in the Environmental Impact Assessment (EIA) Monitoring Report for the PSP1 Plant in 2024, the Company conducts monthly wastewater quality assessments to monitor compliance with environmental standards and evaluate the effectiveness of wastewater treatment processes before discharge into natural water systems.

The analysis results cover key environmental indicators such as BOD (Biochemical Oxygen Demand), COD (Chemical Oxygen Demand), and TSS (Total Suspended Solids), with findings as follows:

- **BOD (Biochemical Oxygen Demand):** This indicator measures the amount of oxygen required to biologically decompose organic matter in water. Throughout the year, BOD levels remained within permissible limits, reflecting the efficiency of the wastewater treatment system.
- **COD (Chemical Oxygen Demand):** COD indicates the amount of oxygen needed to chemically oxidize both organic and inorganic matter in water. Measurements consistently met regulatory standards throughout the year.
- **TSS (Total Suspended Solids):** This metric measures the concentration of suspended solids in wastewater. TSS levels were maintained within the standard thresholds established by the EIA, indicating strict control over wastewater quality.

The 2024 analysis results for PSP1's wastewater confirm highly efficient and consistent treatment performance in accordance with EIA standards. Continuous improvement in treatment technology and wastewater quality management will play a vital role in strengthening the protection of water resources and the broader environment moving forward.

Parameter	unit	Inspected location	PIC	Wastewater Quality Analysis Results 2024												Standard
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
pH	-	Effluent	LP	6.1	8.8	8.1	8.3	6.9	7.6	8.4	8.8	8.4	8.9	8.2	8	5.5 – 9.0
TDS	mg/l	Effluent	LP	213	171	178	181	144	130	256	206	152	148	186	169	The TDS level in the water source does not exceed 5,000 mg/L.
SS	mg/l	Effluent	LP	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5	50
BOD	mg/l	Effluent	LP	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	20
COD	mg/l	Effluent	LP	<40	<40	41	<40	<40	<40	<40	<40	<40	<40	<40	<40	120
Oil and Grease	mg/l	Effluent	LP	1.6	1.6	<1	1.2	2	1.2	<1	1.5	1.7	<1	<1	<1	5
Barium	mg/l	Effluent	LP	0.05	0.05	0.05	0.05	0.05	0.06	0.05	0.06	0.05	0.05	0.06	0.05	1

Parameter	Unit	Inspected location	PIC	Wastewater Quality Analysis Results 2024												Standard
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
pH	-	Pier 5	JT	6.4	7.6	7.7	8.5	8.3	6.9	8.4	8.2	7.2	8.4	8.2	7.4	5.5 – 9.0
Color (ADMI)	ADMI	Pier 5	JT	25	30	5	<5	7.2	5.5	<5	<5	<5	<5	9	14	300
TDS	mg/l	Pier 5	JT	870	11,200	126	151	126	196	221	185	<50	86	<50	794	The TDS level in the water source does not exceed 5,000 mg/L.
SS	mg/l	Pier 5	JT	6.3	15	<5	<5	<5	<5	<5	<5	<5	<5	<5	11	50
BOD	mg/l	Pier 5	JT	9.5	8.6	<2	<2	<2	<2	<2	<2	<2	2.6	<2	19	20
COD	mg/l	Pier 5	JT	58	90	<40	<40	<40	<40	<40	<40	<40	<40	<40	58	120
Sulfide	mg/l	Pier 5	JT	0.7	1.6	0.4	<0.4	<0.4	<0.4	<0.4	<0.4	<0.4	<0.4	<0.4	<0.4	1
Oil and Grease	mg/l	Pier 5	JT	1.4	2.4	1.2	2	<1	<1	1.1	1.9	1.1	<1	<1	4.4	5
TKN	mg/l	Pier 5	JT	3.4	5.7	1.4	<1	<1	<1	1.5	<1	<1	2.3	4.2	13	100

Note:

1. Notification of the Ministry of Industry Re: Specification of Effluent Discharge Standards from Factories B.E. 2560 (2017)
2. Notification of the Ministry of Natural Resources and Environment Re: Specification of Effluent Discharge Standards from Industrial Factories, Industrial Estates, and Industrial Operating Zones

The Company's water and wastewater management in 2024 reflects a strong commitment to the protection and conservation of water resources. This is achieved through the implementation of modern systems, rigorous monitoring, and continuous process improvements—ensuring that water quality goals and wastewater discharge comply fully with applicable regulatory standards.



(GRI 306: Waste)

# Waste Management

P.S.P. Specialties Public Company Limited ("the Company") recognizes its role as an industrial organization in promoting efficient resource utilization and minimizing environmental impacts. To that end, the Company has integrated the principles of the circular economy into its value chain by systematically and tangibly applying the 4Rs: Reduce, Reuse, Recycle, and Repurpose.

The Company places strong emphasis on maximizing resource efficiency and reuse in line with circular economy practices, aiming to recover and reuse resources from production and service processes to the greatest extent possible. This approach helps reduce reliance on virgin materials and aligns with the Company's goal of lowering greenhouse gas emissions, which pose an environmental risk associated with industrial operations. This strategy supports the Company's progress toward carbon neutrality and long-term business sustainability.

## Management Approach

The Company strictly complies with applicable regulations and laws on waste management, such as the Public Health Act B.E. 2535 (1992) and its amendments. The waste management framework for the Company's operations, including retail business activities, is designed to fully adhere to relevant regulations and focuses on enhancing resource efficiency through the 3Rs principles (Reduce, Reuse, Recycle) across the value chain. Key components of the waste management approach include:

### 1. Compliance with the Public Health Act

- **Designated Waste Separation Areas:** The Company has established designated areas for sorting general waste by type. This includes separating recyclable materials and hazardous waste from general waste, in accordance with regulatory requirements.
- **Employee Education and Training:** The Company organizes training programs to educate employees on the importance of waste management and proper legal waste segregation practices.

### 2. Application of the 4Rs Principles in Waste Management (Reduce, Reuse, Recycle, Repurpose)



**Reduce:** The Company enhances production processes to optimize resource utilization. Examples include: Double-sided printing in office settings, implementing FIFO (First In, First Out) inventory management, energy and water-saving programs. These initiatives contribute to reducing the volume of stored raw materials and minimizing waste due to product expiration.



**Reuse:** The Company repairs and extends the lifecycle of machinery and equipment. Materials that can be reused are brought back into operation, such as: Reusing wooden pallets, extending the life of lubricants for reuse in appropriate processes.



**Recycle:** The Company efficiently segregates recyclable waste and collaborates with certified waste management operators to reintegrate recovered materials into new industrial uses. Examples include: Recycling used oil and various packaging materials, converting waste into cleaning solvents for use in factory equipment maintenance.



**Repurpose:** The Company develops new products from waste materials through creative and community-based initiatives. For instance: Producing furniture from used plastics as part of the Recycle Waste Bank project, a collaborative initiative with local schools and the Thachin Subdistrict Municipality.

## Performance Results

In 2024, the Company implemented a range of initiatives aligned with the 4Rs principles for waste management, focusing on “Reduce”–minimizing resource use across all production processes. The Company enhanced resource efficiency in operations through the following key actions:

### 1. Measures to Reduce Resource Consumption in All Production Processes (“Reduce”)

The Company has improved its manufacturing processes to achieve maximum resource efficiency, with the following major initiatives:

- Implementation of **energy and resource-saving programs**, including optimized use of water and electricity across facilities.
- Reduction of paper usage in office operations by **adopting double-sided printing and transitioning to digital documentation**.
- **Adoption of the First-In First-Out (FIFO)** inventory system, ensuring raw materials are used in order of expiration date to reduce waste from expired or unused stock.
- **Minimization of production waste** through continuous improvements in machinery and production lines.

As a result of these initiatives, the Company has significantly reduced raw material consumption and waste generation from production processes compared to the previous year. These outcomes have not only enhanced the efficiency of the Company’s value chain but also reinforced stakeholder confidence in the Company’s genuine commitment to environmental responsibility.

### 2. Measures to Promote Reuse (“Reuse”)

The Company is committed to extending the lifespan of resources and minimizing waste generation by emphasizing “Reuse”, which is a core strategy of its waste management approach aligned with the Circular Economy model. Key initiatives implemented include:

- Repair and refurbishment of machinery to extend service life, reduce the frequency of new equipment procurement, and decrease the volume of industrial waste from obsolete components.
- Reuse of production materials without reprocessing, such as:
  - Reconditioning of used lubricants for reuse in testing processes or auxiliary operations.
  - Reutilization of wooden pallets for transporting raw materials and finished products within warehouses and distribution centers.

These efforts have resulted in reduced production costs, decreased industrial waste, and have strengthened the Company’s commitment to environmentally responsible and sustainable business operations.

### 3. Measures to Promote Recycling (“Recycling”)

The Company places strong emphasis on systematic waste management, particularly in the area of recycling, which is a key strategy for reducing waste and mitigating environmental impact. In 2024, the Company implemented structured waste segregation and collection processes within its facilities, while also fostering collaboration with certified waste disposal service providers to ensure that recyclable materials are repurposed either within the Company’s operations or reused in other industries. Key initiatives included:

- **Segregation of recyclable waste** such as plastics, metals, and packaging materials, according to material type for proper recycling processes.
- **Engagement of government-authorized waste disposal service providers** to ensure that segregated recyclable waste is handled correctly, safely, and redirected for reuse in industrial manufacturing processes.

These actions have not only helped to alleviate the Company’s waste management burden but also contributed to reducing dependence on natural resources, lowering production costs, and enhancing the Company’s image as a business committed to sustainable environmental management.

## 4. Measures to Promote the Revalorization of Waste Materials (“Repurpose”)

The Company is committed to advancing the circular economy concept by revalorizing waste materials (Repurpose)–transforming them into new value-added products through creative and innovative approaches. This strategy not only helps reduce industrial waste but also enhances benefits for the community. In 2024, the Company initiated and supported various projects aimed at converting waste into new functional products, thereby promoting sustainable community engagement in environmental stewardship. Notable initiatives included:

- Creative Furniture from Waste Plastics– Discarded plastic bottles and industrial plastic scraps were repurposed into tables, chairs, and office equipment for internal use and donation to local schools near the Company’s manufacturing facilities.
- Recycle Waste Bank” Project: Adding Value to Waste for a Sustainable Community– As part of its effort to operationalize circular economy principles, the Company developed the Recycle Waste Bank initiative, which converts waste and discarded materials into new useful products–such as office furniture made from used plastics. This not only reduces landfill waste but also enhances resource efficiency. The project was executed in collaboration with Tha Chin Subdistrict Municipality and several local schools, including:
  - Luang Paet Kosin Uppatham School
  - Wat See Phaokhao (Prachanukhro) School
  - Wat Yai Chom Prasat School

The project encourages community participation in systematic waste management by promoting waste **segregation, reuse, recycling, and repurposing** of everyday waste. Progress and outcomes are monitored and reported on a monthly basis.



### Project Outcomes

- Reduction in the use of virgin materials by prioritizing recycled materials such as paper and plastics.
- Promotion of material reuse, especially for items still in usable condition such as metal and cardboard boxes.
- Increased environmental awareness within the community, particularly in waste segregation and recycling of plastic bottles and paper.
- Upcycling of recyclable waste into new products, such as furniture and tools for use in schools and community organizations.

The “Recycle Waste Bank” project has proven to be a crucial mechanism–not only for reducing waste at the community level but also for strengthening collaboration and shared responsibility between the business and civil society sectors. It lays a solid foundation for long-term sustainability.

Implementation of the **4Rs principles–Reduce, Reuse, Recycle, and Repurpose**–has significantly reduced the Company’s environmental impact by minimizing waste generation, maximizing resource efficiency, and encouraging community engagement in recycling and reuse processes.

Moreover, the project’s success reflects a substantial advancement in sustainable industrial operations, reinforcing trust among customers, partners, and stakeholders that the Company is genuinely committed to social and environmental responsibility and is positioned for sustainable and stable growth in the long term.





(GRI 304: Biodiversity)

## Biodiversity

In today's world, biodiversity is widely recognized as a fundamental pillar of environmental stability and long-term human well-being. Diverse natural resources—such as flora, fauna, and ecosystems—play a critical role in maintaining ecological balance, supporting biological cycles, and sustaining the natural capital upon which economies depend.

P.S.P. Specialties Public Company Limited ("the Company") recognizes the important role of the private sector in conserving biodiversity. The Company is committed to managing natural resources ethically and sustainably, particularly forest resources, which serve as a key raw material in the production of many of its products.

The Company strives to operate in a manner that supports ecosystem balance alongside business growth. This approach not only yields environmental benefits but also enhances value creation and fosters trust among consumers, local communities, and all stakeholders.

## Management Approach

The Company has established a systematic and continuous approach to biodiversity management, grounded in the principles of conservation and sustainable use. The key components are as follows:

### 1. Responsible Sourcing of Resources

The Company places strong emphasis on the origin of forest-based raw materials and adheres to responsible sourcing practices. This includes prioritizing materials certified by international standards such as the Forest Stewardship Council® (FSC®) to ensure that the utilization of natural resources does not cause long-term harm to ecosystems.

### 2. Collaboration with Local Communities and Agencies

The Company promotes active participation from local communities and agencies in the management of forest resources. This collaborative approach fosters mutual understanding in the efficient use of natural resources and supports biodiversity conservation through initiatives such as tree planting, restoration of degraded areas, and environmental education programs.

### 3. Integration of Sustainability into Business Strategy

Biodiversity conservation is not only an environmental responsibility but also a strategic business priority. Embedding sustainability principles into the Company's operations enhances long-term competitiveness and builds trust among consumers and stakeholders.

### 4. Raising Awareness among Employees and Local Communities

The Company believes that effective biodiversity conservation is only achievable when employees and stakeholders are equipped with the knowledge, awareness, and environmental consciousness necessary for positive action. As such, the Company regularly organizes internal training, awareness campaigns, and outreach programs for local communities. These include hands-on environmental workshops, community tree-planting events, and communications through various media channels—aimed at inspiring and instilling a deep-rooted culture of natural resource conservation at all levels.

## Performance

In preserving and promoting biodiversity within the Company's premises and factory areas, the Company has adopted a design approach based on Green Architecture—an architectural philosophy that emphasizes harmony between buildings and nature. This is aligned with the principle of "A Sustainable Site Plan of Green Construction," which aims to establish coexistence between human activity and the natural environment under environmentally friendly practices. This concept encourages the use of sustainable energy sources and conservation of ecosystems, such as mangrove forests, while minimizing ecological disruption resulting from the Company's operations.

The Company's office building was designed with Green Architecture principles to reduce environmental impact and promote ecological balance. Key features include:

- Enhanced natural ventilation to maximize the circulation of fresh air within the building.
- Multipurpose spaces, including open-air activity zones and a spacious, breezy cafeteria surrounded by mangrove forest.
- Large trees planted near the building to provide natural shade, reduce heat from sunlight, and enhance the visual environment with native vegetation.
- Strategically positioned meeting rooms to optimize access to natural daylight.
- Installation of energy-efficient LED lighting throughout the premises to reduce electricity consumption.
- Well-lit pedestrian walkways designed around the building to promote safety and usability.

The Company has also preserved surrounding mangrove areas and planted additional native species near office buildings to help maintain local ecosystem biodiversity.

Moreover, the Company actively welcomes students and academic visitors with an interest in biodiversity conservation to tour the on-site mangrove ecosystem. These visits aim to raise awareness and deepen understanding of how ecological preservation can coexist with responsible industrial operations.

## Air Quality Monitoring Activities from PSP Factory Stacks in 2024

The Company places strong emphasis on maintaining air quality from its manufacturing processes, recognizing the potential impact on both surrounding communities and the health of its workers. Accordingly, the Company has implemented a continuous air quality monitoring program for emissions from the stacks of PSP1, PSP2, and PSP3 factories. In 2024, the Company conducted two rounds of air quality testing, utilizing certified third-party service providers accredited by the Department of Industrial Works. Measurements were conducted in accordance with USEPA standard methods, focusing on key air pollutants, including nitrogen oxides (NO<sub>x</sub>), sulfur oxides (SO<sub>x</sub>), volatile organic compounds (VOCs), and particulate matter (PM).

The monitoring results for 2024 indicate that emission levels from all monitored stacks were significantly below the legal limits, as outlined below: Nitrogen Oxides (NO<sub>x</sub>): Not exceeding 21.4 ppm (legal limit: 200 ppm) Sulfur Oxides (SO<sub>x</sub>): Not exceeding 2.8 ppm (legal limit: 50 ppm) Volatile Organic Compounds (VOCs): Maximum value recorded at 4.8 ppm (legal limit: 20 ppm) Particulate Matter (PM): Minimum value recorded at 1.4 mg/Nm<sup>3</sup> These results reflect the Company's continued commitment to environmental stewardship and responsible operations that protect both people and the planet.

Type of Air Pollutant	Measured Value (Min-Max)	Unit	Regulatory Standard (DIW <sup>1</sup> )	Applicable USEPA Method
Nitrous Oxides (NO <sub>x</sub> )	0 - 21.4	ppm	≤ 200	USEPA Method 7E
Sulphur Oxides (SO <sub>x</sub> )	0 - 2.8	ppm	≤ 50	USEPA Method 6
Particulate Matter (PM)	1.4 - 6.2	mg/Nm <sup>3</sup>	≤ 240	USEPA Method 5
Volatile Organic Compounds (VOCs)	0 - 4.8	ppm	≤ 20	USEPA Method 18

# Key Social Performance Highlights in 2024

## Employee Management

- Proportion of new hires from local communities: 100%
- Employee turnover rate: 12.40% (an increase from 10.43% in 2023)
- Number of employees with disabilities: 6 individuals
- Average annual welfare budget per employee (excluding salary): THB 19,474
- Number of employees participating in the "Happy Money" financial well-being program: 81 people
- Return-to-work rate after maternity leave: 100%
- Results of Employee satisfaction survey with the organization : 75.20%



## Human Resource Development

- Percentage of employees receiving training and skill development: 77.37% of total employees
- Percentage of employees with an Individual Development Plan (IDP): 33.17% of total employees
- Participation in Succession Plan by C-Level and Directors: 96% of designated positions
- Average training hours per employee: 27.38 hours per person per year
- Average training expenditure per employee: 6,904.54 THB per person per year

## Occupational Health and Safety

- Percentage of employees and contractors trained in safety protocols: 100%
- Implementation of Safety Talk activities: Conducted for 100% of employees
- Provincial-level emergency drill activities: Conducted once per year



Percentage of employees and contractors trained in safety protocols **100%**



Lost Time Injury Frequency Rate (LTIFR)		Total Recordable Injury Frequency Rate (TRIFR)	
Employees	Contractors	Employees	Contractors
<b>0</b> cases	<b>1.06</b> cases per million working hours	<b>1.73</b> cases per million working hours	<b>3.19</b> cases per million working hours

- Working Hours:
  - Employees: 1,157,989 hours
  - Contractors: 940,298 hours
- Contractor Risk Assessment Coverage: 100% of contractors assessed
- Work Instruction (WI) Compliance Monitoring: 100% of employees and contractors monitored within the plant premises

## Community Engagement and Social Philanthropy

- Total budget allocated for community and social responsibility initiatives: 5,059,801 THB
- Budget for the PSP Sharing Project: 4,614,000 THB (representing 91% of the total community investment)



**Human Rights**  
Significant human rights violations: None



(GRI 401, GRI 402)

## Employee Management

In the manufacturing industry—particularly one involving chemical processes and complex machinery—employee safety and operational efficiency are critical to sustainable business operations. PSP Specialties Public Company Limited (“the Company”) places strong emphasis on comprehensive employee care, encompassing occupational health and safety, continuous skills development, fair compensation and benefits, and fostering a workplace environment that encourages engagement and organizational pride.

The Company’s employee management approach is grounded in respect for human rights, equality, and dignity, aiming to empower employees to grow alongside the organization in a stable and sustainable manner. Effective human resource management is viewed as a strategic advantage that creates shared value for the organization, its workforce, and society at large.

Recognizing that employees are the driving force of the business—especially in operations requiring specialized expertise, safety-conscious work practices, and stringent quality control—the Company prioritizes well-rounded employee support. This plays a vital role in enhancing production efficiency, maintaining operational continuity, and mitigating risks related to workplace accidents or errors that could affect environmental safety.

Furthermore, strong human resource practices foster employee motivation, organizational commitment, and job satisfaction, which in turn support long-term employee retention, reduce turnover rates, and lower the costs of recruitment and training. These practices also reflect the Company’s broader social responsibility in upholding human rights, promoting equality, and advancing sustainable workforce development.

## Management Approach

To drive sustainable growth in an industry facing challenges in technology, market competition, environmental regulations, and occupational safety, the Company has established a structured plan for employee care. This comprehensive approach spans recruitment, development and training, occupational health and safety, and the cultivation of employee motivation and engagement. The plan focuses on enhancing employee capabilities to effectively adapt to technological advancements and evolving production processes. It is also designed to foster an organizational culture grounded in mutual respect and equality, aligned with principles of human rights, labor standards, and the United Nations Sustainable Development Goals (SDGs).

These initiatives not only strengthen the Company's internal human capital but also reflect a firm commitment to responsible business practices and the creation of shared value among the organization, its employees, and the broader society. This commitment is embedded in the Company's strategic plans and long-term objectives as outlined below:

ESG KPIs	Action Plan for 2024	Target by 2029
Employee engagement level above 85% by 2027	<ul style="list-style-type: none"> <li>Implement an employee performance evaluation system integrating KPIs and behavioral assessment (covering 30% of employees, starting from Manager level).</li> <li>Pilot the KPI system for Senior Officer and Supervisor levels, aiming for full implementation in 2025.</li> <li>Develop a Career Path framework applicable to all job positions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a performance appraisal system from Operator level upwards and achieve 100% coverage of total employee by 2027.</li> <li>Continuously review and improve the Career Path framework.</li> </ul>
Succession planning in place for all critical roles (C-Level/Division)	<ul style="list-style-type: none"> <li>Identify successors for all C-Level and Division Manager positions.</li> <li>Prepare Gap Analysis and Individual Development Plans (IDPs) for 100% of designated positions.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain successors for all C-Level and Division Manager positions.</li> <li>Ensure 100% of designated positions have completed Gap Analysis and IDPs.</li> </ul>
Zero significant human rights and equality-related complaints <small>("Significant" refers to non-compliance with labor laws or TLS standards)</small>	<ul style="list-style-type: none"> <li>Announce policies in accordance with 5 TLS standards.</li> <li>Develop communication strategy on human rights.</li> <li>Conduct human rights training for Section Managers and above.</li> <li>Track number of human rights-related complaints.</li> <li>Participate in labor standard certification assessments with the Department of Labor Protection and Welfare.</li> </ul>	<ul style="list-style-type: none"> <li>Review policies in alignment with TLS standards.</li> <li>Conduct organization-wide human rights awareness activities.</li> <li>Provide human rights training for employees at all levels.</li> <li>Continue monitoring significant complaints.</li> <li>Participate in labor standard certification assessments.</li> </ul>
Employee turnover rate not exceeding 12% by 2027 <small>(Controllable causes only)</small>	<ul style="list-style-type: none"> <li>Develop Work from Anywhere policy and guidelines.</li> <li>Revise starting rate of salary structure for new employees.</li> <li>Improve allowances for off-site assignments.</li> <li>Adjust personal and annual leave policies to comply with labor laws.</li> <li>Prioritize hiring within local communities near factory locations.</li> </ul>	<ul style="list-style-type: none"> <li>Improve OPD health insurance benefits for all levels of employees.</li> <li>Review and adjust Work from Anywhere policy.</li> <li>Review structure of "Starting rate" of new employees.</li> <li>Reassess starting rate of salary structure and off-site work allowances.</li> <li>Review applicable labor and human rights laws.</li> </ul>
Budget allocation for employee well-being <small>(Medical expenses, health insurance, accident insurance, child scholarships, employee funds, uniforms, service awards, maternity, wellness care, health check-ups)</small>	<ul style="list-style-type: none"> <li>Roll out updated welfare and benefit system introduced in 2023.</li> <li>Develop indicators and strategies in line with the 8 dimensions of the "Happy Workplace" model.</li> <li>Implement internal communications and activities covering all 8 dimensions.</li> </ul>	<ul style="list-style-type: none"> <li>Review employee welfare and benefit system.</li> <li>Reassess indicators and strategies under the "Happy Workplace" model.</li> <li>Continue conducting communication and engagement activities aligned with the 8 dimensions.</li> </ul>



## Recruitment and Selection of Personnel

The Company adopts a fair, transparent, unbiased, and non-discriminatory recruitment and selection process, emphasizing the candidate's qualifications—skills, knowledge, experience, and suitability for the role. The Company also prioritizes local employment to promote economic development and improve the quality of life within the communities in which it operates. This approach is aligned with the Company's commitment to upholding human rights and promoting the employment of persons with disabilities.

The Company strictly adheres to fundamental human rights principles, treating all employees and job applicants equally, with respect for human dignity and without discrimination based on gender, age, race, religion, or physical condition. In terms of employing persons with disabilities, the Company is committed to providing equal employment opportunities by ensuring access to suitable positions and fostering an inclusive work environment that enables them to perform effectively.

In addition, the Company considers alternative means of support for persons with disabilities as permitted by law, such as indirect employment or contributions to projects that enhance the capabilities of persons with disabilities. This ensures that everyone has an equal opportunity to participate in the workforce and advance in their careers.

## Compensation and Benefits

The Company provides fair and appropriate compensation and benefits in alignment with industry standards, based on periodic surveys of compensation practices within the same industrial sector. Remuneration is determined with consideration for employees' capabilities and performance.

In addition to basic compensation, the Company offers various welfare benefits aimed at enhancing employees' quality of life. These include a provident fund, life insurance, health insurance, accident insurance, educational support for employees and their children, uniform allowances, emergency assistance, annual leave, and vacation entitlements. These provisions are designed to ensure that employees enjoy a high quality of life and are able to perform their duties efficiently.

## Performance Evaluation

The Company conducts annual performance evaluations for all executives and employees, with the primary objective of enhancing work efficiency and fostering individual growth within the organization. The evaluation process is grounded in established principles of Human Resource Management and is based on internationally recognized Key Performance Indicators (KPIs). The main objectives of the performance evaluation are as follows:

### Enhance and Improve Work Processes

Utilize evaluation results to identify strengths and areas for improvement in workflows, thereby increasing efficiency and reducing potential errors.

### Strengthen Employee Capabilities

Use performance data to guide training and development plans tailored to individual needs.

### Support Career Advancement

Promote professional growth by using performance outcomes to inform career development opportunities.

### Foster Motivation and Organizational Engagement

Encourage self-improvement and employee engagement through a fair and transparent performance evaluation system.



## Initiatives for Equity and Diversity

The Company places great importance on fostering a work environment that promotes equality and diversity, free from discrimination based on gender, race, religion, or any other differences. Every individual has the right to express opinions and participate in key decision-making processes related to their work. Furthermore, the Company has established a “Corporate Social Responsibility Policy” that encompasses human rights practices for all stakeholders, including employees, local communities, and society at large. The Company also organizes various activities and programs that promote mutual understanding and collaboration among employees from diverse backgrounds.

## Work-Life Balance

The Company supports employees in achieving a healthy work-life balance through flexible working policies, including hybrid working and work-from-home arrangements as appropriate. In addition, the Company organizes recreational activities, skill development programs, and initiatives that foster employee relationships—such as team-building events, community service, and mental health support—enabling employees to work effectively while enjoying overall well-being in their professional lives.

## Performance

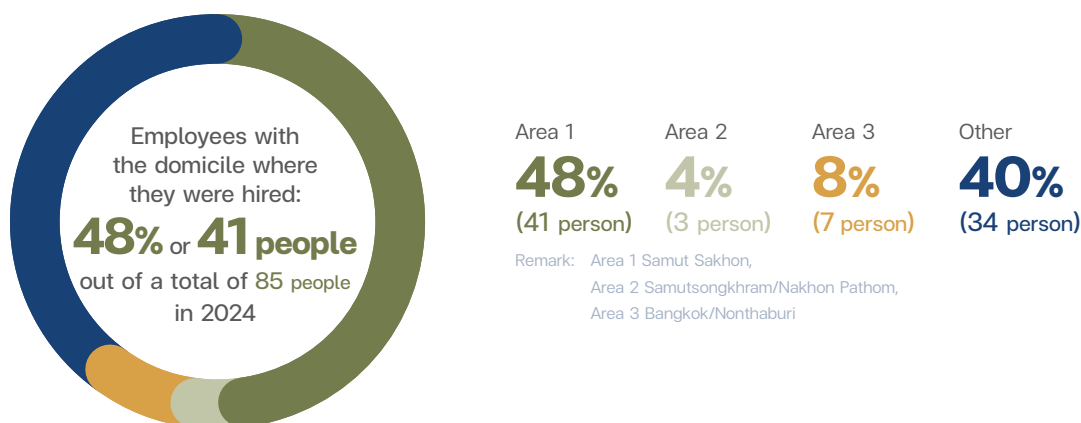
### Employee Numbers, Recruitment, and Selection

As of 2024, the Company employs only one type of workforce—full-time permanent employees. In 2024, the total number of employees was 605, comprising 346 male employees (57.19%) and 259 female employees (42.81%).

No.	Description	2023			Total	2024			Total
		Male	Female	Unspecified		Male	Female	Unspecified	
1	Total no. of employees (persons)	350	254	–	604	346	259	–	605
2	Total no. of new employees (persons)	28	20	–	48	43	42	–	85
3	Total no. of Employees Resigned (persons)	37	26	–	63	38	37	–	75
4	Employee turnover rate (%)	10.57	10.24	–	10.43	10.98	14.29	–	12.40
5	Total no. of Employees with Disabilities (persons)	3	7	–	10	4	2	–	6

Note: The Company has employed persons with disabilities at a rate exceeding the legal requirement of 1 person with disabilities per 100 employees.

In 2024, the Company recruited and selected a total of 85 new employees, all of whom are local residents from the areas where the Company's three plants are located—namely Samut Sakhon, Bangkok, Nonthaburi, Samut Songkhram, and Nakhon Pathom provinces. This reflects the Company's commitment to promoting local employment and supporting the improvement of quality of life within surrounding communities. Details are presented in the chart below.



Additionally, in 2024, the Company continued its initiative to employ persons with disabilities, in support of promoting equal and sustainable employment opportunities. The details are as follows:

Details on Employment of Persons with Disabilities	Outcome
1. Number of persons with disabilities employed by the Company	Employed 6 persons with disabilities, in accordance with the legal requirement of a 1:100 ratio between employees and persons with disabilities.
2. Training or skills development provided to employees with disabilities	Conducted in accordance with the Company's employee development and training plan.

## Compensation and Benefits

In 2024, the Company allocated an average employee welfare budget of THB 19,474 per person per year (excluding employee salaries). The benefits provided by the Company include life insurance, health insurance, disability or work-related injury coverage, maternity and childcare leave, retirement benefits, employee stock purchase plans, and a provident fund. The scope of benefits may vary by location based on job-related risks and geographical conditions, particularly between metropolitan and provincial areas.

This does not include additional entitlements and memberships, such as fitness club memberships, employee clubs, hotel service privileges within the group, reserved parking spaces, annual sports events, and company outings.

Description	Unit (s)	2022		2022		2022	
		Male	Female	Male	Female	Male	Female
1. Total Number of Employees Eligible for Maternity and Childcare Leave	persons		261		254	-	259
2. Number of Employees Who Utilized Maternity and Childcare Leave	persons	-	7	-	3	-	6
3. Number of Employees Who Returned to Work After Utilizing Maternity and Childcare Leave	persons	-	7	-	3	-	4
4. Number of Employees Who Returned to Work After Utilizing Maternity and Childcare Leave and Remained Employed for at Least 12 Consecutive Months	persons	-	7	-	3	-	6
5. Return to Work and Retention Rate After Maternity and Childcare Leave							
5.1 Return to Work Rate After Maternity and Childcare Leave	%	-	100	-	100	-	100
5.2 Retention Rate After Returning from Maternity and Childcare Leave for 12 Months	%	-	100	-	100	-	100

## Performance Evaluation

In 2024, the Company conducted employee performance evaluations using a combination of Key Performance Indicators (KPIs) and behavioral assessments. This evaluation process covered 30% of the total workforce.

The Company aims to achieve 100% coverage of performance evaluations for all executives and employees by 2027.

## Equity and Diversity Initiatives

In 2024, the Company announced five official labor practice guidelines in accordance with the Basic Level of Thai Labor Standards (TLS), as follows:

### Guideline No. 1

Policy on Social Responsibility in Labor Practices

### Guideline No. 2

Measures for Preventing and Eliminating Workplace Violence

### Guideline No. 3

Measures for Preventing and Resolving Issues of Employee Harassment, Assault, or Sexual Misconduct in the Workplace

### Guideline No. 4

Rights and Duties of Employers and Employees under Section 17 of the Occupational Safety, Health, and Environment Act B.E. 2554 (2011)

### Guideline No. 5

Procedures and Practices for Refusing to Perform Unsafe Work or Work Without Safety Measures

In addition, in 2024, the number of significant complaints related to human rights and equality was zero.

## Work-Life Balance

In 2024, the Company operated under the concept of fostering happiness in the workplace through the implementation of activities based on the 8 Principles of a Happy Workplace. A summary of the initiatives is as follows:

**1) Happy Money (Debt-Free Living)** – Financial well-being was promoted by encouraging employees to manage their finances responsibly, save diligently, and spend wisely, in line with the principles of sufficiency economy. The Company conducted financial literacy training aimed at helping employees become debt-free and increase their savings in the Provident Fund for retirement. A total of 81 employees participated in the program. Post-training surveys showed a satisfaction rate of 86%, exceeding the set target of 85%.



### 2) Happy Heart (Kindness and Compassion)

The Company promotes a culture of generosity, encouraging employees to be kind, helpful, and supportive of one another both in the workplace and in the surrounding community. It believes that genuine happiness begins with giving. A spirit of volunteerism and goodwill helps foster a warm working atmosphere, unity among colleagues, and a resilient and sustainable organizational culture.



**2.1) Annual Songkran Celebration:** The Company hosted the “Songkran Blessing Ceremony”, where Mr. Sin Klongphanich (CEO), Mr. Seksan Klongphanich (DCEO), and division directors offered heartfelt blessings to employees participating in the event held on April 9, 2024.



**2.2) Donation of Supplies and Support for Schools and Special Needs Children:** As part of the PSP Sharing 2024 project (held on July 13, 2024), the Company awarded 202 educational scholarships, valued at over 900,000 THB, to children of employees and high-achieving students in the Tha Chin Subdistrict. Mr. Seksan Klongphanich (DCEO) and other executives personally presented the scholarships.

Additionally, attendees participated in a message-writing activity to send encouragement to underprivileged students. Each card carried a value of 50 THB, and the Company contributed an additional 20,000 THB to support students through the Baan Tanta Wan Children’s Foundation (Nakhon Pathom) and the Special Education Center (Samut Sakhon), bringing the total donation to 24,000 THB.

Furthermore, executives, event participants, and Company employees contributed generously by donating snacks, milk, clothing, dolls, and toys. Ms. Urailak Klongphanich (Asst. FRD) represented the Company in delivering the donated funds and items on July 30, 2024.



**3) Happy Body – Promoting Physical Well-being** the Company recognizes the importance of physical health in enhancing employees’ quality of life and encouraging the development of sustainable healthy habits. Under the “Happy Body” initiative, various health-promotion strategies were implemented to help employees maintain good physical condition, prevent illness, and perform daily tasks and work with energy and efficiency. These efforts form a crucial foundation for the Company’s sustainable growth. The Company organized six key activities to promote physical well-being among employees:

### 3.1) Petanque Tournament



### 3.2) Table Tennis Tournament



### 3.3) Badminton Tournament



### 3.4) Takraw Tournament





### 3.5) Futsal Tournament



### 3.6) Futsal Tournament



**4) Happy Family - Fostering Warm and Stable Families** the Company believes that strong family bonds form the foundation of a happy and ethical society. By encouraging a love for family, trust, and faith in moral values, individuals can develop into good members of society—loving themselves, their families, their work, their peers, and living within their means.

One of the key initiatives under this principle is the scholarship program for employees' children and outstanding students from nearby schools who face financial hardship. In 2024, the Company continued this annual activity, providing educational scholarships to support academic excellence and promote family well-being.



**5) Happy Brain - Lifelong Learning and Self-Development** The Company places strong emphasis on the continuous development of employees' capabilities under the concept of "Happy Brain." This initiative aims to encourage employees at all levels to consistently seek new knowledge, whether it relates to professional expertise, emerging technologies, analytical thinking, communication, or collaboration—essential competencies for becoming skilled professionals ready for workplace transformation. Learning under "Happy Brain" extends beyond formal training to include real-world experiences, knowledgesharing within teams, and access to both online and offline learning resources. The Company also promotes self-directed learning and provides opportunities for stakeholders to engage in knowledge exchange and company visits to learn from PSP's operations.

In 2024, one of the key initiatives under "Happy Brain" was the PSP Open House Program, through which students were invited to visit and gain insights into the Company's work environment and operations.



**6) Happy Relax** – Promoting Work-Life Balance through Relaxation the Company encourages employees to manage stress and relax appropriately by supporting activities that foster both physical and mental well-being. These include recreational events, creative activities, and designated relaxation areas within the workplace. The Company believes that proper relaxation can alleviate tension, restore energy, and ultimately enhance overall work performance.

In 2024, the Company organized its annual employee appreciation event under the themes “PSP Town Hall” and “PSP Aloha New Year Party 2025,” held on December 21, 2024, at Central Hall Rama 2. The event was opened by Mr. Sin Klongpanich (CEO) and Mr. Seksan Klongpanich (DCEO), who introduced upcoming strategic plans to employees during the Town Hall session. Highlights of the celebration included the PSP Lucky Draw, long-service awards (10, 20, and 30 years), Aloha costume contest, raffle draws, and a live performance by Dax Rock Rider and the Macaron band.



**7) Happy Society** – Fostering a Better and Sustainable Community the Company promotes a sense of social responsibility among employees, encouraging them to contribute to a better society both in the workplace and in their local communities. This is achieved through cultivating generosity, mutual support, and active participation in social initiatives. The Company believes that a society rooted in compassion, unity, and environmental well-being provides the foundation for long-term happiness and quality of life for both employees and surrounding communities.

## 7.1) Employee and Company Donations for Flood Victims in 2024



## 7.2) Annual Employee Blood Donation Campaign 2024



**8) Happy Soul** – Nurturing the Mind through Morality Under the concept of “Happy Soul,” the Company encourages employees to embrace spiritual well-being by fostering faith in religious teachings and living with moral integrity. The belief is that mindfulness, concentration, and inner peace enable individuals to navigate workplace challenges with reason and positivity—thinking well, speaking kindly, and acting with goodness. These qualities not only benefit the individual but also cultivate a harmonious and peaceful working environment. In 2024, the Company organized activities aligned with this philosophy, including a merit-making and alms-giving ceremony held in celebration of the New Year. This initiative aimed to instill moral values, foster unity among employees, and promote a positive organizational culture grounded in shared spiritual values.





In addition to the aforementioned activities, the Company conducted its annual Employee Satisfaction Survey for 2024 to gather insights into employees' perceptions across various dimensions of the organization. The survey results are being analyzed to inform strategies aimed at enhancing employee retention, reducing turnover rates, lowering recruitment costs, and maintaining process efficiency.

Furthermore, the Company has reviewed and refined its 2024 operational plans to ensure that employees receive fair benefits and support, enabling them to perform their duties effectively. These enhancements are expected to contribute to the long-term success and sustainability of the organization. Details are as follows;

Improvement Plan for 2024	Implementation Approach
1. Compensation System Enhancement	<ul style="list-style-type: none"> <li>Review and revise the compensation structure to ensure fairness and alignment with labor market trends.</li> <li>Establish a salary and benefits structure that is competitive within the industry.</li> </ul>
2. Welfare Program Enhancement to Align with Industry Standards	<ul style="list-style-type: none"> <li>Benchmark and analyze company benefits against industry standards.</li> <li>Expand employee benefits and amenities, such as meal allowances, transportation subsidies, and other related welfare programs.</li> </ul>
3. Work Schedule Adjustment	<ul style="list-style-type: none"> <li>Improve work scheduling systems to promote a better work-life balance.</li> <li>Study and implement appropriate leave and working hour management practices.</li> </ul>
4. Expansion of Health Insurance for Supervisors and Below	<ul style="list-style-type: none"> <li>Extend health insurance coverage to include employees at the Supervisor level and below, to enhance health security and job stability.</li> <li>Reduce employee health expenses and improve overall job satisfaction.</li> </ul>

The results of the 2024 Employee Satisfaction Survey revealed that the majority of employees expressed overall satisfaction with the organization, with a satisfaction score of 75.20%. However, this figure falls below the Company's target, which was set at no less than 85%.



## Human Capital Development

Human Capital Development is a fundamental pillar of sustainable business operations—particularly in highly competitive industries where technological change is constant. Organizations must prioritize systematic enhancement of employee knowledge, skills, and competencies at all levels to enable adaptation and growth aligned with organizational direction. Such development not only improves work performance but also generates long-term value for employees by fostering motivation, pride, and organizational commitment. These outcomes ultimately contribute to retaining high-quality talent and enhancing long-term competitiveness.

PSP Specialties Public Company Limited (“the Company”) recognizes the critical importance of specialized expertise, advanced technology, and precise quality control in its operations. Therefore, human capital development plays a vital role in reinforcing the Company’s stability and competitive edge. Investment in human capital—through training in technical skills, industrial safety, management, as well as innovation and digital competencies—equips employees to effectively address emerging challenges and adapt to change.

Moreover, the Company believes that personnel development serves as a key driver of employee motivation, engagement, and retention. This, in turn, strengthens workforce stability and aligns with the Sustainable Development Goals (SDGs), especially SDG 4: Quality Education and SDG 8: Decent Work and Economic Growth. As such, human capital development creates shared value for the organization, its people, and broader society.

## Management Approach

The Company is committed to continuously developing its human capital to strengthen the knowledge, skills, and competencies essential for growth in the rapidly evolving lubricant industry. Emphasis is placed on holistic development—covering professional expertise, technology, safety, and behavioral skills—through a combination of internal and external training, experiential learning, individual assessments and development, and support for career advancement pathways.

This approach aims to ensure that employees grow alongside the Company in a stable and sustainable manner. To this end, the Company has outlined the following strategic development plan:

ESG KPI	Action Plan for 2024	Target by 2029
Annual Training Hours per Employee (Target: 26 hours per person per year)	<ul style="list-style-type: none"> <li>Review the annual training plan based on employee competency gap analysis (Gap Analysis) within the Competency Management System, to ensure that all positions meet the required professional level defined by the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously review the annual training plan according to competency gap analysis results, ensuring that employees in all positions meet the organization’s required competency standards.</li> </ul>
Percentage of Employees with Individual Development Plans (IDPs) (Target: 100% – excluding employees who are not yet assessed or without Gap Analysis results)	<ul style="list-style-type: none"> <li>Conduct competency assessments for all job positions.</li> <li>Develop IDPs for all positions.</li> <li>Perform gap analysis for employees in every role.</li> </ul>	<ul style="list-style-type: none"> <li>Complete competency assessments for all employees.               <ul style="list-style-type: none"> <li>Establish IDPs for every job role.</li> <li>Conduct competency gap analysis across all positions.</li> </ul> </li> </ul>

## Employee's Competency Gap Analysis

Competency gap analysis is a crucial tool for targeted human capital development. It involves identifying the difference between employees' current competencies and the competencies required to perform effectively in their current roles or achieve future organizational goals.

In the context of sustainability, conducting a gap analysis enables the organization to clearly understand strengths and areas for improvement, facilitating training and development plans that align with actual needs. This helps optimize the use of resources, promote equitable growth opportunities, and enhance workforce quality.

In 2024, the Company established a six-step framework for conducting employee gap analysis as follows:

**1**

**Define Competency Framework** establish the core competencies required for each job level and function, aligned with business goals and future needs.

**2**

**Assess Current Competencies** evaluate existing competencies of employees through performance reviews, self-assessments, and manager evaluations.

**3**

**Identify Gaps** compare current and required competencies to determine specific development needs at individual and departmental levels.

**4**

**Set Development Priorities** prioritize competency gaps that significantly impact performance, safety, and organizational growth.

**5**

**Develop Action Plans** design targeted training and development initiatives—such as workshops, coaching, or on-the-job training—to address the identified gaps.

**6**

**Monitor and Review Progress** track the effectiveness of development activities and reassess competencies periodically to ensure continuous improvement.

## Annual Training Plan Review

The annual review of the training plan is a critical mechanism for enhancing employee capabilities efficiently and in alignment with the organization's sustainability goals. Regular reviews ensure that the training content remains relevant, aligns with current job roles, and addresses the evolving needs of both the organization and its workforce. To maximize the effectiveness of training programs, the Company has adopted the following approach to reviewing its annual training plan:

Operational Step	Implementation Approach
1. Evaluation of Past Training Outcomes	<ul style="list-style-type: none"> <li>Collect feedback from training participants</li> <li>Assess behavioral changes or performance improvements post-training</li> <li>Analyze participation statistics and success rates</li> </ul>
2. Training Needs Analysis (TNA)	<ul style="list-style-type: none"> <li>Gather input from supervisors and employees</li> <li>Align with organizational strategic plans and technological changes</li> <li>Consider individual performance and competency evaluation results</li> </ul>
3. Content and Method Enhancement	<ul style="list-style-type: none"> <li>Update training content to reflect current industry challenges</li> <li>Provide diverse learning options such as e-Learning, On-the-Job Training, or Coaching</li> </ul>
4. Prioritization of Training Programs	<ul style="list-style-type: none"> <li>Categorize training courses based on priority levels such as safety, legal compliance, and technology</li> <li>Allocate budgets and resources according to priority and necessity</li> </ul>
5. Stakeholder Engagement	<ul style="list-style-type: none"> <li>Encourage employee involvement in proposing training ideas and content</li> <li>Collaborate with external organizations such as training institutes or universities</li> </ul>
6. Continuous Monitoring and Reporting	<ul style="list-style-type: none"> <li>Define key performance indicators (KPIs) for training effectiveness</li> <li>Prepare progress reports for management and use them as input for future training plans</li> </ul>

## Individual Development Plan (IDP)

The Individual Development Plan (IDP) is a strategic tool used to enhance employee capabilities in alignment with organizational goals—particularly vital in industries requiring specialized skills and continuous development. The IDP provides a clear roadmap for personal and professional growth, allowing employees to set targeted development goals while enabling the organization to manage human resources more effectively. This approach contributes to sustainable growth in economic, social, and environmental dimensions.

The IDP plays a critical role in strengthening human capital by closing skill gaps, enhancing competitiveness, and promoting equal access to development opportunities. This aligns with Sustainable Development Goals (SDG), particularly: SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth. Accordingly, in 2024, the Company established the following structured process for implementing IDPs:





## Employee Competency Assessment

Competency assessment is a vital process for evaluating employee potential against the competencies defined by the organization based on job roles or strategic direction. This process enables effective development planning, enhances employee capability, and prepares individuals for career advancement, particularly in adapting to technological advancements and future organizational changes.

Such practices reflect the Company's commitment to responsible human capital management aligned with principles of good governance and sustainability goals, specifically: SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth. In 2024, the Company implemented the following competency assessment methods to ensure alignment with the organization's sustainable development framework:

- 1. Self-Assessment** Employees assess their own competencies using organizationally defined criteria to reflect on strengths and development needs.
- 2. Supervisor/Manager Assessment** Direct supervisors evaluate each employee's competencies based on actual work behavior, using the same criteria as the self-assessment to allow for meaningful performance feedback and dialogue.
- 3. Performance-Based Assessment** Actual job performance data is analyzed to assess competency—e.g., machine operation accuracy, adherence to safety protocols, and production efficiency.
- 4. Behavioral Observation** Supervisors or HR personnel observe and document employee behavior in real work situations (On-the-job behavior) to assess how well actions align with expected competencies. For instance: "Can the employee solve unexpected issues without disrupting the production line?"
- 5. Test or Simulation-Based Assessment** Knowledge tests or simulated scenarios are used to evaluate how employees would respond to practical work challenges, offering an objective measure of specific skills.

## Succession Planning for Organizational Sustainability

Succession planning is a critical strategic approach to ensuring the long-term continuity of an organization, particularly in key positions that require specialized expertise—such as Production Managers, Quality Control Engineers, or Technical Supervisors. A well-structured succession plan enables the organization to proactively identify and develop potential internal talent, ensuring that capable individuals are prepared to step into essential roles when retirements, resignations, or internal transitions occur.

This forward-looking process minimizes operational disruptions, mitigates the risk of knowledge loss, and reinforces business continuity. Furthermore, it enhances organizational resilience by fostering leadership readiness and aligning talent development with the company's long-term strategic objectives.



- 1. Identify Critical Positions** Determine roles that are strategically important to the organization or pose significant operational risks if left vacant. These may include senior executive roles, technical supervisors, or key specialists.
- 2. Define Competencies and Criteria** Establish the qualifications, skills, and experience required for each critical role, referencing the organization's Competency Framework. This includes both technical expertise and leadership capabilities, particularly for positions such as senior management, department heads, and technical experts.
- 3. Identify Potential Successors** Select employees who demonstrate foundational qualifications or potential to grow into the role. Consider competency assessments, past performance, and professional attitude in the evaluation process.
- 4. Individual Development Plan: IDPs** Design targeted development paths for each potential successor. This may include formal training, job rotation, executive coaching, mentoring, or exposure to cross-functional projects to build readiness.
- 5. Monitor & Review** Track the progress of succession candidates against their IDPs and review the overall succession plan at least once annually. Adjust the plan as needed to align with organizational changes, evolving business needs, or personnel movements.

## Performance

In 2024, the Company placed a strong emphasis on developing employee potential to enhance its competitiveness and achieve sustainable growth. The Company remained committed to advancing the skills, knowledge, and capabilities of personnel at all levels through Competency Gap assessments. These evaluations formed the basis for crafting Individual Development Plans (IDPs) and Succession Plans, ensuring that the organization is equipped with high-quality human resources capable of effectively responding to business challenges. The performance outcomes are summarized as follows:

Key Issue	Performance in 2024	Long-term Target by 2029
1. Proportion of employees receiving training and skills development	Over 77%	100%
2. Proportion of employees with an Individual Development Plan (IDP)	33.17%	100%
3. Proportion of employees included in the Succession Plan (C-Level and Director positions with designated succession plans)	96%	100%
4. Average training hours per employee per year	27.38 hours	Not less than 26 hours
5. Average training expenditure per employee per year	THB 6,904.54	Not less than THB 7,000

The Company remains steadfast in its commitment to continuously enhancing its human resource management strategies. This ongoing effort aims to cultivate a high-potential workforce that is resilient in the face of change and capable of driving the long-term sustainable growth of the organization.



(GRI 2-16, 2-23, 2-24, 404, 405)

## Corporate Culture Development

Corporate culture serves as a foundational element that shapes the behaviors, beliefs, and shared values of employees within an organization. It directly influences business operations, decision-making, and employee engagement across all levels. PSP Specialties Public Company Limited (“the Company”) places great importance on fostering a corporate culture that promotes accountability, transparency, teamwork, and results-oriented performance guided by ethical principles, in alignment with the Company’s long-term sustainability goals.

In an industry context that demands high standards of safety, environmental stewardship, and responsible governance, corporate culture extends beyond a “mindset” to become a “collective force” that empowers employees to perform their duties with integrity and dedication. It also enables the organization to pursue stable, long-term growth while generating shared value for all stakeholders.

## Management Approach

The Company cultivates and instills its corporate culture through a range of initiatives, including the continuous communication of core values, platforms for dialogue between executives and employees, and the recognition of exemplary staff who embody the Company’s values. Additional engagement activities—such as Corporate Culture Day, volunteer initiatives, and team-building events—also play a vital role in strengthening internal cohesion and promoting sustainability. Based on these principles, the Company has established a strategic plan to guide the development of its corporate culture as follows:

ESG KPI	Action Plan for 2024	Target by 2029
Employee Awareness Coverage of Corporate Core Values (ADVISE) (Target: 100%)	<ul style="list-style-type: none"> <li>Launch core values campaign, communicating goals and importance to all employee levels.</li> <li>Develop communication materials (e.g., infographics, short videos, value posters) to disseminate via Intranet, bulletin boards, and email.</li> <li>Conduct interactive workshops using case studies and role plays to deepen understanding.</li> <li>Integrate core values into performance appraisals, promotion, and recruitment systems.</li> <li>Conduct a Core Values Survey to measure understanding, alignment, and application in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously review and enhance communication strategies to promote core values and organizational culture through various online and offline channels.</li> <li>Develop ongoing engagement strategies to foster value-driven organizational behavior.</li> <li>Maintain integration of core values into performance evaluations, promotion, and recruitment systems.</li> <li>Conduct regular Core Values Surveys to measure employee understanding, alignment, and real-world application.</li> </ul>

## Driving Corporate Culture through the “ADVISE” Concept

The Company is committed to its core values, which embody the principles of sustainable business practices. These values encompass agility, discipline, unity, innovation, safety, and environmental consciousness—collectively framed under the “ADVISE” concept. The components of “ADVISE” are as follows:



**A: Agility – Agile, Quick, Able to change. In every situation.**

Continuous learning and development from studying and acquiring knowledge from outside the company together with the experience of the company’s personnel; able to increase capabilities at the individual level and the organization in adapting to various situations in rapidly changing world in the era of globalization.

**D: Discipline – Have discipline, Be eager to practice.**

Giving importance to discipline and respecting the laws, rules and regulations of the company; behave in an orderly manner, as well as having a common goal in training oneself and increasing knowledge.

**V: WE – Love unity, Be one.**

Giving importance to unity, solidarity, and harmony, as well as working together to achieve the goals, to increase the capacity of work and able to achieve the Company’s set objectives.

**I: Innovation – Focus on creating innovation, Push forward, Develop the organization.**

Giving importance to creativity along with continuous learning and development from studying and acquiring knowledge from outside the company, together with the experience of the company’s personnel, making it possible to increase capabilities both at the individual level and being able to develop the company even further.

**S: Safety – Safe, No risk, Avoid accidents.**

Giving importance to safety, with the focus to conduct business by giving importance to the safety, environment, and quality of life of the Company’s personnel, in line with international security, safety, and occupational health management standards.

**E: Environment – The new generation cares about the environment.**

Giving importance to the environment by creating Environment conservation culture, values and consciousness for the Company’s personnel to create awareness along with producing and using energy efficiently and environmentally friendly and to create sustainable value.

## Steps for Driving Corporate Culture

A structured approach to cultivating corporate culture is a critical foundation for sustainable business operations. The Company places strong emphasis on instilling core values and desired behaviors through a clear, participatory, and measurable process. This includes comprehensive communication, integration into work systems, and continuous monitoring—fostering employee engagement and long-term competitive advantage.

Accordingly, in 2024, the Company advanced its corporate culture initiatives under the “ADVISE” concept through the following actions:

Implementation Step	Approach
1. Define Core Organizational Values	<ul style="list-style-type: none"> <li>Collaboratively define core values that reflect the organization’s identity and goals (e.g., safety, unity, responsibility).</li> <li>Ensure values align with corporate strategy and sustainability direction.</li> </ul>
2. Communicate Values Effectively	<ul style="list-style-type: none"> <li>Use multiple communication channels such as workplace signage, videos, intranet, email, and internal events.</li> <li>Engage leadership to take a role model position in communicating values (Leadership Role Modeling).</li> </ul>
3. Translate Values into Observable Behaviors	<ul style="list-style-type: none"> <li>Define specific “desired behaviors” that reflect core values (e.g., for the value “unity,” the behavior might be “willingly assist coworkers”).</li> <li>Develop a guideline or handbook to ensure consistent understanding.</li> </ul>
4. Integrate Values into Work Systems	<ul style="list-style-type: none"> <li>Embed values into HR processes such as recruitment, training, performance evaluation, and promotions.</li> <li>Develop assessment criteria that include behavior aligned with core values.</li> </ul>
5. Motivate and Engage Employees	<ul style="list-style-type: none"> <li>Organize activities such as team-building, volunteering, or “Core Values Role Model” competitions.</li> <li>Encourage employees to contribute ideas for promoting organizational culture.</li> </ul>
6. Monitor, Evaluate, and Improve	<ul style="list-style-type: none"> <li>Evaluate awareness and application of values through tools such as surveys or engagement assessments.</li> <li>Use feedback to adjust strategies and activities to better match evolving organizational environments</li> </ul>



# Approach and Methods for Promoting Awareness of Corporate Values

Promoting awareness of corporate values is a vital process in shaping employee behaviors and attitudes to align with the organization's sustainable business practices—whether in areas such as safety, unity, agility, or innovation. To ensure effectiveness, the awareness-building process must be conducted systematically. Accordingly, in 2024, the Company established the following approach and methods to foster awareness of its corporate values:

## Consistent and Multi-Channel Communication

01

- Develop communication materials such as infographics, videos, posters, and core value slogans.
- Use internal communication platforms such as intranet, email, bulletin boards, and corporate LINE groups.
- Encourage executives and supervisors to actively and consistently lead value communication.

## Translate Values into Tangible Behaviors

02

- Clearly define behavioral examples for each core value.
- Develop a "Behavioral Handbook" or interactive exercises to help employees easily understand the values.
- Use role-play activities or real case studies in training.

## Embed Values into Work Processes and HR Systems

03

- Integrate core values into recruitment, training, compensation, and performance evaluation processes.
- Establish KPIs or KORs aligned with value-based behaviors.
- Create learning paths to develop skills reflecting each value.

## Foster Employee Engagement

04

- Provide platforms for open dialogue, such as townhalls, value talks, or "Lunch & Learn" sessions.
- Organize contests for employee-generated clips or storytelling based on real experiences.
- Encourage teams to build their own "Micro Culture" aligned with core values.

## Incentivize and Recognize Positive Behavior

05

- Regularly present "Core Value Role Model" awards.
- Share stories of employees demonstrating exemplary behaviors via newsletters or digital displays.
- Implement a points or gamification system to drive engagement.

## Ongoing Monitoring and Evaluation

06

- Conduct surveys such as Culture Surveys or Pulse Surveys to measure awareness and application of values.
- Use insights to improve targeted engagement activities.
- Report findings to management and key stakeholders.

## Performance

The cultivation of a strong corporate culture is a key driver of sustainable organizational growth. Systematic management of corporate culture—emphasizing employee participation, effective leadership, and the integration of supportive technologies—significantly enhances long-term competitiveness. A positive culture not only shapes employee attitudes and behaviors but also fosters innovation, energetic collaboration, and a sense of organizational pride.

To this end, the Company encourages leaders at all levels to serve as role models in embodying core values and to consistently reinforce the desired culture through continuous communication and authentic, consistent actions.



In addition, the Company leverages technology to communicate and disseminate its corporate culture. Tools such as the intranet system, e-learning platforms, and internal social media channels enable employees to conveniently and comprehensively access content related to organizational values, goals, and work practices. In 2024, the Company achieved notable progress in this area, summarized as follows:

Indicator	2024	Target for 2027
Employee Awareness Coverage of Core Values (ADVISE) (Unit: %)	100	100

Note: The promotion of corporate value awareness within the organization is carried out through both offline and online internal communication channels. A key initiative in this effort is the annual Town Hall event, which serves as a major platform for reinforcing corporate values among employees.

In this regard, the Company's performance in sustainability-related areas reflects its success in fostering a positive work environment and contributing to broader social development.



(GRI 403: Occupational Health &amp; Safety)

## Occupational Health and Safety

PSP Specialties Public Company Limited (the “Company”) places utmost importance on occupational health and safety for its employees, contractors, and all relevant stakeholders. Recognized as a fundamental pillar of sustainable business operations—particularly within industries involving chemicals, flammable substances, and heavy machinery, which are inherently associated with accident risks and long-term health impacts—the Company is committed to fostering a safe working environment, implementing an effective risk management system, and promoting a proactive safety culture at all organizational levels.

The management of occupational health and safety not only mitigates workplace accidents and occupational illnesses but also enhances employee productivity, reinforces organizational trust, and reduces operational costs associated with work stoppages and medical expenses. These efforts are aligned with the Company’s broader mission of social and environmental responsibility, and contribute directly to the achievement of the Sustainable Development Goals (SDGs), specifically SDG 3: Good Health and Well-being, and SDG 8: Decent Work and Economic Growth. Accordingly, occupational health and safety management is regarded both as a fundamental obligation and a strategic driver in the Company’s pursuit of long-term sustainability.

## Management Approach

The Company places the highest priority on the occupational health and safety of its employees, contractors, and all relevant stakeholders, recognizing it as a critical foundation of sustainable business operations—particularly in industries exposed to risks from chemicals, heavy machinery, and hazardous work environments. To address these risks, the Company has developed an occupational health and safety management system aligned with ISO 45001 standards and in accordance with GRI 403: Occupational Health and Safety reporting guidelines. This approach emphasizes accident prevention, employee engagement, and continuous improvement.

An effective occupational health and safety management system not only reduces workplace accidents, injuries, and occupational diseases, but also demonstrates the Company’s tangible commitment to its human resources and stakeholders. The Company has established clear safety objectives and implements a comprehensive range of measures, including training programs, risk assessments, incident reporting and investigation, and the promotion of a workplace culture in which “safety is everyone’s responsibility.” This safety mindset is embedded into daily operations across all levels of the organization.

These initiatives are in alignment with the requirements outlined in GRI 403-1 to 403-10, which encompass key aspects such as management systems, risk assessments, worker participation, and continuous health monitoring. They also correspond with ISO 45001, which emphasizes a Plan-Do-Check-Act (PDCA) management approach to drive continuous improvement. Collectively, these efforts contribute to advancing Sustainable Development Goals (SDGs), specifically SDG 3: Good Health and Well-being and SDG 8: Decent Work and Economic Growth. In support of these goals, the Company has developed an action plan aimed at fostering a strong organizational safety culture, as outlined below:

ESG KPI	Action Plan for 2024	Target by 2029
Occupational Health and Safety System covering all units across the Group of Companies	<ol style="list-style-type: none"> <li>1. Provide occupational health and safety (OHS) training for 100% of employees and contractors.</li> <li>2. Conduct annual Safety Talk campaign for 100% of employees.</li> <li>3. Conduct OHS inspections across all factory and office areas (100% coverage).</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain 100% OHS training for employees and contractors.</li> <li>2. Continue 100% participation in annual Safety Talk campaign.</li> <li>3. Maintain 100% OHS inspection coverage.</li> </ol>

ESG KPI	Action Plan for 2024	Target by 2029
Zero Lost-Time Injury Frequency Rate (LTIFR) among employees and contractors by 2029	<ol style="list-style-type: none"> <li>Implement Near Miss reporting, requiring employees to submit at least 3 reports per person per year.</li> <li>Organize annual provincial-level emergency drills.</li> <li>Randomly inspect employee compliance with Work Instructions (WI) within 100% of factory areas.</li> <li>Communicate and promote OHS topics monthly.</li> <li>Evaluate OHS risks of contractors to be used in the next year's procurement cycle.</li> </ol>	<ol style="list-style-type: none"> <li>Require 3 Near Miss reports per employee annually.</li> <li>Conduct annual provincial-level emergency drills.</li> <li>Maintain full compliance checks of WI in factory areas.</li> <li>Continue monthly communication campaigns on OHS.</li> <li>Conduct random inspections of contractor work activities to ensure full (100%) compliance with the applicable Work Instructions (WIs) within the plant area.</li> <li>Use contractor OHS risk assessments in procurement planning for the following year.</li> </ol>

## Approach and Mechanisms for Occupational Health and Safety Management

The Company implements its occupational health and safety initiatives within the framework of the ISO 45001:2018 management system. The core focus is on the prevention of accidents, injuries, and occupational diseases, as well as the promotion of a sustainable safety culture. These efforts aim to ensure that all employees work in a safe environment, maintain good health, and enjoy an improved quality of life. The Company's key operational practices in this regard include:

Implementation Step	Operational Approach
1. Organizational Context Analysis and Stakeholder Engagement	<ul style="list-style-type: none"> <li>Identify occupational health and safety risks and opportunities relevant to job characteristics.</li> <li>Consult and gather feedback from employees and contractors in developing policies and action plans.</li> </ul>
2. Risk and Opportunity Assessment	<ul style="list-style-type: none"> <li>Identify hazards and assess risks based on the nature of each work activity.</li> <li>Prioritize risks and implement control measures such as PPE usage, restricted hazard zones, and machine lockout procedures.</li> </ul>
3. Safety Policy and Objectives Setting	<ul style="list-style-type: none"> <li>Clearly declare occupational health and safety (OHS) policy.</li> <li>Define measurable safety objectives.</li> </ul>
4. Training and Awareness Building	<ul style="list-style-type: none"> <li>Conduct annual safety training for employees at all levels.</li> <li>Organize safety campaigns such as Safety Week or "Stop and Think Before Acting" activities.</li> </ul>
5. Incident Management and Investigation	<ul style="list-style-type: none"> <li>Establish a reporting system for accidents and near misses.</li> <li>Perform root cause analysis and develop corrective measures to prevent recurrence.</li> </ul>
6. Monitoring, Auditing, and Management Review	<ul style="list-style-type: none"> <li>Develop internal audit plans in accordance with ISO 45001 and continuously monitor safety KPIs.</li> <li>Conduct management review at least once a year to evaluate performance and update systems as needed.</li> </ul>
7. Continuous Improvement	<ul style="list-style-type: none"> <li>Analyze data from evaluations, incident reports, and employee feedback to enhance processes.</li> <li>Improve work methods, equipment, or preventive measures for better efficiency and effectiveness.</li> </ul>

## Fostering Organizational Safety Awareness and Culture

The Company is committed to promoting a culture of safety as an integral part of sustainable business operations. It upholds the belief that safety is a “shared responsibility” in which all individuals—whether permanent employees, executives, or contractors—must actively participate. Continuous efforts to cultivate safety awareness and instill a robust safety culture are viewed as essential to preventing accidents and safeguarding the long-term health and well-being of all personnel.

01

### Proactive Safety Communication

- Create posters, infographics, short videos, and warning signs in high-risk areas.
- Use internal communication platforms such as intranet, digital signage, and internal chat groups to send alerts and share incident case studies.
- Send daily “Safety Quotes” or “Safety Thoughts of the Day.”

### Training and Scenario-Based Drills

- Conduct annual and ad-hoc safety training sessions, such as confined space work, fire safety, and working at heights.
- Perform Safety and Fire Drills at least once a year, including performance evaluation and emergency plan updates.
- Use scenario-based learning to promote preventive thinking.

02

03

### Employee Engagement in Risk Detection

- Organize activities like “Spot the Hazard” or maintain a “Safety Suggestion Box” for employee-driven risk reporting.
- Conduct group activities such as “Joint Safety Walks.”
- Appoint “Safety Ambassadors” or “Safety Champions” for each area.

### Instill the ‘Stop and Think’ Culture

- Encourage employees to pause and assess risks before performing tasks.
- Promote the “1-Minute Safety Pause” concept before starting work.
- Empower employees to stop work immediately if unsafe conditions are identified.

04

05

### Recognition and Rewards for Safe Behavior

- Award “Safety Role Model of the Month/Quarter.”
- Track safety performance scores and rank departments accordingly.
- Share safety success stories and exemplary behaviors through internal channels to motivate others.

### Continuous Safety Culture Development and Evaluation

- Conduct annual Safety Culture Surveys.
- Assess safety awareness and participation levels through metrics such as the number of safety suggestions.
- Analyze accident and near-miss data to systematically develop improved policies and preventive measures.

06



## Occupational Health and Safety Training for Employees and Contractors

In 2024, the Company developed and implemented a structured training program on occupational health and safety for both employees and contractors. The training curriculum is outlined as follows:

Course Title	Target Group	Brief Description
Basic Safety Orientation	New Employees / Contractors	Introduces safety rules, general workplace hazards, and expected safe behaviors.
Chemical Safety	Warehouse / Production / Maintenance Staff	Provides knowledge on safe use, storage, and handling of chemicals, including the use of SDS and personal protective equipment (PPE).
PPE Usage & Maintenance	All Employee Levels / Contractors	Teaches appropriate selection, pre-use inspection, and proper maintenance of personal protective equipment.
Working at Heights Safety	Maintenance Team / Construction Contractors	Covers risks of working at heights, fall protection equipment usage, and emergency rescue procedures.
Lockout Tagout (LOTO)	Engineers / Maintenance Staff / Contractors	Trains participants on energy isolation procedures during machine maintenance to prevent accidents.
Fire Safety & Emergency Response	General Employees / Shift Workers	Practices the use of fire extinguishers, evacuation procedures, and emergency response protocols.
Basic First Aid	High-Risk Area Workers / Team Leaders	Trains in first aid skills such as bleeding control, CPR, and safe patient handling.
Incident & Near Miss Reporting	All Employees / Supervisors	Promotes a transparent reporting culture to support analysis and prevention of future incidents.
Safety Mindset & Culture	All Employee Levels	Builds awareness of daily and work-related safety, encouraging employees to be role models in safety behavior.
Contractor Safety Orientation	All Types of Contractors	Provides orientation on company-specific requirements, safety standards, and control measures in hazardous areas before work begins.

## Contractor Occupational Health and Safety Risk Assessment for Procurement Processes

The Company recognizes the occupational health and safety risks associated with contractors operating within its premises—particularly in industrial settings involving chemicals, machinery, and hazardous areas. To address these risks, the Company has established a comprehensive contractor evaluation and selection process to ensure that all contractors possess appropriate safety management systems, demonstrate adequate knowledge of safe working practices, and are fully compliant with the Company's safety requirements.

The assessment of occupational health and safety risks for contractors forms a core component of the Company's responsible procurement process. This approach is aligned with ISO 45001, GRI 403 standards, and ESG principles. It aims to prevent workplace accidents, minimize environmental risks, and foster a shared safety culture between the Company and its suppliers/contractors.

### Contractor Pre-screening

- Verify contractor safety records, such as past accident history and presence of safety management systems (e.g., ISO 45001).
- Request relevant documents including safety policy, employee training plan, and insurance coverage.

### Risk Assessment of the Assigned Work

- Analyze job-specific risks, such as electrical work, working at heights, or confined spaces.
- Conduct Hazard Identification & Risk Assessment (HIRA) in collaboration with contractors.

### Establishing Control Measures Before Work Begins

- Define specific control measures such as required PPE, specialized safety training, and work permit issuance.
- Conduct a pre-job safety briefing (Toolbox Meeting).

### Safety Training for Contractors

- Provide mandatory safety orientation before site access, covering topics such as safety policies, evacuation routes, and restricted areas.
- Issue safety training certificates or access passes (Safety Pass).

### Monitoring and Evaluation During Operations

- Perform safety inspections during work by SHE/QSHE teams.
- Report and correct non-compliance immediately, with proper incident documentation.

### Post-Work Evaluation

- Summarize the effectiveness of risk control, compliance with safety requirements, and inspection results.
- Record performance outcomes for future contractor evaluations.

## Performance

The Company places the highest priority on ensuring the safety of all employees and contractors working within its facilities. A comprehensive occupational health and safety management system has been implemented at all levels, encompassing risk assessments, control measures, safety training, incident monitoring, and reporting of unsafe conditions.

Over a four-year period (2021–2024), the Company reported zero work-related fatalities among both employees and contractors. This outcome reflects the effectiveness of the Company's safety management practices and its commitment to fostering a sustainable safety culture across the organization. Key initiatives implemented during this period include:

1. Providing occupational health and safety training to 100% of employees and contractors.
2. Organize the annual Safety Talk campaign, ensuring 100% participation of employees.
3. Performing occupational health and safety inspections across all factory and office areas, achieving 100% coverage.
4. Requiring each employee to submit a minimum of three Near Miss reports annually.
5. Organizing an annual provincial-level emergency response drill.
6. Random inspections to ensure 100% compliance of employees with work instructions (WI) within factory premises.
7. Monthly internal communications and campaigns on occupational health and safety.
8. Random inspections to ensure 100% compliance of contractors with work instructions (WI) in operational areas.
9. Conducting annual contractor occupational health and safety risk assessments as part of the procurement planning process for the following year.

## Occupational Health and Safety Performance in 2024

1. Diamond-Level Award: Received the Outstanding Model Enterprise Award for Occupational Safety, Health, and Workplace Environment for the 8<sup>th</sup> consecutive year.
2. Bronze-Level Award: Received recognition under the Zero-Accident Campaign.
3. Zero Work-Related Fatalities: No work-related fatalities were recorded among employees or contractors during the period 2021–2024, reflecting robust risk control systems and effective field management.
4. High-Risk Work-Related Injuries (Excluding Fatalities):
  - Employees: No cases reported over the past four years.
  - Contractors: One case reported in 2021 and one additional case in 2024.
5. Recordable Work-Related Injuries (Including Fatalities):
  - Employees: 2–3 cases per year, with a steady decline in incidence rate from 2.94 to 1.73 cases per one million work hours.
  - Contractors: A decrease from 6 cases in 2021 to 2 cases in 2024, although trends remain variable and require ongoing monitoring.
6. Total Recordable Injury Frequency Rate (TRIFR):
  - Employees: Decreased from 3.92 in 2022 ➔ 2.59 in 2024.
  - Contractors: Fluctuated, with a decline in 2023 (2.65) followed by an increase to 4.25 in 2024.
7. Lost Time Injury Frequency Rate (LTIFR):
  - Employees: Declined from 0.97 in 2023 ➔ 0.86 in 2024.
  - Contractors: One lost time injury recorded in both 2021 and 2024.
8. Injury Severity Rate (ISR):
  - Employees: Peaked in 2023 at 5.82 lost workdays per one million hours, then dropped to 1.73 in 2024.
  - Contractors: Lost workdays were reported in 2021 and 2024.

## Proactive Measures to Enhance Workplace Safety

To further elevate workplace safety standards, the Company has implemented a series of proactive measures, including:

- Conducting annual safety training and refresher courses for all employees and contractors;
- Regularly performing preventive safety inspections (Safety Walks / Audits) in high-risk areas;
- Promoting the reporting of Near Miss incidents and utilizing the data for accident prevention analysis;
- Developing specific safety management plans for contractors involved in high-risk work activities;
- Organizing annual fire safety training and emergency response drills, covering both basic and advanced levels;
- Strengthening the criteria for contractor selection and oversight, with particular focus on high-risk tasks.

The Company remains committed to maintaining a safe working environment and promoting the health and well-being of all personnel. These actions align with global sustainability objectives, specifically:

- **SDG 3 – Good Health and Well-being:** Ensuring a safe work environment and reducing workplace accidents and health impacts;
- **SDG 8 – Decent Work and Economic Growth:** Promoting safe, dignified, and appropriate working conditions for all;
- Ongoing adherence to ESG principles, particularly in the social dimension.

### Table showing the Coverage of the Occupational Health and Safety Management System by Employee Category

Category	Unit (s)	2021		2022		2023		2024	
		Quantity	%	Quantity	%	Quantity	%	Quantity	%
Coverage of Occupational Health and Safety Management System									
• Employees	persons	578	73	607	72	594	72	598	70
• Contractors	persons	210	27	233	28	225	28	252	30
Coverage of Occupational Health and Safety Management System Audited Internally									
• Employees	persons	578	73	607	72	594	72	598	70
• Contractor	persons	210	27	233	28	225	28	252	30
Coverage of Occupational Health and Safety Management System Audited by External Organization									
• Employees	persons	578	73	607	72	594	72	598	70
• Contractors	persons	210	27	233	28	225	28	252	30

### Table showing statistics of Work-Related Injuries

Indicator	Unit (s)	2021		2022		2023		2027	
		Quantity	Rate	Quantity	Rate	Quantity	Rate	Quantity	Rate
Number and Rate of Work-related Fatalities (Rate per 1 million working hours)									
• Employees	Persons/Rate	0	0	0	0	0	0	0	0
• Contractors	Persons/Rate	0	0	0	0	0	0	0	0
Number and Rate of High-consequence Work-related Injuries (excluding fatalities) (Rate per 1 million working hours)									
• Employees	Persons/Rate	0	0	1	0.98	1	0.97	1	0.86
• Contractors	Persons/Rate	1	1.44	0	0	0	0	2	2.13
Number and Rate of Recordable Work-related Injuries (including fatalities) (Rate per 1 million working hours)									
• Employees	Persons/Rate	2	2.13	3	3.92	3	3.88	2	2.59
• Contractors	Persons/Rate	6	10.09	2	2.65	1	1.24	2	4.25

## Table showing Statistics of Injury Frequency Rate and Total Work Hours

Description	Unit (s)	2021	2022	2023	2024
Total work-hours					
• Employees	hours	939,991	1,021,515	1,030,477	1,157,989
• Contractors	hours	693,628	754,351	808,709	940,298
Total Recordable Injury Frequency Rate (TRIFR) (cases per one million hours worked)					
• Employees	cases	2.13	3.92	3.88	2.59
• Contractors	cases	10.09	2.65	1.24	4.25
Lost Time Injury Frequency Rate (LTIFR) (cases per one million hours worked)					
• Employees	cases	0	0.98	0.97	0.86
• Contractors	cases	1.44	0	0	2.13
Injury Severity Rate (ISR) (days per one million hours worked)					
• Employees	days	0	2.93	5.82	1.73
• Contractors	days	86.50	0	0	35.10
Total work-hours					
• Employees	hours	939,991	1,021,515	1,030,477	1,157,989
• Contractors	hours	693,628	754,351	808,709	940,298
Number of Severe Incidents	times	1	0	0	1

## Table showing statistics of Work-Related Illness and Injury

Description	Unit (s)	2021	2022	2023	2024
		Quantity	Quantity	Quantity	Quantity
Number of Fatalities Due to Occupational Illnesses: Rate (cases per 100,000 hours worked)					
• Employees	Case(s)	0	0	0	0
• Contractors	Case(s)	0	0	0	0
Number of Recordable Work-Related Injury Cases (excluding fatalities): Rate (cases per 100,000 hours worked)					
• Employees	Case(s)	2	3	3	2
• Contractors	Case(s)	7	2	1	3





(GRI 411, 414, 418)

## Human Rights

PSP Specialties Public Company Limited (the “Company”) places great importance on respecting and promoting human rights throughout all aspects of its business operations. This commitment is regarded as a fundamental principle of sustainability, reflecting the values of fairness, equality, and the inherent dignity of all individuals involved—whether employees, contractors, suppliers, local communities, or other stakeholders.

Operating with respect for human rights not only helps mitigate reputational and legal risks, but also fosters trust, transparency, and long-term relationships with various sectors. The Company adheres to internationally recognized standards, such as the Universal Declaration of Human Rights (UDHR) and the United Nations Guiding Principles on Business and Human Rights (UNGPs), to ensure that its operations across the entire supply chain are conducted responsibly and with respect for the rights of all.

## Management Approach

The Company operates its business with respect for human dignity, upholding international human rights principles and committing to align its practices with the United Nations Guiding Principles on Business and Human Rights (UNGPs), as well as relevant standards set forth by the International Labour Organization (ILO) and the Universal Declaration of Human Rights (UDHR). These principles are integrated into the Company’s human rights impact assessments across its production processes, procurement practices, and labor management.

## Corporate Human Rights Guidelines and Practices

The Company’s human rights approach is implemented through the following practices and operational guidelines:

### Grievance Mechanisms and Remedies

- Provide accessible, confidential, and secure grievance channels for employees and stakeholders to report human rights violations.
- Implement appropriate investigation and remediation processes when violations occur.

### Responsible Procurement

- Evaluate contractors and suppliers based on human rights criteria, such as fair employment practices, safe working conditions, and compliance with labor laws.
- Establish clear agreements with business partners to prevent human rights violations in the supply chain.

### Freedom of Association and Collective Bargaining

- Respect employees’ rights to form groups, labor unions, and engage in collective bargaining freely.

### Non-Discrimination

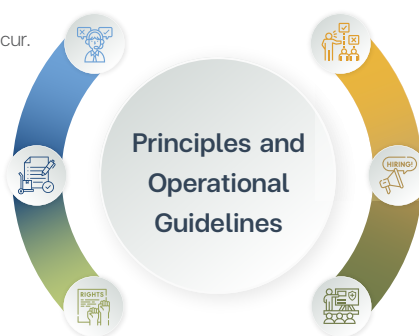
- Treat employees, contractors, and stakeholders equally, without discrimination based on gender, age, race, religion, disability, or any other status.
- Promote an inclusive, harassment-free, and bullying-free workplace environment.

### Ethical Employment

- Prohibit the use of child labor and forced labor in all production and procurement processes.
- Respect labor rights as stipulated by national labor laws and provide fair compensation.

### Right to Good Health and Safety

- Ensure a safe working environment, especially for tasks involving chemicals, high temperatures, and machinery.
- Provide regular occupational health and safety training for both permanent employees and contractors.



## Practices Toward Internal and External Stakeholders



### Employees

Principles	Description
<ul style="list-style-type: none"> <li>No discrimination in employment, career advancement, and compensation.</li> <li>Respect the rights to association, collective bargaining, and expression.</li> <li>Ensure a safe, hygienic, and non-intrusive work environment.</li> <li>Promote equal career development opportunities and provide safe grievance mechanisms.</li> </ul>	<p>The organization respects the fundamental rights of employees as a key resource. It fosters equality, safety, and active participation in organizational development, while protecting employees from physical, emotional, or managerial abuse.</p>



### Contractors and Suppliers

Principles	Description
<ul style="list-style-type: none"> <li>Include human rights and labor clauses in employment or procurement contracts.</li> <li>Avoid engaging with suppliers/contractors involved in rights violations, such as child or forced labor.</li> <li>Support fair employment and safe working conditions for contractors.</li> </ul>	<p>Contractors and partners are part of the organization's supply chain and are therefore expected to uphold the same human rights standards. This ensures responsible practices that prevent labor rights violations and negative environmental or social impacts.</p>



### Customers and/or Consumers

Principles	Description
<ul style="list-style-type: none"> <li>Respect consumers' rights for accurate, complete, and transparent information.</li> <li>Do not use customers' personal data without consent.</li> <li>Ensure product quality and safety and provide accessible grievance channels.</li> </ul>	<p>The organization is committed to protecting consumer rights across production, packaging, service, and communication processes. This enables informed decision-making and builds trust in product or service safety.</p>



### Communities and Society

Principles	Description
<ul style="list-style-type: none"> <li>Avoid business practices that negatively impact communities or the environment.</li> <li>Engage with communities on potentially impactful projects.</li> <li>Promote organizational participation in social activities and foster long-term well-being.</li> </ul>	<p>The organization acknowledges that its operations may affect surrounding communities in economic, social, and environmental aspects. Respecting human rights includes transparency, inclusive decision-making, and equitable development.</p>

## Performance Results

In 2024, the Company reviewed its human rights action plan and established a policy to regularly communicate and reinforce human rights awareness through annual training sessions for employees at all levels. This initiative aims to ensure that the Company remains a zero human rights violation organization, upholding its commitment to ethical and responsible business practices.

Material Issue	2023	2024	Target by 2029
Number of significant human rights violation complaints	n/a	0	0

Notes : 1) The Company began collecting data on human rights violations for the first time in 2024.

2) n/a indicates that data has not yet been systematically collected and therefore cannot be disclosed.

Additionally, the Company is in the process of studying a comprehensive approach to Human Rights Due Diligence (HRDD), and progress updates will be reported in due course.



(GRI 413: Local Communities)

## Corporate Philanthropy and Community Engagement

PSP Specialties Public Company Limited ("the Company"), including its subsidiaries (collectively referred to as "the Company"), places great importance on conducting business and managing operations—both internally and externally—in ways that do not negatively impact communities and the environment. This commitment aligns with the principles of sustainable development, emphasizing environmental responsibility and the consideration of all stakeholders throughout the value chain who may be directly or indirectly affected by the Company's operations.

Over time, the Company has continuously supported stakeholder and community engagement through a variety of projects and initiatives. Furthermore, the Company has developed plans to mitigate ecological impacts in surrounding communities and educational institutions near its operational sites. All business activities are carried out in strict compliance with applicable laws and in accordance with the Environmental Impact Assessment (EIA) monitoring and mitigation measures, as prescribed by the Office of Natural Resources and Environmental Policy and Planning (ONEP).

The Company allocates an annual budget to support these efforts and encourages active employee participation (Employee Engagement) in both on-duty and off-duty hours. This reflects the Company's commitment to giving back to society while conducting its business in a way that fosters genuine long-term sustainability.

Corporate philanthropy and community engagement are therefore integral to the Company's business strategy and operational practices. The Company aims to ensure that its management and growth contribute to sustainable development in all dimensions—particularly by promoting the active involvement of executives, employees, and local communities in improving overall quality of life.

## Management Approach

The Company adopts a social management approach based on the balanced integration of three core dimensions: business sustainability (Profit), social well-being (People), and environmental integrity (Planet). This concept has been embedded in the Company's mission and serves as the foundation for its community development strategy, aligning with the United Nations Sustainable Development Goals (SDGs).

Under this commitment, the Company has formulated a five-pronged community development strategy aimed at fostering harmony between business operations and societal well-being. The goal is to create thriving, safe, and healthy communities while preserving the surrounding environment on a continuous basis. This approach reflects the Company's responsibility toward local communities and broader society.

The community and social development efforts are managed through the following five strategic pillars:

### Five Pillars of Community and Social Development Strategy

Community Co-Development Strategies	Operational Approach	Alignment with the Organization's Sustainability Strategy
1. Community Education Development	<ul style="list-style-type: none"> <li>Support the education sector both financially and non-financially, such as providing knowledge on safety to local schools</li> <li>Participate as guest speakers or volunteer teachers to share specialized knowledge</li> </ul>	<b>Economic and Social Dimension:</b> Empowering communities to be self-reliant with education as the foundation, enabling local economic advancement and safe, sustainable living
2. Promotion of Local Arts and Culture	<ul style="list-style-type: none"> <li>Support local traditions and cultural events, as well as promote local products that can generate sustainable livelihoods</li> </ul>	
3. Enhancement of Safety and Well-being in the Community	<ul style="list-style-type: none"> <li>Promote self-sufficiency in communities with a focus on hygiene, access to basic utilities, and career creation based on local resources</li> <li>Support sports and public health initiatives</li> </ul>	

Community Co-Development Strategies	Operational Approach	Alignment with the Organization's Sustainability Strategy
4. Environmental Management	<ul style="list-style-type: none"> <li>Raise environmental awareness in the community by discouraging deforestation and encouraging waste separation and management based on 3Rs principles, as well as addressing climate change</li> <li>Establish learning centers on biodiversity for students and interested groups</li> </ul>	<b>Environmental Dimension:</b> Communities are aware of the importance of natural resources and actively participate in environmental conservation and protection
5. Raising Awareness of Legal Compliance and Human Rights	<ul style="list-style-type: none"> <li>Promote peaceful coexistence in communities by increasing understanding of local rules, laws, and regulations, including actions that may constitute human rights violations</li> </ul>	<b>Economic and Governance Dimension:</b> Communities understand and respect social norms, legal systems, and one another's rights

## Community and Social Development Activity Management Process



- 1. Identifying Target Communities Based on the Five Dimensions of Community Development:** The Company identifies and categorizes target communities in alignment with its five-pronged community development framework. This begins with stakeholder identification, focusing particularly on communities located in the vicinity of the Company's operational sites. The objective is to ensure that these communities are inclusively and consistently engaged in the Company's development initiatives. Moreover, target communities are encouraged to participate in voicing their opinions, concerns, and suggestions, which contribute to shaping the Company's sustainable development and operational direction.
- 2. Assessing and Analyzing Community Needs:** The Company conducts community needs assessments and analyses through various stakeholder consultation mechanisms. These include public hearings, community and partner group discussions, engagements with community and government leaders, baseline data collection, and joint meetings between the Company's Sustainability Committee, Community Relations Committee, and representatives from various sectors of the community.
- 3. Establishing Operational Frameworks and Joint Indicators with the Community:** In collaboration with local communities, the Company defines project frameworks and performance indicators to drive initiatives that generate mutual benefits. This collaborative approach enables the Company to conduct business activities with community trust and acceptance, while the communities—including other stakeholders throughout the Company's value chain—receive ongoing opportunities and support for multi-dimensional community and social development.



- 4. Collaborating with Communities and Local Agencies:** The Company works collaboratively with local communities and relevant agencies to implement activities in accordance with the established plans and procedures. Budget utilization is strictly and transparently controlled to ensure maximum effectiveness for each initiative. Additionally, activity execution is monitored to ensure adherence to the planned timelines and milestones. This collaborative effort aims to maximize shared value among the Company, local communities, and public sector partners.
- 5. Monitoring, Evaluation, and Reporting to Management and Community Leaders:** Throughout the implementation process and upon completion of each activity, the Company closely monitors progress and evaluates outcomes based on predefined indicators and targets. Challenges and operational obstacles are identified and addressed to ensure alignment with the original objectives. The evaluation process ensures that stakeholders truly benefit from the activities, thereby enhancing the Company's reputation and earning trust and satisfaction from local communities and all relevant stakeholders.

The Company has established community and social development guidelines aimed at achieving the objectives and targets set under each strategic pillar. The key practices are as follows:



To ensure alignment across the Company and its subsidiaries, a unified policy has been established as a framework and standard for implementing community and social initiatives throughout the organization. The Community Relations Department, together with relevant departments, is responsible for formulating strategies and reviewing annual performance. This is supported by the Company through collaborative efforts and budget allocation.

Employees are encouraged to participate in external social engagement through annual corporate social responsibility (CSR) projects and activities, in line with the Company's commitment to generating both business profit and social impact concurrently. To support this, the Company has developed the PSP ESG Roadmap, which serves as a strategic guide for driving community and social development initiatives.

Preparation Phase (2023)	Development and Planning Phase (2024-2025)	Implementation and Monitoring Phase (2026-2027)	Expansion Phase (From 2027 onward)
Study approaches to project development and foster sustainable community engagement	Conduct field assessments within a 5 km radius to identify community needs and collect data in the system	Implement activities in collaboration with government agencies according to the development plan	• Monitor and evaluate results
Develop a data collection system to support fieldwork	Draft an operational framework identifying target communities, key and supporting activities, community network building, partnership collaboration, budget planning, and internal/external communication plans	Establish community networks and partnerships with shared long-term goals	• Consolidate results and expand the initiative
Plan the development of activities in alignment with community needs.	Review and finalize the plan, seeking necessary approvals to proceed	Review, assess, and refine project performance as appropriate	• Consolidate results and expand the initiative

## The Company's Community and Social Development Projects

Rooted in the concept of socially responsible management that balances the three pillars of sustainability-Profit (business sustainability), People (social well-being), and Planet (environmental integrity)-the Company has translated this philosophy into a strategic framework comprising five key areas of community development:

1. Community education development
2. Support for local arts and culture
3. Promotion of community safety and well-being
4. Environmental management
5. Raising awareness of legal compliance, community regulations, and human rights

In alignment with this framework, the Company has established a comprehensive approach to implementing community and social development projects. These initiatives are categorized into six thematic dimensions: PSP Sharing, PSP Better Life, PSP Give Health, PSP Green Life, PSP Safety Matter and PSP Collab.

Project Dimension	Project Objective
PSP Sharing	Support the Company's donation initiatives on various occasions.
PSP Better Life	Support and promote activities that improve quality of life.
PSP Give Health	Support and promote health-related initiatives for community well-being.
PSP Green Life	Promote nature conservation and environmental protection activities.
PSP Safety Matter	Promote safety initiatives for youth and local communities.
PSP Collab	Promote community economic development and income generation projects.

## Community Complaint Channels

### Community Relations Department

 Phone: +6689 200 1269

 Email: wanida@psp.co.th

## The Company implements Corporate Social Responsibility (CSR) initiatives in accordance with the CSR-DIW (Corporate Social Responsibility – Department of Industrial Works) standards

These standards serve as operational guidelines that enhance the commitment of industrial entrepreneurs to conduct business responsibly, with long-term concern for society and the environment.

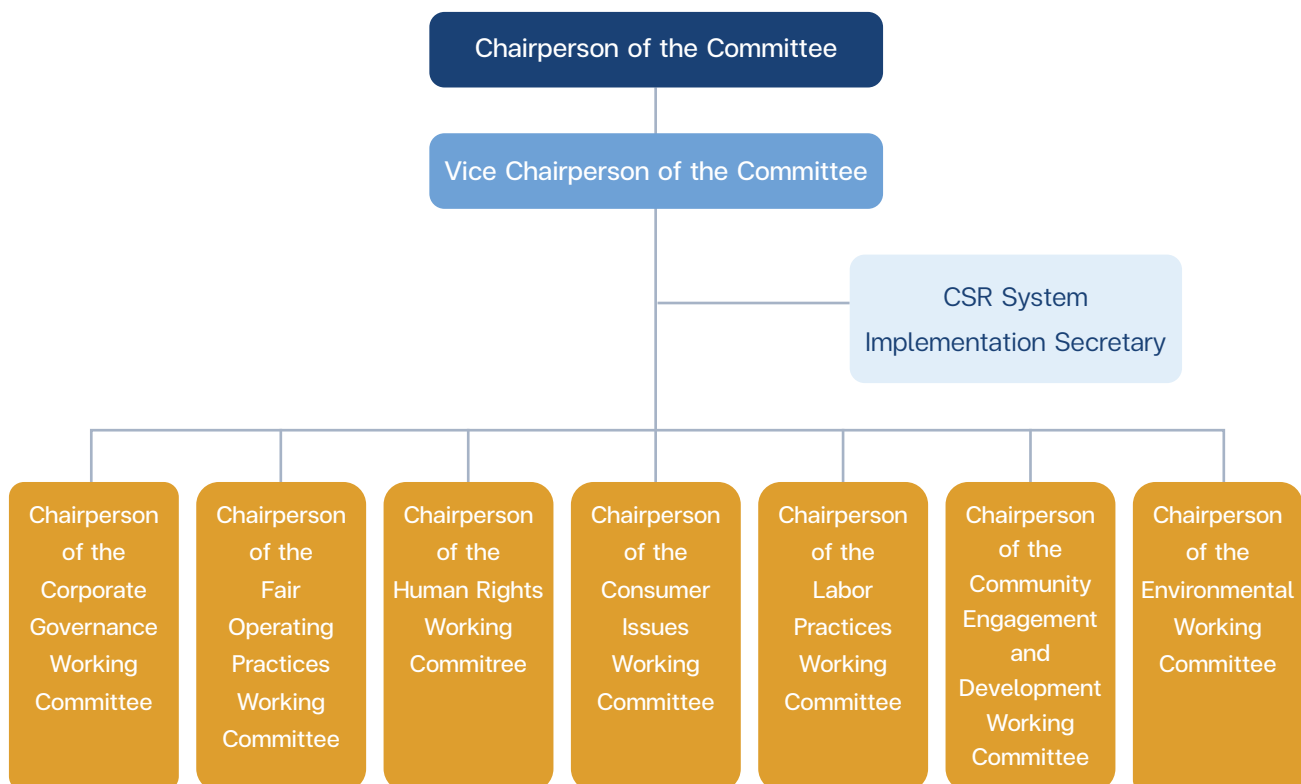
In 2024, the Company, in collaboration with employees and stakeholders from various sectors, undertook efforts to enhance stakeholder satisfaction with the Company's operations. CSR activities were carried out following the CSR-DIW framework set by the Department of Industrial Works, Ministry of Industry, with the following initiatives:

### Policy Formulation and Appointment of CSR Committees and Working Groups

The Company has established a Corporate Social Responsibility (CSR) policy grounded in a strong awareness of and commitment to supporting social and community development activities, as well as preserving and restoring ecological balance. This policy reflects the Company's emphasis on transparency, ethical business practices, and a socially responsible corporate culture. It also takes into account the potential impacts on all stakeholders throughout the value chain.

To ensure the effective and sustainable implementation of the Company's CSR plans-aimed at generating positive impacts for all stakeholder groups-the Company has appointed a CSR Committee and dedicated working groups. These bodies are responsible for driving CSR efforts forward, based on the Company's strategic direction.

The organizational structure for CSR governance is outlined as follows:



## Mechanisms for Identifying Stakeholder Needs and Expectations

To effectively identify the needs and expectations of stakeholders throughout the business value chain, the Company has established a systematic stakeholder identification process. Stakeholders are classified into nine key groups, as follows: shareholder, employees, local communities, customers, creditors, suppliers, government and state enterprise agencies, media, and competitors.



After identifying its key stakeholders, the Company conducted an analysis and prioritization process using two primary criteria: the extent to which stakeholders are impacted by the Company's operations, and the extent to which stakeholders benefit from the Company's operations. Based on this analysis, employees and local communities were identified as the most influential stakeholder groups in relation to the Company's operations. As a result, the Company has adopted a proactive approach to ensure the highest levels of satisfaction among these two key groups.

To understand their needs and expectations more comprehensively, the Company engaged in a structured social dialogue with both employees and community members. This dialogue aimed to capture their perspectives, concerns, and expectations regarding the Company's business conduct. The discussions were guided by a framework consisting of the seven core subjects of social responsibility, namely:

- 1) Organizational Governance
- 2) Human Rights
- 3) Labor Practices
- 4) The Environment
- 5) Fair Operating Practices
- 6) Consumer Issues
- 7) Community Involvement and Development

The feedback, needs, and expectations gathered through this process have been incorporated into the Company's joint Corporate Social Responsibility (CSR) action plan, ensuring alignment between stakeholder interests and the Company's sustainable development goals.



## Performance



### PSP Safety Matter Initiatives

The community and social development initiatives under the name of "PSP Safety Matter" focus on promoting safety-related projects for youth and local communities. In 2024, the Company collaborated with communities and stakeholders to implement the following initiative:

1. The Company launched the volunteer project "Marine Police Teach Children to Swim" in collaboration with Marine Police Station 4, Sub-Division 4, Marine Police Division. A budget of THB 12,590 was allocated to support the activities under the project, ensuring alignment with its objectives. The event was attended by more than 200 participants, including marine police officers, children, youth, and their parents.



2. The Company organized a fire evacuation training program for the Wat Lang San Prasit Community as part of its commitment under the CSR-DIW (Corporate Social Responsibility - Department of Industrial Works) framework. Approximately 60 participants joined the program, with a total project budget of THB 30,000.







## PSP Sharing Initiatives

The PSP Sharing initiative of the Company's community and social development initiatives focuses on supporting donation-related activities on various occasions. In 2024, the Company contributed a total of THB 4,614,000, representing over 91% of the overall budget allocated for community and social development activities. Key initiatives included:

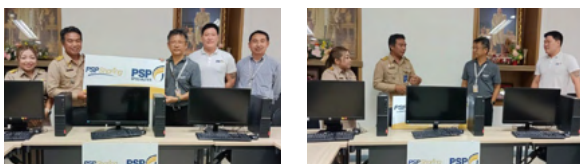
1. Providing financial support in the amount of THB 500,000 for the construction of a two-story traditional Thai-style monk's residence (kuti) at Wat Chee Phaokhao. The lower floor will serve as an office, while the upper floor will enshrine a statue of the temple's former abbot.



2. Contributed THB 20,000 to support road safety awareness campaigns during the New Year and Songkran festivals. The initiative was carried out in collaboration with the Samut Sakhon Provincial Office of Disaster Prevention and Mitigation.



3. The Company donated 10 computer sets to support educational equipment for students at Wat Srisuttharam School, located in Bang Ya Phraek Subdistrict, Mueang Samut Sakhon District, Samut Sakhon Province.



4. The Company provided THB 4,000,000 to support the renovation of monastic residences and the dining hall at Wat Lang San Prasit.
5. Supported a waste-sorting and recycling project in collaboration with the Mayor of Tha Chin Subdistrict at Wat Yai Chom Prasat School, Tha Chin Subdistrict, Mueang Samut Sakhon District, Samut Sakhon Province.

6. The event was attended by the principals of Wat Yai Chom Prasat School and Luang Phaet Kosol Uppatham School, teachers from Wat Chee Phaokhao School, and students. Activities included melon planting in the school's new theory agricultural greenhouse, aimed at generating income to support school development and student scholarships.
7. Provided THB 10,000 to support the construction of a school building at Wat Yai Chom Prasat School.
8. Donated THB 25,000 worth of electrical appliances for flood victims in collaboration with the Tha Chin Subdistrict Municipality.
9. Contributed THB 25,000 for transportation costs from Samut Sakhon to Chiang Rai, in collaboration with Wat Lang San Prasit and the Tha Chin Subdistrict Municipality, to deliver aid to flood-affected communities.
10. Donated 800 liters of fuel (worth THB 24,000) to support Loy Krathong Festival activities at Wat Chee Phaokhao.
11. Contributed THB 10,000 to the Kathin Robe Offering Ceremony, held during the end-of-lent tradition at Wat Doi Thepnimit, in collaboration with the Marine Department.
12. Participated in a volunteer activity to improve the landscape of Chalerm Phrakiat Road and Wat Noi Nang Hong in honor of King Taksin the Great Memorial Day on December 26, 2024. The Company collaborated with the Tha Chin Subdistrict Municipality, municipal executives, council members, municipal officers, government representatives, village leaders, royal volunteers, and members of the public. The activity was presided over by the Governor of Samut Sakhon Province, and took place at the multipurpose hall of Wat Noi Nang Hong, Chalerm Phrakiat Road, Village 4, Tha Chin Subdistrict, Mueang Samut Sakhon District.







## PSP Better Life Initiatives

The PSP Better Life initiative focuses on supporting and promoting activities that enhance quality of life. In 2024, the Company collaborated with Samut Sakhon City Development Co., Ltd. to organize a mini-marathon event, contributing a total of THB 209,000 to sponsor running shirts for event volunteers.



## PSP Give Health Initiatives

The PSP Give Health initiative focuses on supporting and promoting community health initiatives. In 2024, the Company organized a blood donation drive in collaboration with Samut Sakhon Hospital, with a total contribution of THB 13,100. The event attracted participation from 80 individuals, including Company employees and hospital staff.



## PSP Green Life Initiatives

The PSP Green Life initiative focuses on promoting nature conservation and environmental sustainability. In 2024, the Company implemented a variety of initiatives aimed at fostering biodiversity and promoting sustainable community waste management. Key activities included:

1. The Company supported the “Waste Sorting for Environmental Improvement” project in collaboration with the Tha Chin Subdistrict Municipality, conducted on two occasions–June 12 and October 21, 2024–with a total contribution of THB 97,701. The events were attended by more than 400 participants, including Company employees, municipal officials, teachers, and students from nearby communities.



2. In partnership with the Samut Sakhon Fisheries Association, the Company participated in the release of 30,000 juvenile aquatic lives on July 19, 2024. The event featured a traditional sea blessing ceremony (13<sup>th</sup> edition) at the upper Gulf of Thailand, and a merit-making ceremony for the inauguration of the Association’s new building (Phlapphla Hall) located at the riverfront near the Chao Pho Lak Mueang Shrine, Mahachai Subdistrict, Mueang Samut Sakhon District.

The highlight was the release of over 30,000 juvenile sea bass (4–8 inches in size) into the Tha Chin River to help control the population of invasive spotted snakehead fish. The event drew participation from over 150 attendees, including the President of the Samut Sakhon Fisheries Association, the President of the Provincial Administrative Organization, the Mayor of Samut Sakhon City, the Chairman of the Chao Pho Lak Mueang Shrine, government agency representatives, private sector stakeholders, Company employees, and local fishermen.



3. The Company organized a tree nursery and reforestation project, planting 1,000 trees in November 2024, with a total project budget of THB 96,000. The event was attended by more than 200 participants, including Company employees, teachers, students, and local volunteers.
4. The Company provided a 10,000-liter water truck to the Tha Chin Subdistrict Municipality in support of a volunteer activity. The Company employees were also encouraged to participate. The event was joined by more than 150 individuals.

## Performance under the CSR-DIW Program

Through stakeholder dialogues, it was found that the Company's employees expressed interest in the establishment of a "Health Promotion Sports Club." Meanwhile, community representatives—including students, the elderly, laborers, housewives, and local fishing groups—voiced significant concern regarding fire safety in their neighborhoods. As a result, the top community priority identified was a project entitled: "PSP Safety Matter: Fire Awareness for a Safer Wat Lang San Prasit Community," which aligns with the PSP Safety Matter development dimension previously outlined.

The implementation of community engagement and social responsibility activities led to the execution of two key plans, carried out collaboratively with employees and the community. These are summarized as follows:

### 1. Results of Activities Implemented in Collaboration with Employees

<b>Project Title</b>	Employee Sports Club for Health Promotion		
<b>Objectives</b>	1) To enhance both physical and mental health of employees. 2) To foster positive relationships among employees. 3) To increase employee satisfaction through participation in recreational activities.		
<b>Targets (Output)</b>	1) Organize competitions for at least two types of sports. 2) Achieve a minimum of 50 employee participants. 3) Achieve an overall satisfaction score of not less than 80% among participants.		
<b>Project Duration</b>	August 2024 – September 2024	<b>Budget</b>	57,000 THB
<b>Project Activities</b>	1) Draft the project proposal and budget; appoint a working committee. 2) Conduct meetings with the working committee and stakeholders. 3) Survey and prepare the area, announce the project to employees, and open for athlete registration. 4) Procure necessary equipment and prizes. 5) Prepare and improve the venue. 6) Organize the sports competitions. 7) Monitor the project implementation and evaluate participant satisfaction. 8) Summarize the project outcomes and report to management.		

### Summary of Implementation Results

Employees participated in two types of sports competitions: Petanque Tournament, held from September 2-12, 2024 and Table Tennis Tournament, held from September 21-26, 2024.



## Summary of Key Features of the Employee Collaboration Plan

Attribute	Description
1. The plan exceeds minimum legal standards	The Employee Sports Club for Health Promotion is an initiative that goes beyond the minimum legal requirements.
2. Provides additional benefits or reduces negative impacts based on stakeholder dialogue	The project promotes health and reduces workplace stress and accident risk, which aligns with stakeholder feedback and enhances overall well-being.
3. Stakeholder participation	The project included participation from 7 stakeholders during the dialogue session and engaged 101 individuals in the actual project activities.
4. Alignment with sustainable development	<p>The project demonstrates a positive social impact, with 85% of participants reporting satisfaction. It also aligns with SDG Goal 3: Ensure healthy lives and promote well-being for all at all ages.</p> <p>Therefore, this initiative supports sustainable development principles. However, the project's Social Return on Investment (SROI) is currently -0.15.</p>

## 2. Results of Activities Implemented in Collaboration with the Community

<b>Project Title</b>	PSP Safety Matter – Fire Safety Awareness for Wat Lang San Prasit Community		
<b>Objectives</b>	1) To promote knowledge on fire prevention and basic firefighting methods within the community. 2) To provide equipment for fire emergency drills in the community. 3) To foster positive collaboration between the company and the local community.		
<b>Goals (Output)</b>	1) Organize 1 fire safety training and basic firefighting session in the community. 2) Provide 1 set of firefighting equipment for emergency drills. 3) Achieve a community satisfaction rate of no less than 80%.		
<b>Project Duration</b>	August – September 2024	<b>Budget</b>	25,000 THB
<b>Project Activities</b>	1) Appoint a working committee. 2) Conduct planning meetings with stakeholders. 3) Request budget approval from management. 4) Coordinate with Tha Chin Subdistrict Municipality. 5) Survey the training venue within the community. 6) Prepare educational materials on fire prevention and basic firefighting, as well as necessary equipment. 7) Conduct the training session and organize a fire emergency drill. 8) Monitor and evaluate project satisfaction within the community.		

## Summary of Implementation Results

The Company conducted a fire prevention training session and basic fire-fighting drill for the local community on September 26, 2024. The session included practical fire suppression exercises and was delivered by safety personnel from the Company in collaboration with officers from the Tha Chin Subdistrict Municipality. A total of 60 participants attended the training, including members of the Wat Lang San Prasit community and municipal staff from Tha Chin Subdistrict.



## Summary of Key Features of the Employee Collaboration Plan

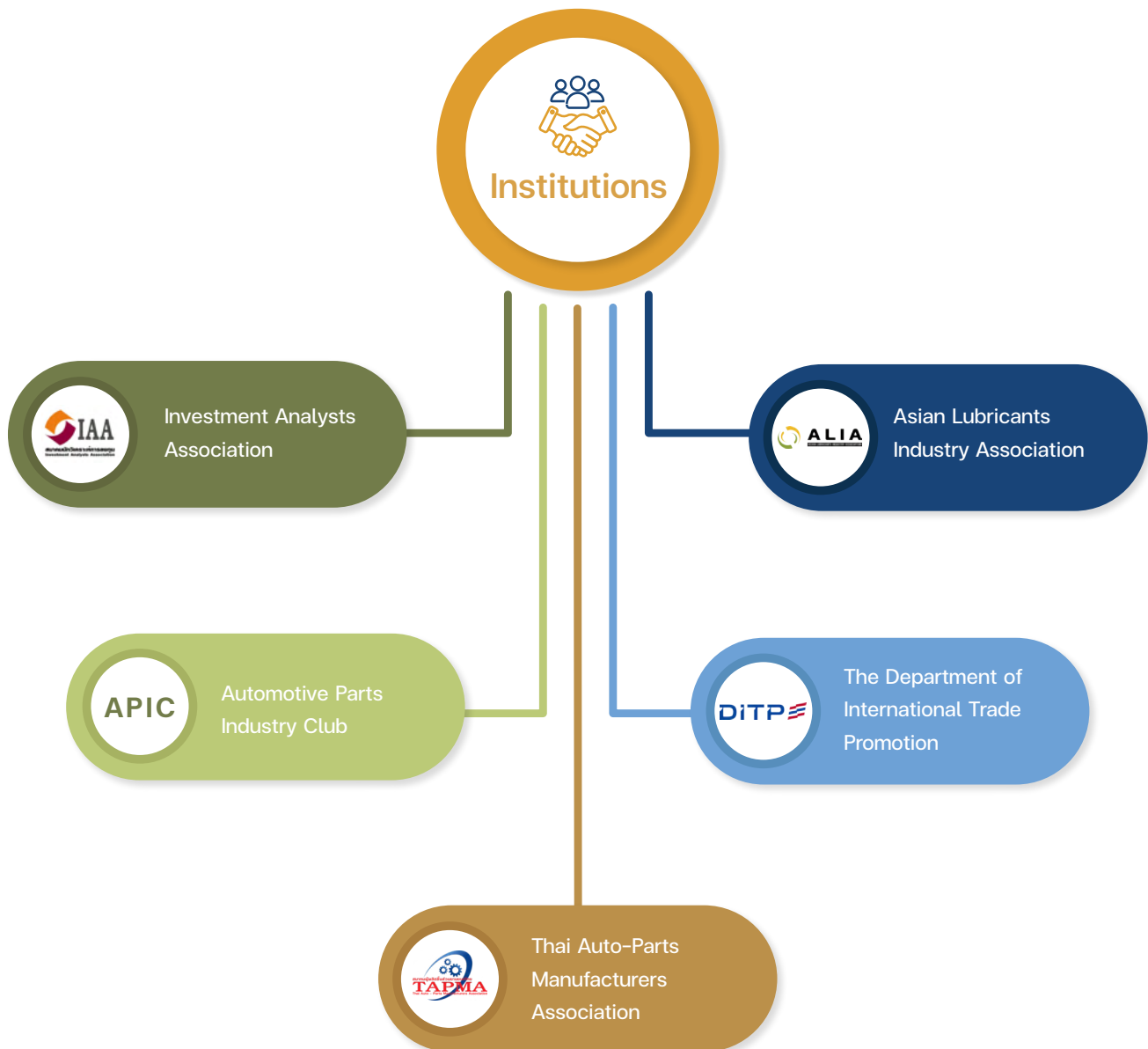
Attribute	Details
1. Alignment with Business Nature or Organizational Capabilities	The "PSP Safety Matter – Fire Safety Awareness for Wat Lang San Prasit Community" project leverages the expertise of the company's Safety Department employees to provide fire safety and emergency drill knowledge to the local community, contributing to improved safety awareness.
2. Employee Engagement	20 employees participated in the project: 9 from the Safety Department, 9 from the Facility Management Department, and 2 from the Corporate Communications Department, contributing their technical knowledge and skills to the project.
3. Community Engagement	The community was actively involved in the project from the consultation stage, through planning, site survey, and implementation. Collaboration with the Tha Chin Subdistrict Municipality helped facilitate the practical fire drill. A total of 75 community members participated in the activities.
4. Alignment with Sustainable Development Goals (SDGs)	<p>The project supports fire safety knowledge and basic firefighting skills in the community, addressing the leading type of public disaster: fire. It aims to educate primarily housewives and the elderly—who are typically at home when fires occur—on preventive and responsive actions. This includes awareness of gas leaks, electrical safety, fire extinguisher use, and emergency contacts. The initiative also supports the formation of community fire watch networks for long-term preparedness</p> <p>SDG Alignment:</p> <ul style="list-style-type: none"> <li>• Goal 3 – Good Health and Well-being: Through fire evacuation drills and emergency preparedness, the project enhances overall safety and public health.</li> <li>• Goal 4 – Quality Education: The project promotes lifelong learning and community-wide education on essential life-saving skills across age groups. The Social Return on Investment (SROI) of the project is 1.97, indicating high social impact.</li> </ul>

# Appendix



## Membership

To foster strong relationships and enhance collaboration in the integrated lubricant business, PSP Specialties Public Company Limited (“the Company”) has become a member of various institutions relevant to its business operations, as follows:



## Scope of Sustainable Development Operations

Company / Materiality	Head Office (Bangkok Noi)	Office (Yannawa)	Sumut Sakhon (Terminal 1)	Sumut Sakhon (Terminal 2)	Sumut Sakhon (Terminal 3)
<b>Economics &amp; Governance</b>					
Corporate Governance	✓	✓	✓	✓	✓
Business Resilience and Development	✓	✓	✓	✓	✓
Enterprise Risk Management	✓	✓	✓	✓	✓
Innovation and Technology Transformation	✓	✓	✓	✓	✓
Product & Service Stewardship	✓	✓	✓	✓	✓
Supply Chain Management	✓	✓	✓	✓	✓
ESG Compliance	✓	✓	✓	✓	✓
<b>Environmental</b>					
Climate Change	✓	✓	✓	✓	✓
Water and Effluents	✓	✓	✓	✓	✓
Energy Management	✓	✓	✓	✓	✓
Waste Management	✓	✓	✓	✓	✓
Biodiversity	✓	✓	✓	✓	✓
<b>Social</b>					
Employee Management	✓	✓	✓	✓	✓
Employee Development	✓	✓	✓	✓	✓
Occupational Health and Safety	✓	✓	✓	✓	✓
Human Rights	✓	✓	✓	✓	✓
Local Community and Social Management	✓	✓	✓	✓	✓

# Sustainability Material Topics According to the Company's Sustainability Framework

Material Topic	UN SDGs																
	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
GHG Emission			X				O	X	X				O				
Energy Management			X				O	X	O				O				
Water Management			X			O		X						O			
Waste Management			X					X							O		
Biodiversity			X					X							O		
Employee Management				X				O									
Human Capital Development				X				O									
Corporate Culture				X				O									
Corporate Governance				X				O								O	
Occupational Health and Safety			X					O									
Human Rights					O			X		O							
Corporate Philanthropy and Community Engagement	X		X	X												O	O
Economic Distribution	X							O			O					X	X
Business Ethics								O			O					X	X
Anti-Corruption								O			O					X	X
Risk Management and Business Continuity Management								O			O					X	X
Innovation and Process Development		X						O	O								
Supply Chain Management								O			O					X	X
Customer and Product Stewardship								O			O					X	X
ESG Compliance								O			O					X	X

Note : O = Direct Contribution X = Indirect Contribution

# GRI Index

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# Questionnaire

Your opinions for "Questionnaire on Corporate Sustainability Report 2024" will be used to improve and develop the Sustainability Report for the following years.

Please check ✓ in the box ☐ and write your comments in the blank space.

1. Basic Information ☐ female ☐ male ☐ unspecified

2. Which groups of stakeholders are you?

- ☐ employee ☐ customer ☐ shareholder/investor ☐ community  
☐ supplier ☐ media ☐ student ☐ R & D agency  
☐ government or state enterprise agencies ☐ others (please, specify.....)

3. Where did you get our Sustainability Report?

- ☐ corporate website ☐ seminar ☐ employee of the Company  
☐ company visit ☐ others (please, specify.....)

4. Why do you read our Sustainability Report 2024?

- ☐ as information for investment decisions  
☐ as a guideline for your sustainability report  
☐ as academic research  
☐ others (please, specify.....)

5. Your satisfactory level towards our Sustainability Report 2024

	High	Moderate	Low	Need Improvement
Relevance and Reliability of Disclosed Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do you understand the Company's sustainability material topics after reading the disclosed information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent does the disclosed information align with what you wanted to know?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, how satisfied are you with the Company's disclosed report?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Please select the sustainability material topic(s) that are most important to you.

(You may select more than one option.)

Economic Dimension	Environmental Dimension	Social Dimension
<input type="checkbox"/> Good Corporate Governance	<input type="checkbox"/> ESG Compliance	<input type="checkbox"/> Social Performance
<input type="checkbox"/> Economic Value Distribution	<input type="checkbox"/> Climate Change	<input type="checkbox"/> Employee Care
<input type="checkbox"/> Business Ethics	<input type="checkbox"/> Energy Management	<input type="checkbox"/> Human Resource Development
<input type="checkbox"/> Anti-Corruption	<input type="checkbox"/> Water and Effluent Management	<input type="checkbox"/> Corporate Culture and Values
<input type="checkbox"/> Risk and Business Continuity Management	<input type="checkbox"/> Waste Management	<input type="checkbox"/> Human Rights
<input type="checkbox"/> Innovation and Process Development	<input type="checkbox"/> Biodiversity Management	<input type="checkbox"/> Occupational Health and Safety
<input type="checkbox"/> Responsible Supply Chain Management	<input type="checkbox"/> Materials Management	<input type="checkbox"/> Community Engagement and Philanthropy
<input type="checkbox"/> Customer and Product Stewardship		
<input type="checkbox"/> ESG Compliance		

7. Additional suggestions for developing the Corporate Sustainability Report in the following years.

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Thank you for your cooperation. The information you have provided in this survey will be used to improve and further develop the Company's sustainability reporting.

## **P.S.P. Specialties Public Company Limited**

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