



# ESG Performance Report for Listed Companies in 2025

RS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

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# ESG Performance

Company Name : RS PUBLIC COMPANY LIMITED      Symbol : RS  
Market : SET      Industry Group : Services      Sector : Commerce

## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

- Environmental policy and guidelines : Yes
- Environmental guidelines : Electricity management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

#### Policy for environmental management

The company is committed to operating strictly in accordance with environmental laws, requirements, and regulations, including the valuable use of energy and natural resources. It prioritizes nature conservation, systematic waste management, and the consideration of managing, monitoring and controlling environmental impacts from business operations throughout the organization's supply chain. This is achieved by promoting employee awareness and participation in environmental responsibility. Furthermore, environmental management issues are used as a crucial component in considering joint investments with partners.



In 2025, the company reviewed its environmental policy and guidelines, maintaining the operational framework and strategy as "Protect our planet: fostering awareness and participation in environmental care, energy conservation, nature preservation, greenhouse gas reduction and systematic waste management". Initially, the goal is to build understanding and awareness among employees regarding environmental conservation, starting with a project for proper and systematic waste disposal, along with the adoption of a circular economy system in the Company's operations to help address global warming and the impending resource scarcity crisis. This environmental management

policy and goals have been approved by the Corporate Governance and Sustainable Development Committee meeting and presented to the Board of Directors meeting for consideration and acknowledgment.

### **Guidelines for environmental management**

1. Strictly comply with all environmental laws, requirements, and regulations.
2. Regularly review environmental policies, management plans, and monitor environmental performance.
3. Support the use of technologies and operational procedures that meet environmental standards, with consideration for proper and appropriate waste volume control and management.
4. Promote environmental impact assessment as an integral part of the business value chain.
5. Disclose the company's environmental information accurately and transparently through appropriate channels.
6. Provide knowledge and support activities that raise awareness among employees and the public to foster environmental responsibility.

### **Impact assessment for environmental management**

In 2025, the company assessed the environmental impacts of its operational activities in all dimensions, including impacts on ecosystems, climate change, and negative impacts on natural resources that may arise from such activities. It was found that environmental issues are not yet urgent or severely impactful to the company at the highest level in the near future. However, this year, the company has 2 significant sustainability issues in the environmental dimension: 1) efficient resource utilization and 2) systematic waste management. The company has initiated setting goals related to other environmental issues to cover a broader scope of business operations, and has also established appropriate and sufficient best practices in accordance with occupational health and safety principles.

Furthermore, the scope of environmental operations has been extended to partners. A partner self-assessment form has been developed, which incorporates environmental performance criteria as part of the selection process for both existing and new partners of the company, alongside engagement with communities and society.

Reference link for environmental policy and : <https://www.rs.co.th/sustainability/guidelines>

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

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

Review of environmental policies, guidelines, and/or : No  
goals over the past year

The Company reviews its policy for environmental management, guideline and targets for both the short and long term. These were approved at the 1/2025 meeting of the Corporate Governance and Sustainable Development Committee and reported at the 1/2025 meeting of the Board of Directors. There have been no material changes in the past year 2025.

### **Information on compliance with environmental management principles and standards**

#### **Compliance with environmental management principles and standards**

Environmental management principles and standards : Other : -

**Compliance with energy management principles and standards**

Energy management principles and standards : Other : -

**Compliance with water management principles and standards**

Water management principles and standards : Other : -

**Compliance with waste management principles and standards**

Waste management principles and standards : 3Rs, 5Rs or 7Rs

**Compliance with greenhouse gas or climate change management principles and standards**

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

**Information on other environmental management**

Plans, performance, and outcomes related to other environmental management

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

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	12
Actual number of disclosure boundaries	:	12
Data disclosure coverage (%)	:	100.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

#### Policy for efficient energy and resource utilization

The Company recognizes the increasing global consumption of energy and natural resources, which impacts human life and the balance of ecosystems. The Company is committed to being a part of driving business towards a circular economy and carbon neutrality by applying these principles throughout its value chain. The aim is to contribute to fostering environmental awareness among people in society to conserve and utilize energy and resources with maximum efficiency, through supporting various activities and promoting the creation of knowledge and awareness among employees that energy and resource consumption is a personal matter, and it is everyone's duty to collaborate.



#### Guidelines for efficient energy and resource utilization

1. Strictly comply with all laws, regulations, and procedures related to energy and resource utilization.
2. Regularly review policies, management plans, and monitor operational performance.

3. Promote the direct adoption of the 5R principles: reduce the amount of waste generated, reuse materials whenever possible, recycle resources, repair items to extend their useful life, and reject products that may be harmful to health or the environment.
4. Support the use of innovation and technology in production processes related to energy and resource conservation.
5. Support activities and foster environmental responsibility among employees at all levels.
6. Arrange operational areas in the form of energy-efficient buildings to contribute to the most valuable use of natural resources.

### Evaluation for efficient energy and resource utilization

The Company primarily focuses on internal operations by organizing educational activities to build awareness and consciousness among internal employees, with the aim of fostering a sustainable change in their mindset regarding daily energy and natural resource consumption.

### Information on setting goals for managing energy

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

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

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2022 : purchased electricity for consumption 5,374,800.00 Kilowatt-Hours	2025 : Reduced by 10% or 537,480.00 Kilowatt-Hours
Reduction of electricity purchased for consumption	2022 : purchased electricity for consumption 5,374,800.00 Kilowatt-Hours	2025 : Reduced by 10% or 537,480.00 Kilowatt-Hours

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

#### Performance for electricity management

The target is to reduce electricity consumption by 10% from the base year, equivalent to an annual electricity consumption of 4,837,320 kilowatt-hours. The historical performance against this target is as follows:

Target: 4,837,320 Kilowatt-hours	Year 2023	Year 2024	Year 2025
Comparison of quantity from previous year	+751,000	-273,000	-1,587,721
Comparison of quantity to target	+1,288,680	+1,015,680	-572,041

The electricity consumption in 2025 meet the set target, it was reduced by 27% compared to the previous year. This is a result of continuous electricity saving campaigns within the office building.

#### Electricity consumption over the past 3 years and current year

	Year 2022	Year 2023	Year 2024	Year 2025
Electricity consumption (kilowatt-hours)	5,374,800	6,126,000	5,853,000	4,265,279

#### Performance for fuel management

The target is for the company to cease using gasoline derived from crude oil by 2025 and replace it with gasohol, an environmentally friendly fuel, as it contains plant-extracted additives and emits significantly less pollution from exhaust compared to gasoline.

#### Fuel consumption over the past 3 years and current year

Fuel type	Year 2022	Year 2023	Year 2024	Year 2025
Diesel (liters)	54,169.94	70,254.53	110,885.02	99,074.82
Gasoline (liters)	57,707.75	284.24	0.00	0.00
Gasohol (liters)	0.00	68,424.17	81,559.54	64,215.80
<b>Total (liters)</b>	<b>111,877.69</b>	<b>138,962.94</b>	<b>192,444.56</b>	<b>163,290.62</b>

Over a period of 3 years, the company has successfully met its goal of eliminating gasoline consumption and fully transitioning to gasohol as a substitute by 2024, continuing into 2025. Furthermore, the company is planning to increase its use of electricity or other clean energy sources to replace fuel consumption, alongside ongoing with the fuel conservation campaign.

#### Project for energy saving

##### 1. "RS Earth Hour 2025"

Earth Hour is an international project initiated by the World Wildlife Fund (WWF) in 2007 to campaign for switching off lights for one hour, from 8:30 PM to 9:30 PM, on the last Saturday of March each year. The goal is to stimulate and reinforce public awareness of global warming, which has now reached a critical level, often referred to as "global boiling". The first Earth Hour event took place in Sydney, Australia. The collective effort of switching off lights for one hour reduced carbon emissions equivalent to 48,000 cars on the road, or helped reduce electricity consumption during the campaign by 10% compared to normal periods. Currently, this project has expanded to over 7,000 cities in 190 countries worldwide, including Thailand.

In 2025, the company participated in the 60+ Earth Hour 2025 event, held on Saturday, March 22, 2025. The Metropolitan Electricity Authority reported that the Bangkok area reduced electricity consumption by 134 megawatts compared to the previous Saturday, and reduced carbon dioxide emissions by 58.6 tons of CO2 equivalent. This is comparable to the carbon dioxide absorption of 5,860 trees in one year (one perennial tree can absorb approximately 10 kilograms of carbon dioxide per year). Furthermore, electricity costs were reduced by 621,746 Baht.

While the company's participation in this project may not be reflected in significant figures, it is considered a contribution to creating a "low-carbon society" together.



## 2. "RS Group Building Receives MEA ENERGY AWARDS Emblem

RS Group Building, the Company's new office, has a total area of over 62,845 square meters, divided into 3 main buildings and 1 parking building. It features designed in the Congregations Rhythm style, utilizing the building's facade to convey entertainment and communication businesses. This new building design features vertical lines arranged rhythmically with varying frequencies according to the building's functions. The facades of all four buildings are designed to be continuous, forming a cohesive group of buildings, reflecting the organization's unity and giving the building a distinctive and memorable identity.

The interior design of this new office adheres to the concepts of minimal design, simple space, and timeless, embodying simplicity, sustainability, and modernity. The design primarily focuses on functionality, accommodating various work and activities. It emphasizes durable and eco-friendly synthetic materials, reducing material usage, such as neat, durable, and easy-to-install aluminum or precast concrete walls. Epoxy flooring is easy to clean and aesthetically pleasing. Openings and closures are used rhythmically, with glass as the main material, reflecting the surroundings and making the building blend with the environment. It also maximizes natural light to create a spacious, airy, comfortable, and energy-efficient interior during the day. This place demonstrates meticulous attention to every design detail and shows that the building's space is allocated and utilized beneficially in all dimensions. To ensure this energy-efficient building operates at its full potential, a safety, occupational health, and working environment

committee has been established to manage and oversee the building's environment, including developing maintenance plans and regularly inspecting the building's internal systems for efficiency.



The Metropolitan Electricity Authority (MEA) organized the 6<sup>th</sup> Energy Efficiency Improvement Promotion Project and assigned King Mongkut's University of Technology Thonburi (KMUTT) as the project operator. The objective is to promote and incentivize buildings to use energy efficiently, establish appropriate energy consumption standards, and simultaneously ensure good air quality and safety for building occupants.

The criteria for considering the MEA ENERGY AWARDS emblem for buildings include:

- The building's electricity consumption efficiency value, determined by the MEA Index. Buildings considered to have good energy efficiency according to MEA criteria must have an MEA Index value not exceeding the specified limit.
- Indoor Air Quality (IAQ), assessed by measuring 6 parameters: Carbon Monoxide (CO), Formaldehyde (CH<sub>2</sub>O), Total Volatile Organic Compounds (TVOC), Carbon Dioxide (CO<sub>2</sub>), PM 2.5 particulate matter, and PM 10 particulate matter.

For a building to meet the indoor air quality criteria, the measured results of all 6 parameters must not exceed the recommended standard limits. The evaluation results of the Management of Energy Achievement Index (MEA Index) and the Indoor Air Quality (IAQ) measurements are summarized as follows:

- The MEA Index energy consumption value for RS Group Building is 0.933, which meets the specified standard criteria (MEA Index value not exceeding 1).
- The measurement results for all 6 parameters in the building showed no values exceeding the recommended limits.

# RS GROUP Building MEA ENERGY AWARDS Office Building Category 2021



Based on the aforementioned evaluation results for electricity consumption efficiency and indoor air quality measurements, it can be concluded that "RS Group Building" has met both assessment criteria and received the MEA ENERGY AWARDS emblem in the office building category for 2021. The award plaque and emblem were received on June 16, 2022, signifying a building with "efficient energy use and standard air quality". The company plans to resubmit for review of these standards in 2026 to ensure continuous operation in a building that maintains good environmental standards.

### 3. "Employee Shuttle Bus Welfare"

Employees are considered one of the most crucial resources of an organization. Therefore, providing shuttle bus services for employees is an appropriate welfare benefit that helps reduce travel time, costs, and risks for employees, while also contributing to global warming reduction by decreasing energy consumption. In 2025, the company's operations are as follows:

Comparison of travel modes	Distance (kilometers)	Fuel (liters)	Equivalent (THB)	Greenhouse gas emissions (tCO <sub>2</sub> eq)
Travel by company vehicle	8,712	968	31,479.36	2.59
Travel by motorcycle taxi	139,392	13,939.20	596,312.49	32.20



# Employee Shuttle Service

Therefore, by providing shuttle bus services for employees this year, despite increased costs for the company, it was able to reduce fuel consumption by 12,971.20 liters and greenhouse gas emissions by as much as 29.61 tCO<sub>2</sub>eq.

### Information on electricity management

Companys electricity consumption (\*)

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	6,126,000.00	5,853,000.00	4,265,279.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	6,126,000.00	5,853,000.00	4,265,279.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00

	2023	2024	2025
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	4,578.48	5,354.99	5,510.70

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity<sup>(1)</sup>

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	233.35000000	222.95000000	432.93000000

Remark: <sup>(1)</sup> The total office building area was 9,852 square meters, a decrease of 16,400 square meters from the previous year, due to the Company's optimization of workspace in line with the number of employees and efforts to improve energy efficiency.

### Electricity Expense<sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	28,404,288.00	24,149,016.00	18,562,237.00
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.80	0.69	0.70
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.75	0.72	0.94
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	21,228.91	22,094.25	23,982.22

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on fuel management

### Company's fuel consumption

	2023	2024	2025
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	2023	2024	2025
Diesel (Litres)	70,254.53	110,885.02	99,074.82
Gasoline (Litres)	284.24	0.00	0.00
LPG (Kilograms)	3,015.00	1,905.00	975.00
Gasohol (Litres)	68,424.17	81,559.54	64,215.80

Additional explanation : Not include external fuel consumption

### Companys fuel expense <sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	4,739,751.89	6,207,792.86	5,538,484.00
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	0.13	0.18	0.21
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.12	0.19	0.28

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on total energy management (electricity + fuel)

#### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	7,444.37	7,695.89	5,827.99

#### Energy Consumption Intensity <sup>(2)</sup>

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00195635	0.00230249	0.00294998
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	0.28456400	0.29300000	0.59160000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(2)</sup> The total office building area was 9,852 square meters, a decrease of 16,400 square meters from the previous year.

## Water management

### Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	12
Actual number of disclosure boundaries	:	12
Data disclosure coverage (%)	:	100.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

#### Concept for water management

Water is a valuable global resource and a crucial production factor in the economic system. However, due to climate variability caused by global warming, water-related natural disasters occur more frequently and with greater intensity. Additionally, urban expansion, economic growth, and industrial zones lead to water scarcity, floods, and water pollution. Therefore, the Company prioritizes water management within the organization by using water wisely, encouraging all relevant departments to focus more on water reuse in production systems, and fostering a good consciousness for treating wastewater before discharging it into public drainage systems. This includes publicizing reminders for employees to turn off water whenever it is not in use, changing equipment to more water-efficient types, such as replacing faucets with automatic sensor models, and planning regular inspection and maintenance of the plumbing system to ensure its efficiency and readiness for use.

#### Guideline for water management in the office

1. Regularly check faucets, bidet sprays, and plumbing pipes for leaks and repair them immediately.
2. Do not dispose of food scraps, toilet paper, or any other items into sinks and toilets to prevent blockages and conserve water during flushing.
3. Choose water-saving sanitary ware and install water-reducing devices.
4. Use personal cups or water bottles instead of plastic cups as for use leftover drinking water to water plants.
5. Use water from the reservoir for watering plants and water them at appropriate times.
6. Organize campaigns and training sessions to educate employees on the importance of wise water usage.



**Information on setting goals for water management**

**Setting goals for water management**

Does the company set goals for water management : Yes

**Details of setting goals for water management**

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2022 : Water withdrawal 42,152.00 Cubic meters	2025 : Reduced by 45,000.00 Cubic meters

**Information on performance and outcomes of water management**

**Performance and outcomes of water management**

Performance and outcomes of water management : Yes

**Performance for water management**

The target is for the Company to use no more than 45,000 cubic meters of water by 2025 and to strive for more efficient water reuse projects.

Water usage target not exceeding 45,000 cubic meters	Year 2023	Year 2024	Year 2025
Volume comparison from previous year (cubic meters)	+7,892	-15	-7,089
Volume comparison against target (cubic meters)	+5,044	+5,029	-2,060

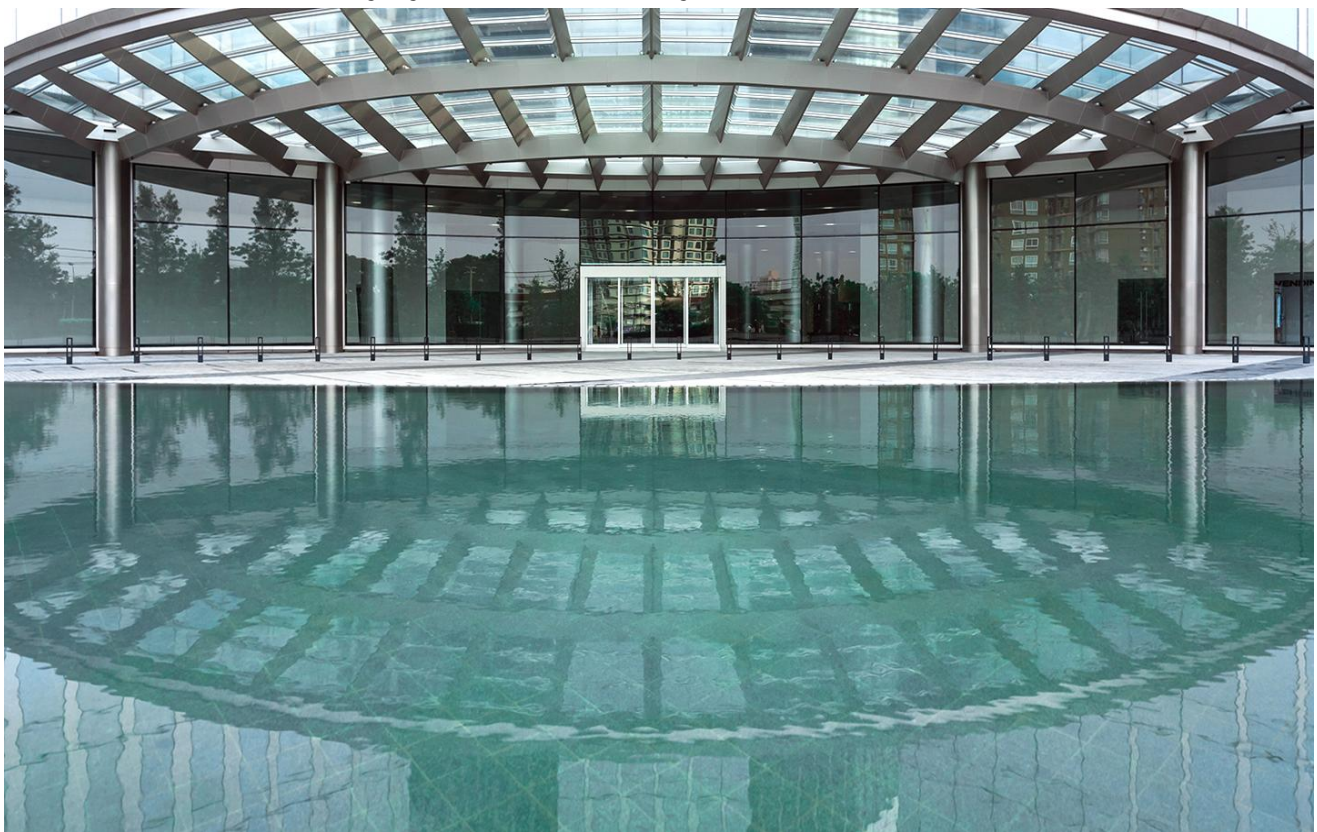
### Water usage over the past 3 years and current year

	Year 2022	Year 2023	Year 2024	Year 2025
Water Usage (cubic Meters)	42,152	50,044	50,029	42,940

In 2025, water usage volume meet the set target, it was reduced compared to the previous year, which resulted from continuously implement water conservation campaigns within the office building.

### Project for Water Conservation

This year, the Company implemented efficient water usage measures by channeling water from the fountain pond in front of the building into a treatment system and recirculating it for watering plants around the building. This represents another process adjustment that effectively reduces water resource loss and promotes reuse. However, the Company has reused water a volume of 446 cubic meters/time. In one year, 2 times per operations were conducted, totaling the amount of water treated and reused a volume of 892 cubic meters/year this has also been continuously implemented in parallel with campaigns to promote employees' awareness of the efficient use of water resources, with the aim of working together to achieve the targets set for the future.



### Information on water management

#### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	50,044.00	50,029.00	42,940.00
Water withdrawal by third-party water (cubic meters)	50,044.00	50,029.00	42,940.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	37.40	45.77	55.48
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.01	0.01	0.02

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	50,044.00	50,029.00	42,940.00

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	446.00	446.00	892.00

#### Water Consumption Intensity<sup>(3)</sup>

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.01315139	0.01496787	0.02173516

	2023	2024	2025
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.01690000	0.01690000	0.09050000

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

Remark: (3) The total office building area was 9,852 square meters, a decrease of 16,400 square meters from the previous year.

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	747,382.12	747,158.10	755,964.42
Total water withdrawal expense from third-party water (Baht)	747,382.12	747,158.10	755,964.42
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.02	0.02	0.03
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.02	0.02	0.04
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	558.58	683.58	976.70

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

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	: Company
Total number of disclosure boundaries	: 12
Actual number of disclosure boundaries	: 12
Data disclosure coverage (%)	: 100.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

#### Policy for waste management in business processes

The company prioritizes the concept of a circular economy with the goal of reducing new waste generation. Reduce waste sent to landfills and increase reuse through efficient waste segregation within the organization. Support the adoption of technology to enhance efficiency and reduce waste in business processes as much as possible. The company remains committed to carefully developing its inventory management system to reduce the quantity of expired products in stock, which will contribute to reducing the amount of waste disposed of by landfilling. This is coupled with a plan to study and design environmentally friendly packaging including foster a culture and good awareness among employees regarding environmental impact.



#### Guideline for waste management in business processes

1. Focus on improving production processes with automated technology to enhance output efficiency and reduce waste at the source.
2. Promote waste segregation at the source for proper collection and disposal.
3. Support the implementation of the 5Rs principles in all operational stages.
4. Emphasize strict management of hazardous waste to ensure no impact on communities and the planet.

5. Foster good awareness among employees through public relations and various activities.



**Information on setting goals for waste management**

**Setting goals for waste management**

Does the company set goals for waste management : Yes

**Details of setting goals for waste management**

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2023 : non-hazardous waste 39,000.00 Kilograms	2029 : Reduced by 10%	• Landfilling

**Information on performance and outcomes of waste management**

**Performance and outcomes of waste management**

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

**Performance for the management of waste and non-hazardous waste**

**Type of landfill**

The target is for the company to reduce the amount of non-hazardous waste and landfill by 10% by 2030,

from a baseline of 39,000 kilograms, meaning it must not exceed 35,100 kilograms.

Target for landfill reduction: no more than 35,100 kilograms	Year 2024	Year 2025
Comparison of quantity from previous year (kilograms)	-25,000	+1,980
Comparison of quantity to target (kilograms)	-21,100	-19,120

#### Landfill volume for the past 2 years and current year

	Year 2023	Year 2024	Year 2025
Landfilling (kilograms)	39,000	14,000	15,980

Although in 2025, the landfill volume met the target and continued to show a downward trend, this was attributable to more efficient inventory clearance planning. In addition to its target of reducing the amount of waste sent to landfill, the Company has also continuously promoted waste segregation in order to maximize the amount of waste directed into the recycling process.



#### Type of recycling

The goal is for the company to segregate and recycle 15,000 kilograms of waste annually, and to continuously promote and transfer knowledge of proper waste segregation through more efficient business processes.

Target for annual waste recycling : no more 15,000 kilograms	Year 2023	Year 2024	Year 2025
Comparison of quantity from previous year (kilograms)	+1,097	+3,097	-6,504
Comparison of quantity to target (kilograms)	+5,160	+8,257	+1,753

#### Waste recycling volume for the past 3 years and current year

	Year 2022	Year 2023	Year 2024	Year 2025
1. Office Operations ( kg kilograms)	9,190	19,850	21,176	14,219
2. Operations through business processes (kilograms)	-	310	2,171	2,534
<b>Total (kilograms)</b>	<b>9,190</b>	<b>20,160</b>	<b>23,257</b>	<b>16,753</b>

**Notes:**

1. Office paper and plastic waste segregation initiative
2. Waste segregation initiative for activities organized by business units

Although in 2025, the volume of waste managed for recycling met the set target, there might be a continuous downward trend. This is a result of improving work processes with more efficient technology, such as reducing document issuance steps by switching to computer-based record-keeping or increasingly utilizing various tools through relevant platforms.



**RS Net Zero: How You Use, You Must Return**

RS Group prioritizes systematic environmental management in accordance with its committed sustainability framework, focusing on "Eco Effective & Waste Management." This involves reducing waste in business processes, lowering greenhouse gas emissions, and fostering a positive environmental consciousness that endures. This is achieved through the "RS Net Zero" concept, which connects economy, society, and environment, leveraging collaboration among employees and partnerships with expert organizations to create shared sustainable value through various activities, as follows:

# Road to Zero



Low Carbon Event



RS Green Army



Contribution



Green Packaging

## RS NET ZERO: Paper Merci..Segregate, Exchange, Preserve

- Target group: All employees at the company's head office.
- Implementation Period: From year 2020 onwards
- Expectations:
  - Quantitatively, 10,000 kilograms of paper are sorted and recycled annually
  - Qualitatively, approximately 1,000 employees within the organization have a good awareness of paper sorting and know how to use resources efficiently.
- Implementation:
  - The project is implemented in collaboration with SCG Packaging Public Company Limited, an expert partner that provides knowledge and understanding of proper paper segregation to the company.
  - Promote throughout the organization through activities and various communication channels, such as public announcement boards, internal emails, and employee desktop screens, to ensure all employees have correct knowledge of paper segregation.
  - Encourage all employees to participate in collecting used paper and placing it in designated paper collection boxes at various points.
  - Prepare operational performance reports and environmental reports for submission to the sub-committee and the company's board of directors.
- Summary of Operations

Results of the "Paper Merci .. Segregate, Exchange, Preserve" Project	Year 2020-2022	Year 2023	Year 2024	Year 2025	Accumulated
Paper into the recycling process (kilograms)	18,000	19,270	21,100	13,980	72,350
Success compared to target of 10,000 kilograms (percentage)	60	193	211	140	121
Reduce tree felling (trees)	306	328	359	238	1,231
Reduce carbon dioxide emissions (kgCO <sub>2</sub> e)	12,239	13,104	14,348	79,316	119,007
Reduce water consumption (liters)	468,000	501,020	548,600	370,440	1,888,060
Reduce fuel consumption (liters)	25,200	26,978	29,540	3,132	84,850
Reduce electricity consumption (kilowatts)	72,000	77,080	84,400	91,387	324,867
New paper exchanged (sheets)	185,000	61,500	95,000	145,000	486,500
Representing cost savings (baht)	37,000	12,300	19,000	29,000	97,300

Note: 2,500 sheets = 500 Baht / In 2025, the calculation formula was adjusted by SCGP.

Therefore, 2025 is another year that the Company has distributed used paper from its operations back to various departments within the office to encourage everyone's participation in cost reduction and shared success. This initiative also promotes waste segregation at the source and the mindful use of resources in daily life for all employees.



## 2. RS NET ZERO: Think Before You Throw Plastic

A small but significant beginning: the journey of plastic bottles in the office towards environmental care. We initiated the "RS Net Zero: Think Before You Throw" project, encouraging employees to segregate PET plastic waste (symbol #1). Beyond the direct goal of source segregation and recycling, we also infused creative ideas into this plastic waste, resulting in "RS Net Zero bags" made from plastic fibers accumulated from bottle segregation throughout the year. All proceeds, without deduction of expenses, are donated to various environmental conservation support projects.

- Target group: All employees at the company's head office.
- Objective: To promote plastic segregation at the source by separating PET plastic waste from other waste, thereby increasing the rate and quality of plastic recycling in the country.
- Implementation period: From 2022 onwards.
- Expectations:
  - Quantitatively, 150 kilograms of plastic are sorted and recycled annually.
  - Qualitatively, approximately 1,000 employees within the organization have a good awareness of plastic sorting and know how to use resources efficiently.
- Implementation:
  - The project is implemented in collaboration with Recycle Day Group or other expert partners who provide knowledge and understanding of plastic segregation.
  - Promote throughout the organization through activities and various media communications to ensure all employees have correct knowledge of plastic segregation.
  - Encourage all employees to participate in collecting used plastic and placing it in designated collection boxes at various points.
  - Assess the value of plastic, process it, and return benefits to society and the environment in various appropriate forms.
- Summary of operations:

Results of the "Think before Trash" Project	Year 2022	Year 2023	Year 2024	Year 2025	Accumulated
Plastic into the recycling process (kilograms)	340	580	76	239	1,235
Success compared to target of 150 kg. (%)	227	386	50	160	205
Reduce tree felling (trees)	33	56	7	23	119
Reduce carbon dioxide emissions (kgCO <sub>2</sub> e)	322	549	72	226	1,168

Therefore, 2025 is another year that this project was successfully implemented with a success rate of 160% compared to the target, and has distributed funds a total of 134,160 Baht was donated to the "Whales in Our Hearts" project for the conservation of Bryde's whales and rare marine animals, through the Faculty of Fisheries, Kasetsart University, which is revenue from the sale of bags made from recycled fibers in the RS Net Zero project, which is committed to creating change for society and the environment. This includes promoting waste segregation at the source and the mindful use of resources in daily life for all employees, while also focusing on integrating business process adjustments with sound environmental management.



### 3. "RS NET ZERO: RS Low Carbon Event 2025"

Beyond the entertainment provided through various activities for the audience, the company has enhanced and elevated event organization by implementing on-site waste segregation. The RS NET ZERO waste segregation process is based on maximizing greenhouse gas emission reduction. Therefore, in addition to segregating by type, we also ensure proper disposal. The "COOL Summer Fest 2025 and COOL Windy Fest 2025" events demonstrate the company's full commitment to establishing a standard for event organization that prioritizes waste reduction and optimal segregation.

The transition from general activities to a low-carbon music festival was carried out in collaboration with leading environmental partner organizations: 1. The Green House, responsible for waste management at the event, including proper disposal into the system, and 2. The Specialized Center for Environmentally Friendly Business Strategies, Faculty of Environment, Kasetsart University, or VGreen, which served as a consultant for greenhouse gas management. In addition to preventing waste from entering the sea, strict waste management processes were implemented at the

event, adhering to Net Zero principles by avoiding landfilling, which is a primary source of greenhouse gas emissions. Therefore, each type of waste was directly sent to the responsible agencies or individuals for proper management.

- Target group: All event participants, approximately 10,000 - 15,000 people per year.
- Objective: To promote and foster good awareness of waste segregation and proper disposal.

Expectations:

- Quantitatively, segregate and recycle 2,000 kilograms of plastic annually.
- Qualitatively, the company has transferred knowledge to approximately 10,000-15,000 event participants, fostering a good awareness of waste segregation.



- Project Operations: How to "Organize an Eco-Friendly Event that Audiences Love"

RS Group wishes to share a "How-to Guide for Eco-Friendly Events" that everyone can further develop or adapt for their own businesses. The area is meticulously designed to ensure no waste escapes to negatively impact our planet.

1. Clear and well-defined entry and exit points shall be provided, together with supervisory personnel to maintain cleanliness and ensure a positive event image.
2. Adequate and comprehensive waste segregation points shall be established to ensure easy and convenient access for all participants, with clear communication to promote a shared objective.
3. Vendors and sponsors shall be engaged and encouraged to participate in waste segregation within the event. Active participation and a shared understanding of common goals are essential to the successful implementation of a Low Carbon Event.
4. Waste segregation bins shall be clearly designed and easy to understand for each waste category to ensure proper sorting. Waste disposal points shall be comprehensively provided throughout the event area to facilitate efficient collection and transfer to subsequent processing stages. Dedicated staff shall be stationed at each point to promote awareness and provide guidance on waste segregation, as detailed below:

FOOD WASTE: For disposing of leftover food scraps such as rice, meatballs, vegetables, fruits, snacks, etc.

BOTTLES / CANS: For disposing of PET1 plastic bottles and recyclable aluminum cans only.

OTHERS: For disposing of other non-recyclable waste, such as food containers, water glasses, snack wrappers, etc.

5. At least one staff member shall be assigned to each waste segregation point to provide guidance. The presence of staff helps reduce contamination and also serves as basic education on proper waste segregation, enabling appropriate downstream waste management.
6. For recyclable waste, it is recommended to engage local informal recyclers to ensure that properly segregated waste is effectively integrated into the recycling system, while also reducing transportation costs.
7. Food waste shall be transferred to relevant organizations for processing into organic fertilizer, thereby reducing incineration or landfill disposal that contributes to greenhouse gas emissions.
8. Non-recyclable waste shall be delivered to N15 Technology for conversion into alternative fuel, with records maintained on waste segregation data.
9. Each waste category shall be weighed, as the data can be used to calculate and quantitatively assess the reduction in greenhouse gas emissions.
10. The results of the greenhouse gas reduction calculations may serve as motivation and guidance for improving waste management practices in future events

● Summary of Operations:

Results of the "RS Low Carbon Event" Project	Year 2023	Year 2024	Year 2025	Accumulated
Waste that has been sorted at the source (kilograms)	1,248	2,081	2,534	4,925
Success compared to target of : 2,000 kg./year (%)	62	105	127	82
Reduce tree felling (trees)	120	201	244	565
Reduce carbon dioxide emissions (kgCO <sub>2</sub> e)	1,872	3,122	3,801	8,795
Participants (person)	5,000	23,000	26,000	54,000

Therefore, 2025 is another year that this project was successfully implemented with a success rate of 127% compared to the target.



## Information on waste management

### Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b> <sup>(4)</sup>	39,000.00	14,000.00	15,980.00
<b>Total non-hazardous waste (kilograms)</b>	39,000.00	14,000.00	15,980.00
Non-hazardous waste - Landfilling (Kilograms)	39,000.00	14,000.00	15,980.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.01	0.00	0.01
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.01	0.00	0.01

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(4)</sup> Quantity of goods disposed of by sanitary landfill in accordance with sanitary standards

### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	20,160.00	23,257.00	16,753.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	20,160.00	23,257.00	16,753.00
Recycled non-hazardous waste (Kilograms)	20,160.00	23,257.00	16,753.00
Percentage of total reused/recycled waste to total waste generated (%)	51.69	166.12	104.84
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	51.69	166.12	104.84

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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	12
Actual number of disclosure boundaries	:	12
Data disclosure coverage (%)	:	100.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

#### RS Road to Zero: The path to net-zero greenhouse gas emissions

As Thailand has signed the Paris Agreement on climate change, which mandates signatory countries to achieve net-zero greenhouse gas emissions by 2050, RS Group, as an organization with the business goal of "Life Enriching" or elevating all dimensions of life, is not merely focused on delivering entertainment and diverse products to consumers. It also encompasses conducting business with care and concern for the environment. The agenda of climate change is a critical issue that requires immediate and continuous action.

Starting from 2024 and continuing thereafter, the Company has undertaken various activities within the framework of driving the organization with the 2R2S strategy, aiming for the RS Net Zero pathway. This is to push the organization to reduce greenhouse gas emissions by 10% by 2030 (from the 2024 baseline), with the ultimate goal of achieving net-zero greenhouse gas emissions by 2050. This transformation will position RS Group as a future-ready organization, strong in all aspects, while simultaneously fulfilling its core social and environmental missions.

In 2025, the Company recognized the risks associated with climate change and the impacts of greenhouse gases and various natural disasters, which are crucial factors that can affect the Company's business operations and potentially cause direct disruptions to the value chain. Therefore, the Company has accelerated the dissemination of this knowledge to relevant stakeholders to promote the roles and responsibilities of directors and senior executives in effectively overseeing climate change governance in the future. Key actions undertaken include:

#### Mitigation for climate change

The Company prioritizes seeking and developing approaches to participate in mitigating and adapting to ongoing changes. Currently, greenhouse gas emissions from various business sectors are continuously increasing, leading to a rise in global temperatures. This also causes severe climate variability, fluctuating and changing seasons, and rising sea levels, which impact housing security and the availability of raw materials for medicines and food. Consequently, the quantity and quality of agricultural produce fluctuate with climatic conditions. This may affect the livelihoods of people in society and the Company's operations.

##### 1. Mitigation approaches related to natural raw material management

Vitanature+ (Vitanature Plus) Believing in the power of nature and focusing on integrating herbs and international wisdom with advanced innovation to develop products that meet the health needs of every family member under the concept of Living the Wisdom of Nature. The COVID-19 situation has led to a continuous growth in the health-conscious trend.

Given that Vitanature+ is a brand of dietary supplements emphasizing natural extracts. This is considered a significant part of the Company's commerce business revenue, especially in the beverage market, which grows in value every year, along with the rising trend of sugar-free beverage consumption. Examples include Vitanature+ Mulberry Tea (mulberry leaf tea) blended with Bael fruit, a healthy herbal tea that can be consumed daily as it contains no caffeine, no sugar, and no calories. It is rich in minerals and vitamins, helping to reduce blood sugar levels, decrease inflammation, boost the immune system, and aid digestion. Furthermore, it is certified by the U.S. National Organic Program (NOP) or USDA and the European Union (EU) organic standards. This organic mulberry leaf herbal tea is meticulously cared for from the planting stage, using good mulberry varieties grown in good soil, good air, and at optimal temperatures, resulting in perfect, large, thick, and strong mulberry leaves. Produced by experts, it yields high-quality tea with high concentrations of active compounds. The leaves used to produce mulberry tea offer an exceptionally good taste and aroma, providing full benefits to the body.



Or Vitanature+ in capsule form, which there are various formulas for specific health care, such as eye nourishment (Lutein, Bilberry), brain nourishment and energy (V-Multi Vitamin Gummy), liver nourishment (Triphala), bone and joint nourishment (Black Sesame Oil, Perilla Oil), and anti-aging (D-NAX9). Each formula emphasizes different components, such as black sesame oil, Triphala extract, lutein, and various B vitamins. To address the diverse health concerns of consumers. Should these critical raw materials become scarce and unable to be incorporated into the production process, it could impact the sales of this product. The growth target for this product is set to align with the overall brand target of 30-40% over the next three years. Furthermore, if there are changes in government regulations prohibiting the cultivation of this plant due to its impact on climate or any other reason, it could similarly affect the production of products reliant on these natural raw materials.

In 2025, the Company conducted an assessment of key partners responsible for manufacturing this product, utilizing ESG assessment forms in conjunction with on-site audits. This involves a comprehensive evaluation from upstream to downstream, including verifying the source of raw materials, cultivation processes, raw material

selection, factory production, packaging, quality inspection, transportation. Furthermore, the factory must prioritize climate change, conduct human rights assessments, and have robust plans in place to address various natural occurrences. This ensures that the Company receives products delivered accurately and completely in terms of quantity, time, and quality as per the agreed contract. However, for the production of all products, the Company selects and contracts licensed and specialized factories to act as original equipment manufacturers (OEMs). By selecting manufacturing facilities that meet standards, can efficiently source and manage raw material inventory, and must emphasize meticulous operational planning for sourcing raw materials both domestically and internationally to ensure production quantities align with the Company's strategic plan. Currently, there is a minimum raw material reserve for three months of production, along with a list of backup factories that meet the same production standards. To ensure that the Company can deliver products sufficiently to meet consumer demand and continue to generate revenue for the Company, even during periods of climate change or any policy changes from the government.

2. Mitigation approaches related to natural venue management

Cool Summer Fest and Cool Windy Fest are annual outdoor concert events, which constitute a significant portion of the Company's entertainment business revenue. These events rotate venues depending on the event theme and venue availability at the time. For instance, in 2025, events were held in Cha-am, Phetchaburi Province, and Pattaya, Chonburi Province, to diversify activities and expand the participant base in each area.



For such events, the Company selects primary venues and plans for suitable alternative outdoor locations, distributed across different regions and geographical areas. For example, if the Company chooses to host an event in Chonburi Province, with the primary location being Pattaya Beach, a contingency plan would involve relocating from the beachfront to the hillside area of Laem Bali Hai, or moving to another region such as Cha-am Beach in Phetchaburi Province. This ensures that activities can still be held appropriately to meet the needs of participants and that the Company can continue to generate revenue, even during periods of climate change that may lead to natural disasters.

## Information on setting greenhouse gas emission goals

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting other greenhouse gas reduction targets

### Setting net-zero greenhouse gas emissions targets

#### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2024 : Greenhouse gas emissions 492,262.00 tCO <sub>2</sub> e	2030 : Reduced by 10% or 49,226.00 tCO <sub>2</sub> e in comparison to the base year	2050 : Reduced by 100% or 492,262.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>Science-based Targets (SBTi) : None</li> </ul>
Scope 2	2024 : Greenhouse gas emissions 2,926,441.00 tCO <sub>2</sub> e	2030 : Reduced by 10% or 292,644.00 tCO <sub>2</sub> e in comparison to the base year	2050 : Reduced by 100% or 2,926,441.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>Science-based Targets (SBTi) : None</li> </ul>
Scope 3	2024 : Greenhouse gas emissions 32,882.00 tCO <sub>2</sub> e	2030 : Reduced by 10% or 3,288.00 tCO <sub>2</sub> e in comparison to the base year	2050 : Reduced by 100% or 32,882.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>Science-based Targets (SBTi) : None</li> </ul>

### Setting other greenhouse gas reduction targets

#### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2024 : Greenhouse gas emissions 492,262.00 tCO <sub>2</sub> e	2025 : Reduced by 2% in comparison to the base year	2029 : Reduced by 10% in comparison to the base year
Scope 2	2024 : Greenhouse gas emissions 2,926,441.00 tCO <sub>2</sub> e	2025 : Reduced by 10% in comparison to the base year	2029 : Reduced by 10% in comparison to the base year
Scope 3	2024 : Greenhouse gas emissions 32,882.00 tCO <sub>2</sub> e	2025 : Reduced by 10% in comparison to the base year	2029 : Reduced by 10% in comparison to the base year

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

### Other operational results

The Company is currently compiling greenhouse gas emission data and has initiated short-term strategies from 2023 through 2025, setting targets to reduce indirect greenhouse gas emissions, decrease landfill waste, increase the proportion of environmentally friendly packaging designs, and reduce energy consumption through energy conservation and efficiency improvement projects. In addition to efficient production process management, the Company also emphasizes the development of "Sustainable Products" to foster customer and consumer participation in mitigating social and environmental impacts, as well as promoting biodiversity protection.

### "RS Green Meetings"

In 2025, the Company primarily conducted various meetings via electronic means, including shareholder meetings 1 time and board of directors meetings 6 times by considering the most efficient use of resources while minimizing environmental impact. This event was conducted in accordance with the "6 Care" measures, resulting in the following outcomes:

- Reduced paper usage from shareholder meetings by 575,000 sheets and reduced paper usage from board of directors meetings, a total of 3,150 sheets, resulting in a total paper reduction of 578,150 sheets, or saving 40 trees.
- Reduced participant travel from 150 people to no more than 20 people.
- Ceased decorating venues with foam and plastic.
- Ceased serving snacks to attendees at meetings.
- Ceased using fresh flowers for meeting room decoration.

### Award for contributions to student activities from Kasetsart University

Kasetsart University presented an honorary award to express gratitude to RS Group for its support of student activities, in line with the organization's sustainability policy, through various projects, including:

- RS YOUNG BLOOD organized training courses for students to gain real-world experience at Cool Fahrenheit and Channel 8.

- RS Net Zero with the sale of bags made from recycled fibers, in collaboration with HzWHALE! MUSIC FEST, with all proceeds donated to the "Whales in Our Hearts" project for the conservation of Bryde's whales and rare marine animals, Faculty of Fisheries, Kasetsart University.
- RS Nearby assists in producing content for shops around Kasetsart University and brings students interested in content creation to real-world sites to learn professional work practices.



Moving forward, the Company will continue to operate its business with environmental consciousness, striving to drive RS GROUP to become a strong organization of the future in all aspects and aims to reduce greenhouse gas emissions while fostering participation from all sectors within the organization, including all business units under RS GROUP and all employees in reducing environmental impact, such as reducing energy consumption in office buildings, using renewable energy, waste separation and the selection of environmentally friendly packaging, among others.

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	3,450.90	3,433.07	2,877.32

	2023	2024	2025
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	355.63	492.25	416.90
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	3,062.39	2,925.91	2,388.56
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	32.88	14.91	71.86

### Greenhouse Gas Emissions Intensity<sup>(5)</sup>

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (* )	0.000907	0.001027	0.001456
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	2.58	3.14	3.72
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	0.13150000	0.13080000	0.29200000

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

Remark: <sup>(5)</sup> The total office building area was 9,852 square meters, a decrease of 16,400 square meters from the previous year.

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

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

Verification of the company's greenhouse gas : No  
emissions

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

	2023	2024	2025
<b>Total reduced GHG (Metric tonnes of carbon dioxide equivalent)</b>	76,030.16	167,625.50	6.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	N/A	1.00	6.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	239.82	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	76,030.16	167,384.68	0.00

#### Absorption and removal of Greenhouse Gas

	2023	2024	2025
<b>Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)</b>	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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# ESG Performance

Company Name : RS PUBLIC COMPANY LIMITED      Symbol : RS  
Market : SET      Industry Group : Services      Sector : Commerce

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## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

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

#### Social and human rights policy

The Company focuses on respecting human dignity, equality, and non-discrimination to ensure that everyone has recognized and prioritized the promotion and protection of human rights both within and outside the organization, alongside ethical principles and good corporate governance. The Company protects human rights adhering to legal principles and international standards covering equal treatment of employees, migrant workers, and all stakeholders, especially preventing forced labor and child labor, non-discrimination, and harassment in the workplace, as well as promoting continuous human rights risk assessments, driven by the "Diversity, Equity, and Inclusion Policy." to align with the sustainable development policy and ensure that the Company's business operations are absolutely free from human rights violations.

#### Social and human rights practices

1. Non-discrimination, focusing on treating everyone equally and does not support any activities that violate human rights principles.
2. Absolute prohibition of forced labor, human trafficking, and child labor.
3. Promote a safe environment for everyone, both physically and mentally.
4. Promote human rights due diligence in the supply chain through communication and extending policies to business partners and allies to adhere to the same standards.
5. Promote a comprehensive human rights risk assessment and review process to address and remedy impacts if violations occur, and implement measures to prevent recurrence.

#### Employee Rights

In Thailand, employees or workers receive basic rights under the Labor Protection Act. which is considered labor law enacted to establish minimum standards regarding employment to create fairness between the Company and its employees which covers various employee rights which the Company continues to operate in accordance with legal requirements, as follows:

1. Wages must be in accordance with what was agreed upon in the employment contract, whether it is daily, monthly, or other forms of employment.
2. Working hours: Generally, the Labor Protection Act stipulates working hours not exceeding 8 hours per day and 48 hours per week. For work that is hazardous to health, it must not exceed 7 hours per day and 42 hours per week. Employees have the right to a break of no less than 1 hour per day after the first 5 hours of work. However, if the Company and employees agree in advance, each break period may be less than 1 hour but not less than 20 minutes per instance, totaling no less than 1 hour per day. In some cases where work must be continuous, the Company may arrange for no break. Can take leave but must have prior consent from the employee.

3. Leave is a fundamental right that employees can use as needed. The Company must still pay wages as stipulated by law, as follows:

- Sick leave: Employees may take sick leave for no more than 30 days per year while still receiving normal wages. If sick leave exceeds 3 consecutive working days, a medical certificate must be presented.
- Personal leave: Employees may take leave for essential personal business while still receiving wages. The number of leave days depends on the Company's policy.
- Maternity leave: Female employees have the right to take maternity leave before or after childbirth for no more than 90 days, while still receiving wages for no more than 45 working days.
- Sterilization leave: Employees may take leave for sterilization for the period specified by a doctor and receive wages for the days taken.
- Military service leave: Male employees called for military training may take leave for the number of days called, not exceeding 60 days per year, and receive normal wages.

4. Holidays are days designated for employees to rest. The Labor Protection Act primarily divides them into 3 categories as follows:

- Weekly holidays: Employees are granted no less than 1 day off per week, and each holiday period must not be separated by more than 6 working days.
- Traditional holidays: or public holidays, the Company specifies no less than 13 days per year (including Labor Day). Employees have the right to take holidays on public holidays stipulated by law, such as New Year's Day, National Labor Day, Songkran, etc.
- Annual vacation: Employees who have completed 1 year of service are entitled to no less than 6 days of annual vacation, which can be mutually agreed upon with the Company.

5. Employees who work overtime are entitled to overtime compensation as prescribed by law, as follows:

- Overtime work on normal working days: receive wages no less than 1.5 times the hourly rate.
- Work on holidays: receive wages no less than 1 time.
- Overtime work on holidays: receive wages no less than 3 times the hourly rate.

6. Termination of employment without fault clearly stipulates that notification must be given at least one pay cycle in advance. If no advance notice is given, severance pay in lieu of notice must be paid, with compensation rates set as follows:

- Employees who have worked for 120 days but less than 1 year: receive severance pay equal to 30 days' wages.
- Employees who have worked for 1 year but less than 3 years: receive severance pay equal to 90 days' wages.
- Employees who have worked for 3 years but less than 6 years: receive severance pay equal to 180 days' wages.
- Employees who have worked for 6 years but less than 10 years: receive severance pay equal to 240 days' wages.
- Employees who have worked for 10 years but less than 20 years: receive severance pay equal to 300 days' wages.
- Employees who have worked for 20 years or more: receive severance pay equal to 400 days' wages.

7. Labor utilization: The scope of labor utilization has been clearly defined to prevent physical and mental harm from work, as follows:

- Employment of female workers: Pregnant female employees are prohibited from working between 10:00 PM to 6:00 AM, and from working overtime or on holidays, as well as from working in hazardous areas.
- Child labor: It is prohibited to employ children under 15 years of age. In cases where children under 18 years of age are employed, notification must be given to the labor inspector. Furthermore, working between 10:00 PM to 6:00 AM and working overtime are strictly prohibited (details are provided under the section on child labor).

8. Social Security is a social security system established by the state to help workers receive protection and replacement income when facing various risks where employees, employers, and the government jointly contribute to a protection fund covering 7 cases: illness, childbirth, disability, death, unemployment, child welfare, and old age.
9. Basic welfare provided by the Company, such as sufficient clean drinking water, hygienic restrooms, a safe workplace, and first-aid equipment.

In addition to legal rights, the Company also has: Providing additional welfare and benefits to employees as follows:

1. Provident fund, which the Company has arranged for employees to voluntarily save money by contributing monthly. The Company also contributes to the savings according to the fund's criteria. This provident fund not only serves as a savings guarantee but also benefits employees for tax deductions. If an employee resigns, they will receive their savings from the provident fund according to the established criteria.
2. Financial assistance benefits from the Company.
  - Funeral assistance for the loss of an employee's spouse, child, father, and mother.
  - Wedding financial assistance for employees, without gender restriction, according to the Company's equal welfare criteria.
3. Housing loan welfare with banks: The Company and the Government Housing Bank have jointly agreed to provide housing loan welfare, allowing employees who wish to purchase their own homes to apply for a loan with the Government Housing Bank. Employees will receive special interest rates and loan amounts.
4. Other welfare benefits are listed under "Information on Employees and Labor."

### **Migrant/foreign worker rights**

The Company adheres to principles of equality, human dignity, and international standards. Foreign workers will receive legal protection similar to Thai workers, with specific laws and measures aimed at protecting the rights and safety of foreign workers. This will be in accordance with the "Emergency Decree on the Management of Foreign Workers B.E. 2560 (2017) (and its amendment, Issue 2 B.E. 2561 (2018))" to prevent human trafficking and forced labor.

Foreign workers have the following rights:

1. Right to receive wages.
  - Foreign workers have the right to receive wages no less than the minimum wage stipulated by law, similar to Thai workers.
  - The Company must pay wages on time and in full.
2. Right to working hours and break times.
  - Working hours: Not exceeding 8 hours per day or 48 hours per week.
  - Break time: Must have at least 1 hour of break time if working more than 5 hours.
  - Overtime hours: Must have the consent of the worker and overtime pay must be paid according to law.
3. Right to take leave.
  - Weekly holidays: At least 1 day per week.
  - Traditional holidays: At least 13 days per year, including Labor Day.
  - Annual leave: Employees are entitled to no less than 6 days of annual leave per year after completing 1 year of service.
  - Sick leave: Can be taken as needed with pay, not exceeding 30 days per year.
  - Maternity leave: 90 days maternity leave for female workers.
4. Right to health protection.
  - Foreign workers who are properly registered will receive protection from social security or foreign worker health insurance.
  - Has the right to receive medical treatment at designated hospitals.
5. Right to safety at work.
  - The Company provides a safe workplace and protective equipment for foreign workers.

- If injured or killed at work, foreign workers or their families have the right to receive compensation.
6. Right to termination and severance pay.
    - Foreign workers have the same right as Thai workers to receive severance pay in cases of termination without fault.
    - Termination of employment must be notified in advance and have reasonable grounds.
  7. Prevention of exploitation.
    - Foreign workers have the right to refuse work that violates the law, such as forced overtime, unsafe work, child labor, or human trafficking.
    - If an employer violates rights, a complaint can be filed with the Department of Labor Protection and Welfare.
  8. Right to change employers.
    - Foreign workers with valid work permits have the right to change employers in certain cases, such as employer bankruptcy or not receiving wages as per the contract.
  9. Legal protection.
    - Foreign workers have the right to protection under the Foreign Workers Employment Act B.E. 2551 (2008).
    - The Company will not confiscate personal documents such as passports or work permits.
  10. Right to apply for social security membership.
    - Foreign workers have the right to apply for social security membership and receive benefits such as medical expenses, unemployment compensation, or pensions.

### **Child labor rights**

The Company adheres to principles of equality, human dignity, and international standards. The Company's business may require human resources of diverse age ranges to produce appropriate work, such as theatrical performances, concerts, or outdoor events. There are specific laws and measures aimed at protecting the rights and safety of child workers will be in accordance with the "Labor Protection Act B.E. 2541 (1998) (as amended)." to prevent human trafficking and forced labor. Child workers have the following rights:

1. Do not employ children under 15 years of age.
  - According to Section 44, employers are prohibited from employing children under 15 years of age.
2. In cases where children under 18 years of age are employed.
  - Employers must notify the labor inspector within 15 days from the date a child starts work and notify the termination of employment of that child to the labor inspector within 7 days from the date the child leaves work. Employers must provide a 1-hour break per day within the first 4 hours of work and may allow shorter breaks as determined by the employer.
  - Employers are prohibited from employing child workers under 18 years of age. Work between 10:00 PM to 6:00 AM, unless authorized.
  - Employers are prohibited from employing child workers under 18 years of age. Overtime work or work on holidays.
3. Employers are prohibited from employing child workers under 18 years of age in the following types of work:
  - Work involving heat, cold, vibration, noise, and light at levels different from normal that may be hazardous.
  - Work related to radioactivity, chemicals, microorganisms or toxic substances, explosives, or flammable materials. Work involving driving or operating forklifts or cranes.
  - Work that must be performed underground, underwater, in caves, tunnels, or mountain shafts. Work that must be performed on scaffolding more than 10 meters above the ground.
  - Other duties as prescribed by ministerial regulations.
4. Employers are prohibited from employing child workers under 18 years of age in the following places:
  - Slaughterhouses, gambling establishments, places for dancing, ramwong, or ronggeng.

- Places that sell and serve food, alcoholic beverages, tea, or other drinks, with attendants to serve employees, or with facilities for rest and sleep, or with massage services for customers.
  - Other places as specified in ministerial regulations.
5. Employers are prohibited from paying the wages of child employees to any other person.
- Employers are prohibited from paying the wages of child employees to any other person.
  - In cases where an employer pays any money or benefits to a child employee, their parents, guardians, or other persons in advance before employment, at the time of initial employment, or before each wage payment period, it shall not be considered as payment or receipt of wages for that child employee.
- Furthermore,  
the employer is prohibited from deducting such money or benefits from the wages that must be paid to the child employee according to the schedule.
6. Employers are prohibited from demanding/receiving security deposits from child employees.
- According to Section 51. Employers are prohibited from demanding or receiving any security from child employees.
7. Child employees under 18 years of age have the right to take leave for a reasonable cause.
- Employees may take leave to attend meetings, seminars, training, or other activities organized by educational institutions, or government or private agencies approved by the Director-General.
- The employer must pay the child employee wages equal to their working day wages for the entire leave period, but not exceeding 30 days per year.

However, in 2025, there will be no employment of children under 18 years of age as permanent employees of the Company or within the Company's supply chain.

### **Consumer/customer rights**

The Company adheres to principles of equality and international standards, with the primary goal of ensuring consumers/customers that the Company will not exploit them through its operational processes, covering responsible production and service delivery, communication of product and service information to customers and consumers, as well as developing satisfaction and protecting customers' personal data. Consumer or customer rights will be in accordance with the "Consumer Protection Act B.E. 2522 (1979) (as amended)," covering 5 key rights: the right to accurate information, freedom of choice, safety, fairness in contracting, and compensation for damages when rights are violated. Consumers/customers have the right to: receive as follows:

1. Right to receive information, including accurate and sufficient quality descriptions of goods or services: This includes the right to receive truthful and non-hazardous advertising or labeling for consumers, as well as the right to receive accurate and sufficient information about goods or services to avoid being misled into unfairly purchasing goods or services.
2. Right to freedom in choosing goods or services: This includes the right to receive goods or services voluntarily by the consumer and without unfair inducement.
3. Right to safety from using goods or services: This includes the right to receive safe goods or services that meet standard conditions and quality, are suitable for use, and do not cause harm to life, body, or property when used according to instructions or with due care for the nature of the goods or services.
4. Right to fairness in contracting: This includes the right to receive contract terms without being exploited by business operators.
5. Right to consideration and compensation for damages: This includes the right to protection and compensation for damages when consumer rights, as mentioned in points 1, 2, 3, and 4, are violated.

The five consumer rights stipulated by law will be fully effective only when consumers act as follows:

1. Consumer duties before purchasing goods or services.
  - Consumers should exercise reasonable caution when purchasing goods and services, for example, by checking labels, quantities, and prices to ensure fairness. Do not trust advertisements without careful

consideration,

and seek additional information about the quality, origin, and characteristics of the goods to verify if they match the advertised claims. If in doubt or unsure, careful consideration should be given beforehand.

- When entering into a legally binding contract by signing, consumers must check the clarity of the language used to ensure it is precise and grants full rights to the consumer as negotiated. They must also identify any unfair terms in the contract. If there are any legal doubts or uncertainties about the contract's clarity, it is advisable to consult an expert beforehand.

- Any agreements intended to be legally binding should be made in writing and signed by the business operator.

## 2. Consumer duties after purchasing goods or services.

- Consumers have a duty to preserve various pieces of evidence demonstrating the violation of consumer rights in order to claim their rights. Such evidence may include products showing quantities or qualities that do not meet the standards specified on the label, or being dirty or toxic, which could cause harm from using the product or service. The place where the product was purchased or service received should also be noted to support the complaint.

- In cases where a written contract is made with a business operator, all contract documents, including advertising materials and receipts, must be kept.

- When consumer rights are violated, consumers have a duty to file a complaint in accordance with their aforementioned rights.

## 3. Complaints when rights are violated.

- File a complaint through the channels provided by the Company.

- File a complaint through various regulatory agencies, such as The Office of the Consumer Protection Board or the Food and Drug Administration, etc.

### **Community and environmental rights**

The Company considers granting rights to all stakeholders equally and comprehensively. Community and environmental rights are based on the principle that everyone should have the right to livelihood, the right to live a life with moral values, and community rights also extend to other rights according to changing relationships, such as human rights or human dignity. Community rights contribute to fair and sustainable development. Community rights typically focus on two aspects: the right of communities to conserve culture, traditions, and ways of life, and the right of communities to conserve natural resources to create stability in life and coexist in a good environment sustainably.

Community and environmental rights are fundamental constitutional rights to protect the quality of life, health, and ecosystems from the Company's development projects that may have severe impacts. Communities have the right to receive as follows:

1. Right to resource management: Communities have the right to conserve, restore, manage, and utilize natural resources and biodiversity in a balanced manner.

2. Participation and consultation: Communities have the right to express opinions on the Company's development projects that may impact the environment and community health. An impact assessment (EIA/EHIA) must be conducted, and a public hearing process must be arranged before implementation.

3. Right to sue: Communities can sue government agencies to compel them to perform their duties in environmental protection.

4. Right to a good environment: Living in a clean, safe environment that does not pose health hazards.

### **Rights regarding safety and occupational health at work.**

The Company recognizes that employees are a key factor in its success, and therefore places importance on managing safety, occupational health, and the working environment, whether it be personal safety or safety related to business

operations. All activities must undergo a thorough risk assessment by qualified personnel, with appropriate control and prevention measures defined, and close monitoring of implementation to prevent losses or impacts on employees and all relevant stakeholders, while also rewarding employees for their full capabilities.

The right to safety and occupational health at work is a fundamental legal right under the "Safety Act B.E. 2554 (2011)," ensuring employees a safe working environment, free from dangers to life, body, mind, and health. Operations are divided into two parts: for mental well-being, the Company has a "Diversity, Equity, and Inclusion Policy" which sets guidelines for everyone to coexist happily in the workplace. For physical care, the Company is responsible for providing appropriate personal protective equipment (PPE), training on safe working methods, and creating an environment that reduces work-related risks which is in accordance with strict provisions to prevent potential harm to employees.

Employees have rights regarding safety and occupational health at work. receive as follows:

1. Right to information: Employees have the right to know about potential workplace hazards, chemicals, and safety manuals.
2. Right to access protective equipment (PPE): The Company must provide standard personal protective equipment for use free of charge.
3. Right to training: New employees must always receive safety training before starting work.
4. Right to refuse work: Employees have the right to refuse work that lacks safety measures, or if they encounter situations that may cause serious danger, they can stop working immediately.
5. Right to health check-ups: Employees must receive appropriate health check-ups based on potential work-related risk factors.
6. Other rights: Company employees who are insured under Section 33 receive welfare benefits from social security as legally mandated. However, this may not be sufficient for modern living. Therefore, the Company provides health insurance for employees based on their position level, covering medical treatment benefits for outpatient, inpatient, and death cases, as well as various vaccinations and financial assistance in the form of get-well baskets when employees are ill and hospitalized.

To ensure safety in the workplace, each party has the following duties:

- Company: Must prominently display warning signs and safety regulations, maintain machinery in safe condition, and provide a safety team (Safety Officer).
- Employees: Must comply with regulations, wear PPE provided by the employer, and always maintain equipment in good working condition.

The Company places great importance on the holistic well-being of its employees, which includes not only physical health but also mental well-being at work, affecting daily responsibilities, expectations, relationships, and stress levels. Therefore, improving the working environment to be safe and adequately convenient will positively impact employees' overall happiness and health, because when employees feel safe and healthy at work, they are more likely to be more productive, which benefits employees, the Company, and the wider economy. Conversely, if employees are injured or fall ill due to workplace hazards, it can also significantly harm economic growth.

### **Non-discrimination rights.**

The Company has " Non-discriminatory and diverse employment policy. " With a commitment to managing diversity and promoting acceptance of differences among people, respecting fundamental human rights, providing opportunities, treating each other equally, and eliminating all forms of discrimination and harassment, starting from 2022 onwards. This has been achieved through employee opinion surveys, the Safety, Occupational Health, and Working Environment Committee, and approved by the Board of Directors' meeting, and officially announced. Employees have the following non-discrimination rights:

- Growing progressively. Career paths at RS Group are always possible with its flat organizational structure and agile work approach. Furthermore, most employees work closely with management, and we use OKR-based evaluations with clear and measurable goals. This allows employees with outstanding and trusted performance, whether new or experienced, to advance rapidly.
- Growing strong with diverse learning. The opportunity for employees to work in a company with multiple businesses, including media, entertainment, and commercial businesses, allows them to learn new things across different fields, absorbing work concepts from executives and teams with diverse experiences and skills. These things may not be found in textbooks or classrooms. This is what makes working at RS Group unique and an organization that challenges employees to continuously develop themselves and various skills. It emphasizes learning, supports employees in using their skills and experience to build upon collaborative work, and also creates the RS e-Learning Center for employees and executives to share their knowledge and skills to train employees in other departments, enhancing new skills that can be learned anywhere, anytime, through the company's information system.
- Growing securely. It is undeniable that comprehensive welfare and benefits make employees feel secure and support a good quality of life, both at work and in their personal lives. This is why RS Group cares for and develops various welfare and benefits for all employees equally, such as health insurance, life insurance, provident fund benefits, or various financial assistance, including annual leave starting from 12 days and increasing with years of service. Employees also have the right to personal leave, sick leave, maternity leave, equal marriage leave, or even gender reassignment surgery leave for 45 days. Furthermore, we consider the working environment, providing modern offices with complete facilities, over 700 free parking spaces, and employees also receive priority access to events or activities within the group.
- Growing in a safe and inclusive environment. Equally important is understanding diversity and respecting employees' rights to freedom and equality. RS Group has a large number of employees, resulting in diversity in terms of gender, age, and physical characteristics. Therefore, we are committed to promoting diversity and equal labor practices through the RS Diversity policy, which provides opportunities for all employee groups to fully demonstrate their abilities and creates a safe working environment for everyone.

### **Partner rights**

RS Group is committed to honesty and fairness towards its business partners, treating all partners in the supply chain with procurement processes and contract terms or agreements based on fair returns for both parties. It avoids bias or situations that create conflicts of interest, upholds its duties to partners, including providing knowledge, developing potential, and aiming to develop international operational standards, alongside business ethics, labor practices and human rights, quality management, occupational health and safety, community development participation, and environmental protection, as well as monitoring, inspecting, evaluating, and developing mutual business knowledge effectively, which rights and benefits that individuals or organizations as business partners will receive from collaborating with the Company, covering both legal and relationship aspects. and operations specified in the contract or mutual agreement. Key partner rights issues are as follows:

1. Right to management and decision-making: Participation in planning, strategizing, and providing recommendations on important decisions as agreed upon.
2. Basic right to contract: Business partners must receive fair contracts and not be exploited, whether they are individuals or legal entities.
3. Right to profits and assets: Receive a share of profits or rights to assets proportionally as agreed upon.
4. Right to access accurate information and news: Business partners have the right to receive complete details about goods/services and can request to inspect account books, partner registers, and important business documents for transparency.
5. Right to personal data protection: The right as a data subject under the Personal Data Protection Act (PDPA) to have data used appropriately.

6. Special trade rights: such as receiving special discounts, access to training programs, or using shared technology to enhance competitiveness.
7. Right to protection under the partner code of conduct, such as timely payments or not being subjected to trade discrimination.
8. Human rights and treatment of business partners: Business partners must be treated equally, without discrimination based on race, religion, skin color, gender, or age, etc.
9. Disqualification of business partners by business partners are obligated to comply with the "Code of Conduct for Sustainable Partner Development." Failure to comply may result in suspension or termination of their partnership with the Company.

However, RS Group intends to set operational standards higher than those stipulated by law, expecting to encourage business partners to adopt responsible operating practices towards stakeholders equally and equitably, so that partners can grow sustainably with RS Group (details are provided in the Code of Conduct for Sustainable Partner Development).

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

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

Review of social and human rights policies, : No  
 guidelines, and/or goals over the past year

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

## Information on other social management

### Plans, performance, and outcomes related to other social management

#### Strengthening relationships with partners through the partner code of conduct

RS Public Company Limited and its subsidiaries ("RS Group") are committed to strengthening relationships with business partners and developing work processes to create shared value with all stakeholders. This is achieved through supply chain management that considers environmental, social, and governance (ESG) issues, which involves comprehensive management of opportunities and risks across all dimensions of business operations. The outcome will lead to the creation of long-term value with partners, as well as increased competitive advantage in the future. RS Group is committed to honesty, integrity, and fairness towards its partners, treating all partners in the supply chain with procurement criteria, and contract terms or agreements based on fair returns for both parties, reasonably and without discrimination or situations that create conflicts of interest. It upholds its duties towards partners, including providing knowledge, developing potential, and aiming to develop international operational standards, alongside business ethics,

labor practices and human rights, quality management, occupational health and safety, community development participation, and environmental preservation. This also includes monitoring, auditing, evaluating, and developing mutual business knowledge effectively. Nevertheless, RS Group intends to set operational standards beyond legal requirements, hoping to encourage partners to adopt responsible practices towards stakeholders equally and equitably, so that partners can grow sustainably with RS Group as well.

### **Practices for strengthening relationships through Partner Code of Conduct**

1. Communicating and ensuring key partners are aware of and comply with the company's Partner Code of Conduct for sustainable development.
2. Regular ESG (Environmental, Social, and Governance) audits of partners.
3. Monitoring partner performance through annual self-assessment by partners.
4. Establishing a supply chain management system that covers partner selection, monitoring, and performance evaluation processes.
5. Communicating to operational-level partners the performance expectations of the company to ensure compliance with company standards.
6. Communicating to partners to ensure they are aware of and understand potential human rights impacts arising from operations.
7. Monitoring and investigating all complaints received through the Whistleblower Channel.

### **Partner sustainability risk management**

#### **1. Identification of key partners**

The company has guidelines for various operations with both existing and new partners, by categorizing partners as follows:

- Critical tier 1 partners refer to partners with high expenditure, difficult-to-replace products, key raw materials for strategic product manufacturing, or whose loss would result in high to very high risk. The company plans to develop a partner assessment form and conduct site visits, standard checks, and collaborative risk reduction planning in various areas according to sustainable partner practices, to ensure that these partners can manage risks to a level that does not cause severe impact.
- Secondary partners or critical partners not directly doing business with the company (Critical Non-Tier 1) refer to partners with moderate or low expenditure, or those who control key raw materials but are not yet part of the company's strategic production plan for this year, and are not in the main partner group. The company plans to develop a partner assessment form based on sustainable partner practices to ensure that these partners can effectively participate in the company's supply chain management.
- Partners requiring on-site ESG audits will primarily focus on key partners who meet the criteria of existing partners producing new products, new partners producing products for the first time, partners producing strategic core products, and partners with the highest expenditure.

In 2025, the company focuses on managing risks of key or critical partners from all business units, considering partners with the highest expenditure, partners producing new products, and partners producing the company's highest-selling products. It was found that the top 20 partners accounted for 37% of total expenditure, which aligns with the company's policy of not relying on a single partner. No single partner accounted for more than 10% of the company's total expenditure. The company has planned to recruit new partners to provide alternatives and continuously enhance competitiveness in the future.

#### **2. Process for identifying partner-related risk issues**

The company has a process for assessing partner risks and potential impacts on business operations, under the risk assessment criteria defined by the company. This covers all critical dimensions of sustainability, including the consideration of existing partners and the selection of new partners, as follows:

- Economic dimension: Evaluation criteria include price, quality, delivery time, credit period, promotion and emphasis on collaborative innovation with partners, transparent and verifiable performance reporting, and clear documentation.
- Environmental dimension: Evaluation criteria include environmental management consistent with relevant laws and mandatory standards, and systematic, correct, appropriate, and compliant waste management.
- Social dimension: Evaluation criteria include fair treatment of labor and respect for human rights, and engagement with communities and society to sustainably improve people's quality of life.
- Governance dimension: Evaluation criteria include operations under governance principles, business ethics, relevant laws and regulations, and policies and operations related to anti-corruption.

### 3. Risk management and monitoring

In 2025, the company conducted an ESG partner self-assessment, focusing on the risk assessment of RS Livewell Co., Ltd.'s partners. These are partners that are Original Equipment Manufacturers (OEMs) under the company's brand (House Brand), new partners, partners producing strategic core products, and partners producing high-selling products, with details as follows:

- 3 key partners were assessed using self-assessment forms out of a target of 5. The results showed that 97.0% passed the assessment criteria from the 90% target
- 2 key partners were assessed through on-site ESG audits out of a target of 2, conducted via actual site visits. The results showed that 96.0% passed the assessment criteria, exceeding the 90% target, thus meeting the decision criteria and allowing for continued trading.

In 2025, no significant risk issues arising from partners were found. Minor issues may have been observed, such as some partners not yet having concrete environmental management policies, but only controlling operations to comply with legal requirements. In such cases, the company will assess scores based on actual performance and follow up on corrective actions to ensure full compliance. Alternatively, some partners have not yet been certified as members of the Private Sector Collective Action against Corruption (CAC). In 2024, the company organized a change agent training program with a total of 100 employees, executives, and partners participating to expand cooperation and support partners in achieving certification in the future.

### Sustainable procurement policy

RS Public Company Limited and its subsidiaries ("RS Group") are committed to strengthening relationships with business partners and developing work processes to create shared value with all stakeholders. This is achieved through supply chain management that considers environmental, social, and governance (ESG) issues, which involves comprehensive management of opportunities and risks across all dimensions of business operations. The outcome will lead to the creation of long-term value with partners, as well as increased competitive advantage in the future. RS Group is committed to honesty, integrity, and fairness towards its partners, treating all partners in the supply chain with procurement criteria, and contract terms or agreements based on fair returns for both parties, reasonably and without discrimination or situations that create conflicts of interest. It upholds its duties towards partners, including providing knowledge, developing potential, and aiming to develop international operational standards, alongside business ethics, labor practices and human rights, quality management, occupational health and safety, community development participation, and environmental preservation. This also includes monitoring, auditing, evaluating, and developing mutual business knowledge effectively. Nevertheless, RS Group intends to set operational standards beyond legal requirements, hoping to encourage partners to adopt responsible practices towards stakeholders equally and equitably, so that partners can grow sustainably with RS Group as well.

### Sustainable procurement practices

1. Fair and transparent partner selection, considering economic, social, environmental, and governance aspects, covering both new and existing partners.

2. Systematic procurement operations with strict control, monitoring, and verifiability to maximize benefits throughout the process.
3. Supporting partners in conducting business in accordance with the "Partner Code of Conduct for Sustainable Development" established by the company.
4. Supporting community and social development activities in collaboration with partners as appropriate.
5. Supporting and promoting environmentally friendly products.
6. Promoting employment, creating opportunities, and developing careers within the community.
7. Promoting collaborative innovation with partners for sustainable business growth.

### **Policy and trade credit terms for partners**

The company prioritizes liquidity and cash cycle management. The determination of trade credit terms depends on the company's partners and requires consideration of various factors, such as the duration of the business relationship, product type, quantity, quality, or inventory turnover cycle. Nevertheless, the company has set trade credit terms based on principles of fairness and mutual benefit for all parties, with The trade credit terms are detailed as follows:

- General partners or suppliers are given a period of 30-60 days from the date of inspection and acceptance of goods or services, or payment in installments according to contractual terms. which is in accordance with the announcement of the Trade Competition Commission
- For partners that are small and medium-sized enterprises (SMEs), a period of 30-45 days is set to promote liquidity, enabling the company's partners to continuously circulate funds within the economic system.

In 2025, the actual average period was 49 days, which is in line with the company's credit policy.

### **Tax policy**

The company is committed to conducting business with transparency and integrity, thus striving for accurate and complete tax operations and utilization of tax benefits to ensure that achieve maximum efficiency under legal requirements, including compliance with regulations for disclosing financial and tax information to government agencies and stakeholders. all parts, consistent with good corporate governance principles, business ethics, and sustainable operational guidelines, which focus on for the company to achieve economic growth alongside development and full social responsibility, as the company believes that good tax responsibility will be able to contribute significantly to the overall economic and social development of the country in the future.

### **Tax implementation guidelines**

1. Accurate and complete compliance with all laws and regulations related to tax management in each country where the company operates.
2. Tax planning and proper utilization of tax benefits in accordance with laws and regulations, including the correct application of tax structures. which does not lead to tax avoidance.
3. Submitting and claiming tax refunds within the legally prescribed period to maximize benefits for the company, government agencies, and the country.
4. Regularly studying and considering tax impacts if new tax laws or policies are announced, or if the company undertakes new transactions. occurring, prioritizing the company's best interests.
5. Appointing tax advisors with knowledge and understanding to ensure correct operations and reduce the risk of tax disputes.
6. The appointment of a responsible person to provide factual information on the company's operations when requested or audited by government agencies.
7. Promoting tax knowledge development among relevant personnel to ensure accurate and complete work performance.

### **Tax reporting performance**

The company regularly monitors and evaluates its operations in accordance with tax-related laws, regulations, and practices to ensure that relevant parties are informed and comply correctly must. In 2025, the company had a pre-tax loss of 883,405,990 baht. Therefore, the company has no income tax to pay to the Revenue Department.

### Supporting social development in collaboration with other agencies

In 2025, the company provided support for social development in various areas, totaling 22,121,583 Baht, or 1.17% of total revenue, as follows:

Support for social development	Value (Baht)
To promote education	30,000
To support religious activities	25,000
As a medium to help society	9,545,567
<ul style="list-style-type: none"> <li>● Channel 8 Shares Kindness for Southern Flood Victims</li> <li>● Channel 8 Shares Kindness, Extending Care to the Thai-Cambodian Border</li> </ul>	12,531,016
<b>Total</b>	<b>22,131,583</b>

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

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

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations (cases)</b>	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0

	2023	2024	2025
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	12
Actual number of disclosure boundaries	:	12
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

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



#### Policy on employee and labor management.

The Company focuses on developing the potential of employees and workers alongside creating stable social security. An effective employee and labor management plan must encompass both human resource management and labor law dimensions by overseeing fair compensation and benefits, knowledge creation and delivery, diverse skill and capability development, workplace safety and occupational health protection, and promoting non-discrimination and equality for employees, vulnerable groups, foreign workers, and child laborers, including promoting employee relations and engagement with the principle of respecting human rights throughout the supply chain, by leveraging digital

technology to manage labor in accordance with international standards to reduce risks and enhance work efficiency considered a crucial element for driving sustainable business growth.

### **Guidelines for employee and labor management.**

1. Workforce planning: Analyze current and future employee and labor details as needed, aligning with organizational goals, considering headcount, required skills, and appropriate timelines.
2. Recruitment and selection: Develop strategies to find suitable candidates. Currently, artificial intelligence and internal and external talent marketplaces are being utilized to find employees and workers with the required skills, whether for new hires, additional staff, or transfers.
3. Personnel development: Create individual development plans to upgrade skills to keep pace with changing technology and align with organizational goals communicated universally, in accordance with the "Learning and Development Policy of RS Public Company Limited and its subsidiaries."
4. Performance management: Set clear and measurable goals, along with a fair evaluation system for compensation purposes.
5. Compensation and benefits management: Design a competitive salary structure and benefits in the market to attract and retain suitable employees, through managing compensation, welfare, and working environment to foster organizational commitment.
6. Labor relations and safety: Develop policies consistent with labor laws, such as working hours, leave entitlements, and grievance mechanisms, in accordance with the "Regulations on EmploymentS Public Company Limited and its subsidiaries."

### **Steps for creating an employee and labor management action plan.**

1. Analyze current status: Survey skill gaps and internal and external organizational environments.
2. Utilize technology for management: Select appropriate technologies and tools to assist in payroll calculation, attendance tracking, and more accurate employee data management.
3. Build organizational culture: Develop a working environment that respects diversity and supports work-life balance.

### **Components of employee and labor Management.**

#### **Policy for employee compensation and benefits.**

The Company prioritizes its compensation and benefits policy for all employees to ensure it can retain high-performing and efficient employees as integral parts of the Company, especially in the current competitive business environment. Employees will receive compensation and benefits at appropriate, fair, and equitable rates, consistent with compensation standards in similar or related industries. The aim is to inspire and motivate employees to develop affection and commitment to the Company, as well as to encourage them to produce work that will lead the Company to stable growth.

### **Guidelines and components of short-term and long-term compensation.**

1. Monetary compensation includes annual salary and bonuses, determined by each employee's position, role, duties, and responsibilities, including experience relevant to their role and responsibilities. Additionally, adjustments will be considered based on the Company's performance in both the short and long term, and inflation rates, which comprise:
  - The Company's overall goals will be determined by revenue growth figures, profits, cost management, and administrative expenses, as well as sustainability performance.
  - Departmental goals will be determined by the performance of the department as assigned by the Company.
  - Individual consideration goals, measured by performance based on Objectives and Key Results (OKRs).

2. Non-monetary compensation includes various benefits, referenced by each employee's employment contract and job position, to provide a sense of life security, such as:

- Health insurance, accident insurance, and life insurance according to job level, covering medical treatment benefits, including outpatient and inpatient cases.
- Training and development of employee potential, both from within and outside the organization.
- Right to use company services, purchase company products, food, and beverages at employee prices.
- Free parking for employees to facilitate commuting to work.
- Employee shuttle service between the office and the BTS Skytrain station.
- Provide a health center and various recreational sports programs after work, 2-3 days a week, to promote employee health and foster good relationships with colleagues.
- Company welfare assistance in the form of get-well baskets when employees are ill and hospitalized.
- Funeral assistance in case of family member's death and wedding assistance for employees, regardless of gender.
- 45 days of leave for gender reassignment surgery.
- Annual health check-ups for employees.

The Company has registered and established a provident fund in accordance with the Provident Fund Act B.E. 2530, which demonstrates the Company's concrete commitment to long-term sustainable employee care. Employees can choose investment plans within the provident fund according to their needs and risk levels (details are in section 7.5).

3. In case of termination of employment, details are in accordance with the sections "Employee Rights" and "Regulations on Employment of RS Public Company Limited and its subsidiaries."

The key principle is that the Company will determine employee and worker compensation based on the details specified in their employment contracts. Adjustments to each component of said compensation will primarily be based on the growth rate of operational performance, including both revenue and profit each year, which aligns with the Company's short-term performance. The Company will also consider adjusting compensation rates to cover inflation each year. The Company will prioritize annual performance to assess whether it meets the long-term business objectives. However, for other forms of employee compensation, such as offering securities or employee stock accumulation programs, the Company may consider additional options at appropriate times.

#### **Policy for employee potential and career advancement development.**

The Company's core working philosophy and attitude are to strive for "Life Enriching," enhancing the quality of life by integrating personnel to drive the organization according to its core values and a "Teamwork" culture, with "Team Success" as a fundamental cornerstone of the organization, much like a sports team with passion, eagerness to learn, teamwork, and a determination to win as basic qualities, all guided by organizational values. Furthermore, the Company consistently emphasizes training and practice to develop employees' knowledge and abilities, fostering a strong and valuable organizational culture for all employees, leading to collaborative work that achieves set goals.

The Company is committed to continuously supporting employee learning and development at all organizational levels, believing that motivating and retaining talented personnel within the organization, ensuring employees possess appropriate skills and knowledge for their current responsibilities, preparing employees for professional advancement, and ensuring smooth succession planning within the Company are crucial for increasing work effectiveness and enhancing overall efficiency, thereby supporting the goals of employees, departments, and the Company effectively, in accordance with "Learning and Development Policy. of RS Public Company Limited and its subsidiaries."

#### **Guidelines for employee learning, training, and development**

1. Analyze training needs based on job positions to develop potential and promote employee advancement.
2. Create and deliver stable career advancement opportunities.
3. Establish a clear and fair performance evaluation system and succession plan.

4. Emphasize the working environment and workplace safety, which are conducive to learning and development.
5. Ensure employee welfare complies with laws, human rights principles, and fair labor practices.

### **Components for employee learning and development.**

Currently focuses on flexibility and practical application, with key elements being: Application of the 70-20-10 principle for learning and development, as follows:

- 70% of learning comes from work experience, including on-the-job learning, coaching by supervisors, challenging assignments beyond current capabilities, cross-functional projects, special projects, and community engagement.
- 20% of learning comes from social learning, coaching, mentoring, performance and professional discussions, collaborative learning, and interacting with others. Furthermore, feedback and relationships are the main benefits derived from this approach.
- Structured training constitutes the final 10% of learning, including classroom learning, e-learning, workshops, and meetings, among others.

### **Steps for employee potential and career advancement development.**

The Company aims to promote employee potential development by enhancing diverse operational skills and knowledge, covering both internal and external courses, through the following steps:

1. Identify training needs: Analyze the gap between existing skills and organizational goals by conducting a Learning Needs Analysis to understand employee requirements, enhance personnel capabilities with necessary operational skills, align with business strategies, and increase career opportunities.
2. Create and design courses: Align with modern employee behaviors, such as emphasizing micro-learning and designing appropriate learning through identifying individual development plans. The Company has a process for surveying employee needs to use as a tool for designing suitable training courses, consistent with employee potential development plans, and accommodating changes in organizational strategic plans.
3. Training implementation: Utilize a blended approach of online and offline formats for flexibility, with defined learning paths for employees based on academic level, skill type, job position, and individual interests.
4. Evaluation: Measure results according to company guidelines from satisfaction and acquired knowledge to the value of the investment to continuously monitor potential development.

### **Policy for promoting employee relations and engagement.**

The Company recognizes that employees are key stakeholders and a crucial factor for long-term sustainability. Therefore, the Company is committed to fostering good relationships, engagement, and employee commitment to the organization through: Performance recognition, trust, transparent communication, skill development, motivation, fostering happiness and work-life balance to enhance higher work efficiency, as well as to build a strong organizational culture based on human rights management and genuine sustainable growth.

### **Guidelines for promoting employee relations and engagement.**

1. Performance recognition and valuation.
  - Establish a clear, transparent, and fair performance recognition system.
  - Promote appropriate appreciation and positive feedback at both team and organizational levels.
  - Link performance results with concrete career development and advancement.
2. Transparent communication and engagement.
  - Communicate important information, policies, and organizational direction regularly, clearly, and directly.
  - Provide channels for employees to express opinions, offer suggestions, file complaints, and participate in improving work processes.
  - Promote a culture of two-way communication based on respect and trust.
3. Skill development and potential enhancement.

- Support learning, training, and skill development aligned with roles, responsibilities, and organizational direction.
  - Promote equal opportunities for career advancement.
  - Prepare employees for future changes in technology and work patterns.
4. Fostering happiness and work-life balance.
    - Promote policies and practices that facilitate work-life balance.
    - Consider employees' physical health, mental health, and overall well-being.
    - Support flexible work arrangements based on suitability and job nature.
  5. Monitoring and evaluation.
    - Regularly monitor and evaluate employee engagement and satisfaction levels.
    - Utilize the results to appropriately update policies and practices, ensuring they are modern and aligned with organizational changes and stakeholder needs.

### **Steps for promoting employee relations and engagement.**

1. Situation assessment.
  - Survey levels of engagement, satisfaction, and workplace relationships.
  - Use questionnaires, interviews, or focus group discussions.
  - Analyze problems, strengths, and areas for development.
2. Goal setting and guidelines.
  - Set clear goals, such as increasing engagement or reducing turnover rates, etc.
  - Link goals with organizational values and strategies.
  - Define concrete success indicators.
3. Activity planning and design.
  - Design activities or measures consistent with goals.
  - Covering communication, engagement, and relationship building.
  - Prioritize according to resources and budget.
4. Communication and understanding.
  - Communicate work plans and roles to employees at all levels.
  - Management and supervisors must clearly demonstrate leadership.
  - Open channels for feedback from the outset.
5. Implement the plan.
  - Implement activities according to the planned schedule.
  - Continuously promote employee engagement.
  - Support a positive working atmosphere in daily life.
6. Monitoring and evaluation.
  - Evaluate results according to defined indicators.
  - Listen to suggestions and analyze feedback from employees.
7. Continuous improvement and development.
  - Use evaluation results to improve activities and operational guidelines.
  - Address issues and build upon successful initiatives.
  - Communicate progress and results to management and employees universally.

Promoting employee relations and engagement across all sectors through various activities also provides opportunities for employees to express opinions and suggestions regarding their work, which are then used to develop the organization's operational processes for greater efficiency. This includes encouraging employees to concretely apply organizational values in their work by making it a part of performance evaluations. When the Company fully implements these measures, it will yield short-term benefits such as creating a better working atmosphere, increasing

employee motivation and positive attitudes towards the organization, improving performance, and clearly and tangibly reducing human resource management issues. Long-term benefits include fostering loyalty and commitment to the organization, enhancing the overall corporate image, and strengthening good governance, which is integral to sustainable growth in the future.

### **Policy for occupational health and safety in the working environment.**

The Company recognizes the importance of employee health and safety as a primary factor and a foundation for readiness to work towards success. Therefore, it has elevated the management of safety, occupational health, and working environment, encompassing both personal safety and safety related to business operations. All activities must undergo careful risk assessment by knowledgeable and competent individuals, with appropriate control and prevention measures established, and close monitoring of implementation to prevent losses or impacts on employees and all relevant stakeholders.

Workplace safety and occupational health are fundamental components of utmost importance to employee quality of life and the Company's sustainability. Providing a safe working environment conducive to physical, mental, and social well-being not only helps prevent accidents, injuries, and occupational diseases but also reflects the organization's responsibility towards human resources, which are considered its most valuable asset. The Company that systematically prioritizes safety and occupational health can build confidence, trust, and commitment among employees. This results in employees having good morale, motivation to work, and readiness to fully participate in organizational development. Furthermore, it helps reduce losses from accidents, lower indirect costs, and increase overall operational efficiency.

### **Guidelines for occupational health and safety in the working environment.**

1. The Company considers safety, occupational health, and working environment as the responsibility of all employees at all levels to cooperate in ensuring the safety of themselves and others.
2. Enhancing knowledge and fostering a good safety consciousness among all employees in their work to ensure safety, occupational health, and a good working environment.
3. Promoting and supporting improvements in the working environment and safe work practices, as well as the appropriate use of personal protective equipment, including maintaining good health and hygiene for all employees.
4. Supporting and promoting activities related to safety, occupational health, and working environment to achieve the most appropriate practical results for all parties.
5. All supervisory employees are responsible for overseeing and ensuring the safety, occupational health, and working environment of their subordinates strictly in accordance with regulations.
6. Monitoring and evaluating the implementation of safety, occupational health, and working environment policies to ensure serious adherence and maximum efficiency in accordance with regulations and workplace safety standards.

### **Assessment for occupational health and safety impacts in the workplace**

The Company conducts risk and impact assessments regarding occupational health and safety in the working environment during employee operational procedures. This scope has been extended to include employees of partner companies, with monitoring and inspection of partner companies' treatment of employees in production, storage, transportation, and maintenance. A self-assessment form for partners has been developed, using these criteria in conjunction with other criteria for selecting the Company's partners.

### **Components for occupational health and safety in the workplace**

1. Physical well-being.
  - Appropriate working environment (lighting, temperature, ventilation, noise).
  - Design of workplaces and equipment according to ergonomic principles (Ergonomics).
  - Prevention of occupational diseases and accidents.

- Access to healthcare and annual health check-ups.
2. Mental well-being.
    - Working conditions that do not cause undue stress.
    - Appropriate workload management.
    - Fostering a culture that embraces diverse opinions and differences.
    - Access to mental health counseling or employee assistance programs.
  3. Social well-being.
    - Good relationships between colleagues and supervisors.
    - Teamwork and constructive communication.
    - Non-discrimination, respect, and equality.
    - Fostering a sense of belonging to the organization.
  4. Workplace safety.
    - Risk assessment and hazard control in the workplace.
    - Development of safety measures and emergency plans.
    - Regular safety training.
    - Use of Personal Protective Equipment (PPE).
  5. Systemic health and safety.
    - Occupational Health and Safety Policies and Standards.
    - Monitoring, inspection, and reporting of accidents or near misses.
    - Employee participation in proposing safety improvement measures.
    - Continuous development in accordance with relevant standards.
  6. Work-life balance.
    - Appropriate working hours and rest periods.
    - Flexible work arrangements based on context.
    - Respect for personal time and reducing the risk of burnout.

For the Company, from a sustainable development perspective, safety and occupational health are crucial aspects of the social dimension linked to good governance and stakeholder responsibility. Investing in a robust safety system is not merely about complying with laws or established standards, but about laying a foundation for the organization to grow stably, be competitive, and exist in long-term balance. Therefore, promoting and developing continuous workplace safety and health, in line with the "zero accident goal," is a shared responsibility of all management, supervisors, and employees. This is to create a safe, reliable workplace that fosters the collective growth of the organization and society as a whole.

## Information on setting employee and labor management goals

### Setting employee and labor management goals

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

### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>Employee training and development</li> <li>Promoting employee relations and participation</li> </ul>	<ul style="list-style-type: none"> <li>Total hours of employee training participation. Target: 5,000 hours/year</li> <li>Average hours of internal employee training. Target: 5 hours/person/year</li> <li>Proportion of employees attending at least 1 course. Target: 100% of all employees</li> <li>Proportion of employees with performance goals set. Target: 100% of all employees</li> <li>Proportion of new employees receiving orientation. Target: 100% of all new employees</li> </ul>	-	<p>2025: - Total hours of employee training participation: 2,359 hours/year &gt; Below target</p> <p>- Average hours of internal employee training: 3 hours/person/year &gt; Below target</p> <p>- Percentage of employees attending at least 1 course: 95% of all employees &gt; Below target</p> <p>- Percentage of employees with performance goals set: 100% of all employees &gt; Achieved target</p> <p>- Percentage of new employees who received orientation: 100% of all new employees &gt; Achieved target</p>

## Information on performance and outcomes for employee and labor management

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

#### RS GROUP receives "ESG DNA from SET" certificate.

RS Group received a certificate for the ESG DNA project from the Stock Exchange of Thailand, aiming to develop the organization by promoting sustainability knowledge among its personnel. Mr. Kiangkrai Ruangmethanoparat, Chief Human Resources Officer of RS Public Company Limited, represented the company in receiving the certificate. Since 2024, we have encouraged executives and employees at all levels to learn ESG principles until they meet the criteria, helping to lay the foundation and instill sustainability DNA, enabling both executives and employees to further apply these principles to their departmental operations more effectively.

In addition to this project, RS Group is committed to driving business growth in conjunction with sustainable operations, encompassing responsibility towards communities, society, and the environment, as well as continuously supporting the United Nations' Sustainable Development Goals under the ESG framework.



**RS GROUP ranked 37th in "Top 50 Companies in Thailand 2025" by WorkVenture.**

This marks another proud achievement for RS Group, having been recognized by WorkVenture for the second consecutive year as one of the Top 50 Companies in Thailand, acknowledged as "the most desired organization for the new generation to work with in 2025." This recognition is based on both online and offline surveys of 12,559 workers aged 22-35 in Bangkok and its vicinity.

This achievement reflects RS Group's commitment to being an organization of opportunities and a diverse environment where all employees can shine. This is achieved through work styles and organizational culture that align with the needs of the new generation, supporting everyone to grow with RS by delivering valuable work experiences filled with learning opportunities and challenges in both the entertainment and commerce businesses. It also encourages everyone to develop themselves into their best cross-functional versions creatively, ensuring employees achieve career advancement and are ready to grow with RS throughout their careers to reach their best selves.



**"Finalist in Best Creator Performance on Social Media" award, News Reporter category.**

RS Group extends its congratulations to Mr. Phutthapiwan Ongphraramamee, host of "Lui Chon Khao" on Channel 8, an RS Group television station, for receiving the Finalist award in the Best Creator Performance on Social Media category for News Reporter. He is one of the top 5 news anchors recognized for outstanding performance on social media platforms. Ms. Jitdee Sridee, a news anchor, accepted the award on his behalf at True Icon Hall, ICONSIAM, 7th floor.



### **THAI FIGHT wins "Outstanding Sports Program" award at the 39th Golden Television Awards.**

Recently, Channel 8, under RS Group, partnered with THAI FIGHT to win the "Outstanding Sports Program" award at the 39th Golden Television Awards for 2024, reaffirming its leadership as the King of Fighting Sports under the concept "Exciting Muay Thai must be watched on Channel 8." The quality is guaranteed by the number 1 rating from the THAI FIGHT program. Mr. Pachara Taweesak, Senior Manager of Creative Marketing at RS Multimedia and Entertainment, and Mr. Nopporn Wathin, Chairman of Thai Fight Co., Ltd., represented the company in receiving this prestigious award.

Following this success, Channel 8 plans to continue creating sports content, including live broadcasts, competitions, and entertainment content for Muay Thai and combat sports fans, to maintain its leadership in combat sports programs. Muay Thai fans can watch 4 quality live Muay Thai programs on Channel 8 every week. Do not miss the live broadcast of the biggest global event from THAIFIGHT on "Channel 8, press 27," which features the most live \*Muay Thai programs in the country, and all online platforms. Stay updated on all Muay Thai sports movements on the Muay Channel 8 Facebook page.



### **Kon Dang Nang Clear celebrates over 1 billion views.**

Kon Dang Nang Clear, one of Thailand's top hard-talk programs on Channel 8, an RS Group affiliate, celebrates exceeding 1 billion views on YouTube in the first half of the year, an increase of 40.88% from the same period last year. This reinforces its online success with a new strategy for 2025, intensely focusing on "speed, freshness, and engagement."

The program is hosted by May-Chanitnan Punnanihi, a renowned and experienced news anchor and presenter, who clarifies popular trending topics in every episode. It elevates celebrity news clearance by pulling live signals from the news team, reporting real-time updates on prominent issues from actual locations.



### **Asean International Leadership Award 2025**

Channel 8 reporter wins "Asean International Leadership Award 2025" in the ASEAN to International Mass Communication category, reaffirming leadership in quality news. Recently, Mr. Kritsadakorn Phukabngern, a crime reporter (field) for Channel 8 Online News, brought renown to the Thai media industry by winning the Asean International Leadership Award 2025 in the category of Excellence in Mass Communication for Journalists and Public Relations Professionals in ASEAN to International.

The award ceremony was held at the Kuru Sapha Auditorium, Ministry of Education, organized by the Khum Klao Youth Foundation for Nation Building, in collaboration with the Ministry of Education, the Ministry of Social Development and Human Security, and the Siam Cultural Association.



#### **Good Journalist award from the Provincial Newspapers Association of Thailand**

Ms. Tangkwa Jinnipa Buasaengsai, an online reporter for Channel 8 under RS Group, received the "Good Journalist" award at the 2025 Annual General Meeting, celebrating the 60th anniversary of the Association of Provincial Newspapers of Thailand.

The consideration for this award came from a committee of esteemed experts who meticulously reviewed and recognized Ms. Tangkwa's excellent performance and genuine dedication as an online reporter. She not only presented accurate and comprehensive news but also proudly devoted herself to society and the public in all areas.



## Information on employment

### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	1,338	1,093	774
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	1338	1093	774
Male employees (persons)	560	480	347
Percentage of male employees (%)	41.85	43.92	44.83
Female employees (persons)	778	613	427

	2023	2024	2025
Percentage of female employees (%)	58.15	56.08	55.17

**Number of employees categorized by age**

	2023	2024	2025
Total number of employees under 30 years old (Persons)	224	182	111
Percentage of employees under 30 years old (%)	16.74	16.65	14.34
Total number of employees 30-50 years old (Persons)	948	787	574
Percentage of employees 30-50 years old (%)	70.85	72.00	74.16
Total number of employees over 50 years old (Persons)	166	124	89
Percentage of employees over 50 years old (%)	12.41	11.34	11.50

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	75	64	35
Percentage of male employees under 30 years old (%)	13.39	13.33	10.09
Total number of male employees 30-50 years old (Persons)	422	363	275
Percentage of male employees 30-50 years old (%)	75.36	75.63	79.25
Total number of male employees over 50 years old (Persons)	63	53	37

	2023	2024	2025
Percentage of male employees over 50 years old (%)	11.25	11.04	10.66

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	149	118	76
Percentage of female employees under 30 years old (%)	19.15	19.25	17.80
Total number of female employees 30-50 years old (Persons)	526	424	299
Percentage of female employees 30-50 years old (%)	67.61	69.17	70.02
Total number of female employees over 50 years old (Persons)	103	71	52
Percentage of female employees over 50 years old (%)	13.24	11.58	12.18

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	992	783	583
Percentage of employees in operational level (%)	74.14	71.64	75.32
Total number of employees in management level (Persons)	339	302	184
Percentage of employees in management level (%)	25.34	27.63	23.77

	2023	2024	2025
Total number of employees in executive level (Persons)	7	8	7
Percentage of employees in executive level (%)	0.52	0.73	0.90

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	409	344	261
Percentage of male employees in operational level (%)	73.04	71.67	75.22
Total number of male employees in management level (Persons)	149	132	83
Percentage of male employees in management level (%)	26.61	27.50	23.92
Total number of male employees in executive level (Persons)	2	4	3
Percentage of male employees in executive level (%)	0.36	0.83	0.86

**Number of female employees categorized by position**

	2023	2024	2025
Total number of female employees in operational level (Persons)	583	439	322
Percentage of female employees in operational level (%)	74.94	71.62	75.41
Total number of female employees in management level (Persons)	190	170	101
Percentage of female employees in management level (%)	24.42	27.73	23.65

	2023	2024	2025
Total number of female employees in executive level (Persons)	5	4	4
Percentage of female employees in executive level (%)	0.64	0.65	0.94

#### Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Commercial Business	291
Entertainment Business	310
Music business	51
Other	122
<b>Total number of employees</b>	<b>774</b>

#### Significant changes in the number of employees

Significant changes in number of employees over the : No  
past 3 Years

#### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	347
Bangkok Metropolitan (Person)	N/A	N/A	347
Northern (Person)	N/A	N/A	0
Central (Person)	N/A	N/A	0

	2023	2024	2025
Northeastern (Person)	N/A	N/A	0
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	427
Bangkok Metropolitan (Person)	N/A	N/A	427
Northern (Person)	N/A	N/A	0
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	0
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

#### Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	N/A	N/A	0
Total male employees working abroad (Person)	N/A	N/A	0
Total female employees working abroad (Person)	N/A	N/A	0

#### Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	1

	2023	2024	2025
Percentage of disabled workers to total employment (%)	0.00	0.00	0.13
<b>Total number of employees with disabilities (Persons)</b>	0	0	1
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	1
Percentage of disabled employees to total employees (%)	0.00	0.00	0.13
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	0
<b>Contributions to empowerment for persons with disabilities fund</b>	Yes	Yes	Yes

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	897,072,560.00	905,265,657.00	651,327,001.00
Total male employee remuneration (baht)	386,779,687.00	395,674,392.00	310,659,985.00
Percentage of remuneration for male employees (%)	43.12	43.71	47.70
Total female employee remuneration (baht)	510,292,873.00	509,591,265.00	340,667,016.00
Percentage of remuneration for female employees (%)	56.88	56.29	52.30
Average of remuneration of employees (Baht/persons)	670,457.82	828,239.39	841,507.75

	2023	2024	2025
Average of remuneration for male employees (Baht/persons)	690,678.01	824,321.65	895,273.73
Average of remuneration for female employees (Baht/persons)	655,903.44	831,307.12	797,815.03
Rate of average of remuneration between female employees and male employees	0.95	1.01	0.89

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company has established a provident fund in accordance with the Provident Fund Act B.E. 2530 (1987), reflecting its tangible commitment to supporting employees long-term well-being. Employees are able to select investment plans within the provident fund based on their individual preferences and risk tolerance. The Company has a policy to appoint provident fund managers who practice responsible investment, taking into consideration environmental, social, and governance (ESG) factors, and who have appropriate operational systems in place to effectively manage the fund for the benefit of its members. The provident fund serves as a long-term savings vehicle to support employees retirement.

In 2025, the company selected the K Master Pool Fund, managed by Kasikorn Bank PCL., as the provident fund. This is because it is a multi-policy fund, with investments covering all asset classes both domestically and internationally. It is also a fund set up by an asset management company with more than one employer. It uses common regulations and investment policies. Each employer can specify specific criteria for their provident fund in the specific fund regulations.

The Company has a policy to provide employee remuneration at appropriate, fair, and equitable levels, aligned with compensation standards within the same industry. The policy covers both short-term and long-term compensation in line with the Company's growth. In addition, the Company has established a provident fund for employees, with details of employee contributions and employer contributions as follows:

### Overview of methods for determining employee and employer contribution Rates

Employee age	Cumulative Payment Rate (Employee's portion)	Matching Contribution Rate (Employer's portion)
1 year and above	215% of salary	Employer contribution at 2%

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1111	1003	724
Number of employees joining in PVD (persons)	656	494	361
Number of PVD members / Total employees (%)	49.03	45.20	46.64
Number of PVD members / Total eligible employees (%)	59.05	49.25	49.86

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	30,766,255.00	15,813,557.00	377,246.00
Total amount of provident fund contributed by employee (baht)	44,702,859.00	35,326,591.00	1,591,255.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
RS PUBLIC COMPANY LIMITED	Yes	774	724	361	46.64	49.86

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	8.20	17.00	3.00
Total amount spent on employee training and development (Baht)	471,989.00	708,173.00	862,752.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000132	0.000202	0.000325
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000124	0.000212	0.000437

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on safety, occupational health, and work environment

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	2,568,960.00	2,098,560.00	1,486,020.00
Total number of hours worked by employees (Hours)	2,568,960.00	2,098,560.00	1,486,020.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.00	0.00	0.00

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

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

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	283	261	296
Total number of male employee turnover leaving the company voluntarily (persons)	124	88	91
Total number of female employee turnover leaving the company voluntarily (persons)	159	173	205
Proportion of voluntary resignations (%)	21.15	23.88	38.24
Percentage of male employee turnover leaving the Company voluntarily (%)	43.82	33.72	30.74

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	56.18	66.28	69.26

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

**Employee internal groups**

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://www.rsmall.com/page/privacy-policy>

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : No

### Information on customer management plan

#### Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection



### Customer management concept for responsible production and service to customers

The Company focuses on delivering high-quality, safe products and services that comply with contractual obligations and strictly adhere to technical and legal standards starting with market research to understand needs, developing products and services that appropriately meet customer demands, and prioritizing manage customers at every step by establishing a customer relationship system as a communication channel. Continuously develop products and services to meet individual needs and build brand loyalty including after-sales responsibility by providing channels for complaints and feedback. Review impacts and monitor results for continuous improvement, with the primary objective of maximizing satisfaction and reducing customer complaints.

### Guidelines for responsible production and service to customers

1. Market research and customer segmentation
2. Inspect product and service quality before delivery.
3. Understand the customer experience before, during, and after using the service.
4. Create polite and prompt interactions through various channels.
5. Use feedback data to measure results and improve plans.



**Customer management concept for communicating information about the impact of products and services to customers/consumers.**

The Company has a dedicated customer relations unit responsible for providing transparent, accurate, and timely information to protect customers/consumers and build trust through clear communication guidelines, selecting appropriate channels for target audiences covering both online and offline platforms, verifying information before publication, and establishing a complaint/feedback system to foster brand loyalty. and reduce various complaints.

**Guidelines customer management for communicating information about the impact of products and services to customers/consumers.**

1. Impact identification and analysis
  - Analyze the risks of products or services that may affect consumers (in terms of safety, health, or usage).
  - Prepare detailed impact information, including advantages and limitations that should be known.
2. Clear and transparent communication policy
  - Establish a policy to provide accurate information, avoid exaggerated advertising, and fully disclose safety information.
  - Use easy-to-understand language, avoid complex technical jargon.
3. Selection of communication channels
  - Online: Social media, corporate website, email (for specific target audience communication).
  - Offline: Product labels, user manuals, press releases, customer service centers.
  - Select the fastest channels to reach target consumer groups.
4. Content and communication management
  - Proactive communication: Raise awareness about safe product usage and potential outcomes.
  - Crisis Management: If a product has issues, an immediate Recall Plan must be implemented through all channels to minimize damage.
5. Interaction and listening
  - Establish a system for receiving complaints/questions, such as LINE OA, chatbots, Hotline.
  - Establish a team to receive and respond quickly to resolve issues.

## 6. Measurement and development

- Assess consumer understanding through surveys or social media monitoring.
- Improve communication plans based on results to align with changing customer behavior.



### **Concept for developing satisfaction and strengthening customer relationships**

The Company focus on creating value by delivering valuable experiences beyond expectations through deep understanding of needs, communicating and serving with sincerity, utilizing technology to manage data for rapid response, and resolving issues precisely to transform general customers into loyal brand advocates, because we believe that the combination of service-minded personnel and customer-centric technology is crucial for building satisfaction and maintaining long-term customer relationships. sustainably.

### **Guidelines developing satisfaction and strengthening customer relationships**

1. Understand expectations: Satisfaction arises from the comparison between "what is expected" and "what is actually received." Therefore, the Company must deliver products or services that exceed expectations to create a positive impression on customers.
2. Heartfelt service: Personnel must be service-minded, polite, flexible in problem-solving, and respectful to customers.
3. Prompt and timely: Fast service helps increase satisfaction and reduce dissatisfaction.
4. Customer relationship management: Utilize technology and data to remember customer information, in order to create special offers or services tailored to their preferences.
5. Listening to feedback : Actively listen to complaints and suggestions to continuously improve products and services.

### **Concept for customer personal data protection**

The Company emphasizes transparency and data ownership rights, requiring strict implementation, and fully comply with the Personal Data Protection Act B.E. 2562 (2019) (PDPA). Starting with the establishment of a responsible team and clearly defining operational objectives, including notifying the purpose before collection, obtaining consent from data owners, specifying data retention periods, filtering data to collect only what is necessary, and deleting or destroying data when no longer needed. The Company continues to prioritize maintaining trustworthiness by

prohibiting the use

of customers' personal data for purposes other than those stated, as well as implementing personal data security measures. We believe that if these actions are fully implemented, it will be possible to Reduce opportunities that could lead to legal offenses, including civil, criminal, and administrative. Build trust and a positive image for the business with the primary objective of Build long-term positive customer relationships.

### Guidelines for customer personal data protection

1. Notification and consent: Before collecting data, the purpose must be stated, the privacy policy must be disclosed, and clear consent from the data owner must be obtained.
2. Data minimization: Collect only personal data necessary for the stated purpose. Do not collect more than required.
3. Purpose-limited data use: Data must not be used for purposes other than those stated without obtaining new consent.
4. Data security: Implement technical and administrative security measures to prevent leakage, unauthorized access, or destruction.
5. Deletion or destruction: Upon expiration of the specified period or cessation of purpose, data must be securely deleted or destroyed.
6. Data owner rights: Must acknowledge customers' rights to access, correct, transfer, object to, and request deletion of their personal data.

### Information on setting customer management goals

#### Setting customer management goals

Does the company set customer management goals : Yes

#### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Development of customer satisfaction and customer relationship</li> </ul>	<ul style="list-style-type: none"> <li>- Telephone service satisfaction rate: Target at least 95.00%</li> <li>- Product claim rate: Target not exceeding 1.00%</li> </ul>	-	2025: -Customer satisfaction rate for telephone service achieved 91.80% > Target not achieve  - Product claim notification rate achieved 0.17% > Target achieved

### Information on performance and results of customer management

#### Performance and outcomes of customer management

Performance and outcomes of customer : Yes

### **Service process development**

With modern technology, consumer shopping behavior has rapidly changed. From traditional in-store shopping, which faced issues such as traffic, making people reluctant to leave home or waste time, and limited product choices at convenient branches, RS Mall emerged as a platform offering products and services to enhance health and holistic well-being (Good Health & Wellbeing). RS Mall was thus created with the goal of providing new shopping experiences by presenting a diverse range of products and services that meet consumer demands for fast, convenient, and reliable purchasing of goods and services, through inspiring storytelling to help enrich everyone's lives. All products sold have received certification from the Food and Drug Administration (FDA), featuring valuable natural ingredients as quality innovative products, manufactured with advanced science and technology from experts, and world-class award-winning innovations. RS Mall, as a platform focused on promoting a good quality of life for customers, primarily recommends health supplement products. Regarding customer service skills, a key advantage for employees is interpersonal skills with customers. When interacting with customers, whether via phone, email, or various social media, it is crucial for employees to be able to connect conversations and grasp customer needs to create a feeling of genuinely interacting with someone who cares and is attentive to their problems.



### **Employee potential development plan "Nursery Training and Coach program"**

The objective of this project is to stimulate sales generation from the first 10 days of work for new employees. This presents a challenge to their work capabilities and helps drive adaptation to the environment, which is a significant factor impacting the morale of new employees.

The Company has therefore redesigned its approach to onboarding new employees by introducing virtual training programs, complemented by continuous coaching in sales techniques. Each training session lasts four days, with 2 to 4 groups conducted per month. After the training, employees daily sales performance is closely monitored. Employees who do not meet the required standards are required to undergo two additional rounds of coaching

by sales specialists to further improve their sales performance. To address recurring errors, the Company also applies a QA Side-by-Side Agent approach, whereby supervisors listen to each employees service interactions individually and provide guidance on how to use various systems effectively as working tools to further enhance customer service performance.

This resulted in a reduction of errors in the same assessment topic from 7 to 1 case within just 6 months. After the project concluded, the company was able to use the acquired data to develop training courses for new employees to quickly enhance their work potential, and also analyze employee behavior data to develop the RS Mall Academy - Continuous Learning system, a Knowledge Management system for sales and service skills suitable for current employees.

### **Telemarketing staff potential development plan "RS Mall Academy - Continuous Learning"**

As RS Mall is a multi-platform commerce platform selling products both offline and online, focusing on products that promote good health and quality of life, it is committed to improving people's quality of life through product recommendations by telemarketing staff, which is the company's primary sales channel.

Therefore, to enhance the fundamental health knowledge of sales and customer relations staff, learning has been elevated to the next level through the RS Mall Academy system, a comprehensive Learning Management System, which will be a crucial aid for both existing and new employees can continuously review product knowledge, sales techniques, and customer service through the E-Learning system at any time to deliver appropriate products and services to customers, thereby leading to increased satisfaction levels and sustainable sales growth.

Qualitative objectives

1. Team leaders can provide accurate and timely product information to telemarketing staff.
2. The strategy team can utilize the acquired data to analyze product demands and suitable special sales offers, perfectly aligning with the behavior of each customer group.
3. The new product research and development team can utilize the data to improve work processes, leading to innovative products with distinctive features.
4. The Human Resources Development team can utilize the e-learning system to facilitate the communication of sales and service content and skills appropriate for new and existing telemarketing staff.

Quantitative goals

1. Encourage 80 percent of all employees to participate in the training.
2. Conduct knowledge and comprehension level tests, with a passing score of 80 percent.
3. All employees must participate in knowledge acquisition at a minimum frequency of once per month per person during the project period.
4. The company can utilize the acquired data to develop relevant training courses for employee knowledge enhancement and further analyze the data to enable supervisors to immediately plan coaching and monitoring activities.

### **Business partner potential development plan**

ULife organized the "Reset Your Life" event, featuring 4 expert speakers who shared in-depth health care tips for both physical and mental well-being with numerous business partners and interested individuals who came to gain knowledge and inspiration. The event was divided into various interesting topics as follows:

- Assoc. Prof. Dr. Phudit Techatiwat, Preventive Medicine Physician (Lifestyle Medicine) and Family Medicine Specialist, emphasized common diseases to be aware of and recommended holistic health care approaches based on the 6 pillars of Healthy Longevity to build both physical and mental strength.
- Dr. Akanit Srisukwattana, Cardiologist and Sports Medicine Physician, explained the importance of VO2 Max, -a key indicator of physical fitness. This value reflects the efficiency of the heart, lung, and circulatory systems, as well as the efficiency of cells in energy production (mitochondria), and also recommended methods to increase this value for long-term good health.

- Dr. Phutharit Arunothayanun, Product Research and Development and Learning Director, RS Connect Co., Ltd. presented the concept of holistic health longevity science by beyonde, which focuses on comprehensive health care at a deep DNA level to empower cells, enabling them to efficiently regenerate organs and leading to sustainable good health and longevity for the body.
- Mr. Chatdanai Sornchai, Counseling Psychologist and owner of the Psycholism Facebook page provided a psychological perspective on Healthy Longevity, focusing on stress and loneliness management, which are crucial factors for good mental health and overall quality of life.

In addition to gaining comprehensive knowledge, participants also had the opportunity to undergo bone density and vascular health checks using the Max Pulse device free of charge, enabling them to plan for appropriate and sustainable health care.



### **New experience-opening activities for valued customers**

#### **RS Group invites you to experience life enriching through its 3 affiliated brands.**

Visit the Erb, beyonde, and aviance booths at the 36th Nai Lert Park Flower Art Festival, which combines beauty, health, and inspiration in one place.

- Erb invites you to enjoy the "The Scents of Belonging" gift box decorating activity and shop for premium skincare and fragrances that convey beautiful life stories through scent.
- beyonde. Try measuring stress levels with the Smart Pulse device, receive advice from experts, and sample beyonde Maqui Plus dietary supplements.
- aviance. Try aviance Hairmoon Ultimate Leave-in Hair Supplement, a concentrated formula that does not require rinsing, to help restore soft, beautiful, and healthy hair.



**Customer satisfaction**

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

**Channels for receiving complaints from customers/consumers**

Companys channels for receiving complaints from : Yes  
customers/consumers

Telephone : 02-085-9999

Fax : -

Email : -

Companys website : <https://www.rsmall.com/>

Address : RS Mall Co.,Ltd

RS Group Building, Tower A No.27

Prasert-Manukich Road, Sena Nikhom, Chatuchak Bangkok  
10900

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

#### Community and social engagement policy

The Company conducts its business with an awareness of its social and community responsibilities, alongside strengthening the organization and contributing to the improvement of the quality of life for people in the country. This is achieved by sustainably addressing social issues through business processes and continuously supporting social activities, especially in communities surrounding the Company's premises. Furthermore, the Company encourages employees to participate in various activities to foster public consciousness among employees. This is to ensure that the Company gains acceptance and trust from society and the communities with which it coexists sustainably.

### Information on setting of community and social management goals

#### Setting of community and social management goals

Does the company set community and social management goals : Yes

#### Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development	Public relations for shops within the community to raise public awareness through company-owned public media, provided free of charge, for 4 shops per year.	-	2025: Number of community shops promoted through the company's public media: 4 shops/year > Acheived target.

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Employment and professional skill development</li> </ul>	The Company promotes various merchants through its various channels free of charge, with an annual budget of 2,000,000 Baht.	-	2025: The Company promotes stores through its various media channels, which can generate up to 100,000 impressions annually and attract over 120,000 followers. The Company does not charge for these operations, which are valued at approximately 1,000,000 Baht per year.

## Information on outcomes and results of community and social management

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

### Performance in Community and Social Management

#### 1. **Creating jobs and careers for people in society through business processes.**

#### **Project "RS Nearby: Creating a New Sharing Society, Closer Than Ever Before"**

Since the COVID-19 situation began in 2020, the country's economy and its people have been severely affected. This includes self-employed individuals who had to cease operations, faced income loss, unemployment, and lacked opportunities to generate supplementary income. Meanwhile, many might have dreamed of starting their own businesses but lacked capital, were hesitant to take risks, and had no experience in self-starting. RS Group, as a leading company in the country with resources and effective public relations capabilities, and having relocated its new headquarters to the Chatuchak district during the same period, recognized the importance of creating shared value among the company, the community, and local government agencies.

#### Qualitative Benefits

1. To help promote various types of shops in Chatuchak District to a wider audience through the company's various communication channels.
2. Assisted in working with government and local organizations, representing a mutual benefit in improving the quality of life for people in the community.

#### Quantitative Benefits

1. Promoted various shops, totaling 4 shops, from a target of 4 shops (averaging 1 shop per quarter), representing a success rate of 100% in creating jobs and careers for people in the communities around the company.
2. Conduct public relations through the company's social media channels, which can generate up to 100,000 views per year, from a target of 200,000 views per year, representing a success rate of 50%.
3. The company does not charge for operations and public relations through business processes, which amounts to 1,000,000 Baht/year, from a target of 2,000,000 Baht/year, representing a success rate of 50%.

### Shop Promotion via Social Media

Over the past three years, RS GROUP has supported small businesses in the Chatuchak area through the RS NEARBY project, showcasing these businesses via the company's online media to help them reach a wider customer base. This time, we took another step forward RS GROUP collaborated with Kasetsart University, another crucial component of the same community, to jointly create content that helps drive businesses in the Chatuchak area to grow together. We selected Kasetsart University students interested in content production to join the RS GROUP team in real-world fieldwork, learning and developing skills from direct experience, and helping to discover great shops to recommend to our fan page.

### **RS NEARBY X Kasetsart University SISKU Coffee A chic cafe within Kasetsart University**

Starting with SISKU Coffee a chic cafe within Kasetsart University that was once a photocopy shop, but today has been transformed into a healing space ready to welcome everyone to relax and change their mood through special beverages. For coffee lovers, there's a full selection of dark, medium, and light roasts to choose from according to your preferred taste. If you want to try something new, we recommend Dirty Coffee, a layered drink with chilled fresh milk and a hot, concentrated coffee shot. When consumed, it offers a soft, smooth, and aromatic sensation. As for Refreshing drink lovers must not miss the "Into Sunset" menu, a fruit juice infused with sparkling soda that instantly refreshes! Additionally, there are many other menus you must try for yourself.



### **Champion Cafe A coffee and homemade bread shop that feels as warm as chilling at a friend's house.**

RS Nearby, helping communities promote good products, this time invites everyone to experience the charm of coffee, matcha, homemade bread, and music from a vinyl player at Champion Cafe, a small, homey-style bread and coffee shop conveniently located in the Senanikom area. We want to widely recommend it. The atmosphere inside the shop is warm and friendly. The aroma of freshly roasted coffee and baked goods wafts through the air, and soft music plays, inviting relaxation.

Khun Oh - Tharitsanat Udomkananat, the shop owner, recounted, "I retired from my regular job and opened a coffee shop 8 years ago, renovating the first floor of my house into a cafe. This makes visitors feel like they are having coffee at a friend's house. The shop emphasizes simplicity but with meticulous care. The coffee is brewed with attention, and the prices are reasonable. We started making bread during the COVID-19 period. The shop's signature drink is Champion Coffee, made with Doi Chang double-shot coffee beans, not too sweet, topped with pure fresh milk, creating a

perfectly balanced taste. Another featured menu item is Matcha Orange, which is fresh orange juice topped with matcha, offering a delightful balance of sour and sweet, incredibly refreshing. Or, if you prefer, you can substitute matcha with coffee, which is equally delicious. As for the bread, it started during the COVID-19 era when it was difficult to buy bread, as many households began hoarding. So, I decided to 'try making it myself.' I sourced butter and flour, experimented with recipes, and solved problems related to kneading and baking. It was an experience that took about a year to perfect. Importantly, we focus on ingredients, using Japanese flour and fresh butter made from 100% real cow's milk, without additives or preservatives. Popular menu items include Thai Tea Ice Cream Toast and Butter Sugar Bread. Customers love them. Some people wanted to learn how to make bread like ours, so I opened baking courses at the shop. In the future, I intend to teach online as well. You can inquire directly at the shop or on the ChampionCoffee Facebook page."

In addition to coffee and bread, another unique feature of this shop is the record player located in one corner. Dozens of vinyl records are neatly arranged, creating an atmosphere and enhancing the dining experience. Various music genres, such as jazz or classical songs from the 60s-70s, play softly alongside the sound of coffee grinding and customer conversations, giving the shop a distinct charm unlike typical coffee shops.



**Khun Nid's Dried Rice Porridge Crispy Pork Dried Rice Porridge, a secret recipe that health-conscious individuals will adore. It's not fried, not greasy, but crispy, juicy, and melts in your mouth with every bite.**

Who would have thought that a simple dish like "dried rice porridge" would become a signature dish with a full house of regulars every day! At Khun Nid's Dried Rice Porridge shop, they have a unique recipe, especially for their crispy pork, which took over a year to perfect. The result is crispy pork that is fragrant, crunchy on the outside, tender on the inside, without needing any oil at all. Their crispy pork is 100% baked, making it perfect for those avoiding fried or greasy foods, yet still delivering a rich flavor, perfect crispiness, a slight juiciness when chewed, and a unique baked aroma unlike any other.

And it's not just the crispy pork that stands out this place also offers a full array of toppings, including roasted pork, crispy pork, minced pork balls, and onsen egg, all in one bowl. Another special feature is the "unique sauce" with a mellow, fragrant, sweet, and slightly salty flavor that is perfectly seasoned and requires no additional condiments. Moreover, for those who prefer noodles over rice, there is also "yellow egg noodles with mixed toppings," offering

a different experience with chewy noodles mixed with the same generous toppings, maintaining Khun Nid's rich style completely.

Khun Nid's Dried Rice Porridge shop started from a love for cooking. The owner says she wants every dish to "taste as delicious as if cooked for family at home." From a small beginning, it has become a favorite spot for customers who turn into regulars, and the initial dedication is maintained in every bowl served.



**P' Korn's Shop, Kasetsart University - A shop that combines stories and memories for university students, offering both satisfying meals and laughter.**

This a la carte restaurant is known by almost every Kasetsart University student. Having been open for over 12 years, it has become a regular spot for many, where they can meet friends and enjoy a satisfying meal.

The highlight of this restaurant, which everyone agrees on, is its delicious taste and generous portions, offering great value for money. However, the secret to success that P' Korn emphasizes, beyond taste and value, is the speed at which food is served. P' Korn values customers' time and manages the restaurant like a street food establishment, ensuring that everyone who comes in gets to eat simultaneously.

P' Korn's recommended signature dishes at the restaurant are: Crispy Pork Belly with Chili Salt and Creamy Egg: Large pieces of fried pork, stir-fried dry with a spicy flavor, fragrant with chili and wok aroma. Served with Wagyu Beef Holy Basil, whose aromatic Wagyu fat evokes the taste of butter melting in the mouth. Shrimp Macaroni, a recipe from his mother's memory, brings many back to their childhood. For P' Korn, it's not about customers remembering him, but about everyone leaving and recalling the taste of the food, the speed, the satisfaction, and the joy of eating, because every meal at the shop is not just eating, but a "Story" created together.



**Project to Create Careers and Opportunities through Krua Chuan Chom of the Central Women's Correctional Institution.**

RS Group collaborated with the Central Women's Correctional Institution to create opportunities for female offenders under the "RS Nearby: Helping Communities Promote Good Products" project. This project, aimed at promoting small businesses in the Chatuchak district community by RS Public Company Limited or RS Group, partnered with the Central Women's Correctional Institution, Department of Corrections, Ministry of Justice, to share opportunities by opening RS Group's headquarters space for the "Krua Chuan Chom" (Chuan Chom Kitchen) restaurant of the Central Women's Correctional Institution to sell some of its delicious food and desserts free of charge. All proceeds from sales at RS Group, after deducting expenses by the Department of Corrections, will be distributed as incentive payments to female offenders who train in culinary skills at Krua Chuan Chom, serving as income for their expenses during incarceration and as startup capital upon release. Krua Chuan Chom has operated as a Thai restaurant for over 37 years with the objective of providing female offenders with opportunities to train in culinary skills to develop their knowledge and abilities, enabling them to pursue careers after their release.

This collaboration is therefore another sustainability effort by RS Group to further the commitment of the RS Nearby project, which helps communities promote good products, in improving the quality of life and promoting income for communities and small entrepreneurs in the Chatuchak area. This is achieved by acting as a medium to promote local good products through various RS Group media channels, including the company's social media, content presentation through the "Pak Thong Tong Ru" (Must Know About Livelihoods) program broadcast on Channel 8 Television Station, and promotions during various segments on COOLfahrenheit music station. This creates widespread awareness about quality local shops and products, increasing income opportunities for small entrepreneurs in Chatuchak District. Since the project began in 2024 and continued into 2025, over 500,000 baht in revenue from product sales has been delivered, and the company remains committed to continuing such sustainable income and opportunity generation in the future.



### COOL FOOD FAIR : Eatery Journey by COOLfahrenheit

This is another event that COOLfahrenheit, Thailand's number one music station, is preparing for COOL fans and the general public to embark on a culinary journey at Amphol Foods Presents COOL FOOD FAIR : EATERY JOURNEY. It brings together a variety of delicious dishes and exciting, spicy fun, ready to launch into the ultimate food festival. Indulge in the best shops from all over Thailand in one place, combining deliciousness with trending "Hot on Feed" menus that will make you scream with delight, featuring Celebrity Shops such as Siam Cha Thai - Denkhun Ngamnet, Nam Prik Pak Thong - Chaiya Mitchai, Red Hot Chilli Sisters - Mild Lapassalan, Yi Ja Suki Mala - Noon Ramida, Tiaw Kon Chon - Chompoo Kon Bai, Teddy Crispy Mushrooms - Teddy LOSO, Nam Prik Pui Saeb Pak - Puifai Natthapatch, and many more celebrity shops. Not to mention healthy and delicious options for health-conscious individuals from Club Aroi by Amphol Foods, which will present even more.

There's also an exciting journey of self-discovery, allowing everyone to learn more about themselves through their favorite foods in the 'FOODIE PERSONALITIES' zone, served with great music and a Mini Concert featuring COOL artists like 'PIXXIE, the 3 hottest girl group members/SARAH SALOLA, the cool girl with a mellow voice, and the 5-member boy group PERSES,' along with new T-POP artists from 'RS Music' who will add vibrant fun with 'the cool girl D-NA, the 5 mischievous witches WIZZLE, and the 4-member new boy group NEVONE.'

And not to be missed are the shops from the RS Nearby project, which helps communities promote good products. This is one of RS GROUP's projects that helps increase awareness and income for local shops. At this event, two shops from the RS Nearby project joined to offer delicious food to attendees, namely:

- Choc A Dii Selected Craft Chocolate Original Thai craft chocolate, delicious, unique, and unlike any other.
- Ah Kong's Noodles Authentic original recipe from Ah Kong! If you are a "crispy pork lover," you must not miss this, as Ah Kong has selected crispy pork that is perfectly crunchy with a balanced ratio of meat and fat.

The event also promoted waste separation among participants for proper recycling and disposal processes, in line with RS GROUP's RS Net Zero policy.



## 2. Promoting employee participation in creating a sharing society.

### Project "RS BLOOD HERO 2025"

RS Group continues its commitment to caring with the annual "RS BLOOD HERO" activity for 2025, donating blood to the Thai Red Cross Society. This year, RS staff and their families successfully collected 35,550 cc of blood.

RS GROUP wishes to be a part of delivering blood to those in need, including civilians and injured officials affected by the Thai-Cambodian border situation, to help sustain the lives of those protecting Thailand, and to provide life, hope, and opportunities to those requiring blood for treatment in hospitals nationwide.

The power of good in this instance arose from the collaboration of executives, employees, news anchors from Channel 8, and COOLJs from COOLfahrenheit, who united for this activity. RS GROUP wishes to be a part of sharing and extending care to continue enriching this society.



### Project "RS GROUP x Pungun"

Sharing activity where employees donate unused items in good condition. All items were delivered to the Yuwaphat Foundation to pass on value and create long-term benefits for society, as we believe that giving is another form of valuable living.



### 3. Knowledge Transfer from Organization to Society

Project "RS Young Blood Opens Studio for Students to Experience Real-World Work"

**KU the Reporter : Inside the Story opens its doors and organizes a workshop for students to experience real-world work at COOLfahrenheit and Channel 8.**

RS Group welcomed Kasetsart University students from the KU the Reporter project who are interested in becoming journalists and content creators. A one-day training course was organized, where expertise from executives and news staff was shared through knowledge sessions and workshops. The session was led by Ms. Leechae Wiyada Peeraratkul, a Channel 8 news anchor, who shared her experiences as a news anchor to inspire young people who are deciding on their career paths.

Furthermore, the students also visited ULife (health and beauty business), COOLfahrenheit's program studio, and Channel 8's news studio, and had the opportunity to test their abilities as news anchors, journalists, and content creators. This experience broadened their perspectives and inspired them to witness real-world work behind the scenes in the media and entertainment industry, aligning with the objective of the RS YOUNG BLOOD project, which aims to share organizational expertise by offering young people opportunities to observe and learn from real experiences to enhance their skills and inspiration for future career paths.

Furthermore, RS Group was honored by the presence of Asst. Prof. Ratchada Chompunich, Vice President for Student Affairs and Sustainable Development, Kasetsart University, who observed and discussed future collaborations for the RS YOUNGBLOOD project between Kasetsart University and RS Group.



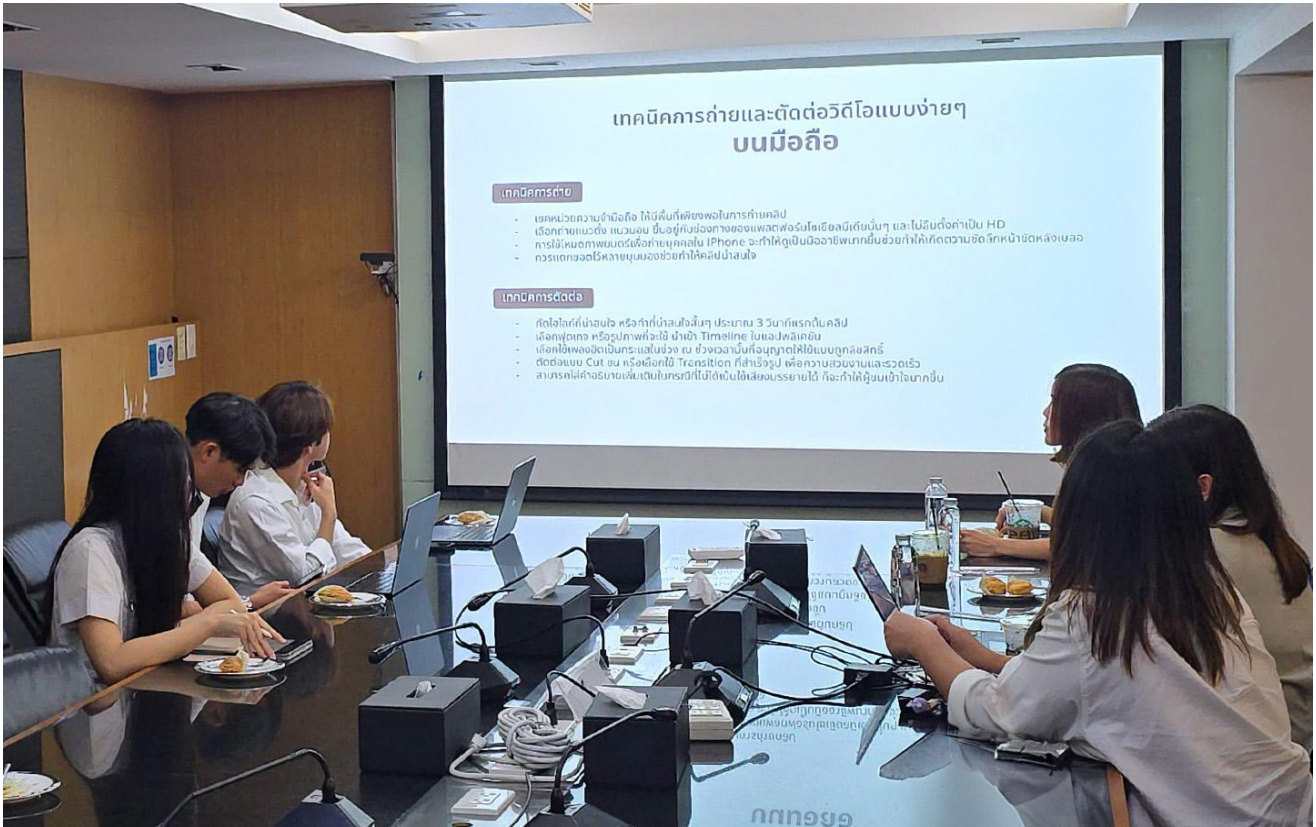
**RS GROUP X CBS Shares Content Creation Experience with Chula Business School Students**

RS GROUP shared content creation experiences and inspired content creation among students from the Faculty of Commerce and Accountancy, Chulalongkorn University, under the RS YOUNG BLOOD project.

Ms. Nithikan Jitcharoen, Head of Corporate Brand and Communications, led her team in sharing experiences in social media communication for RS GROUP, which has continuously grown, with students traveling to compete in global academic competitions. The aim is to create content that showcases the potential of Thai youth on the world stage, to promote, engage, and inspire Thai youth to bring fame to the country through social media.

This knowledge-sharing initiative with youth, university students, and college students is another crucial sustainability mission of RS Group, stemming from the RS YOUNG BLOOD project. Executives and skilled personnel will share

knowledge and skills gained from real-world business experience to impart direct experience and inspire learning and work. This aligns with the core principle of RS Group's business operations, which is committed to enhancing people's quality of life in all aspects.



**RS Group opened its doors to welcome students from the Faculty of Humanities and Social Sciences, Khon Kaen University.**

RS Group welcomed students from the Bachelor of Information Science program, Department of Information Science, Faculty of Humanities and Social Sciences, Khon Kaen University, who visited to study the operations of companies within the RS Group.

Representatives from RS Livewell Company shared their experiences, knowledge, and tips on working as content creators and utilizing data to promote sales through various RS Livewell channels. Additionally, representatives from Channel 8 Television Station provided insights into content and target audience analysis for online content production.

Furthermore, the students also visited the COOLfahrenheit program studio, Channel 8 news studio, and the "Nang Rai Thailand" (Thai Villainess) program studio, which is currently trending and popular. This experience broadened their perspectives and inspired them to witness real-world work behind the scenes, aligning with the objective of the RS YOUNG BLOOD project, which aims to share organizational expertise by offering young people opportunities to observe, learn from real experiences, and enhance their skills and inspiration for future career paths.



### **RS Group Opens Studio to Welcome Communication Arts Students from Dhurakij Pundit University**

Channel 8 Television Station, part of RS Group, welcomed Communication Arts students from Dhurakij Pundit University to visit the station's news operations, the main news program studio, the MCR (Master Control Room), and COOLfahrenheit radio station at the RS Group building.

Mr. Sarawat Kitpanich, Assistant Director of News, provided an intensive lecture on working as a news professional in the "Lui Chon Khao" program, and representatives from various departments at Channel 8 shared their knowledge with the students. Additionally, a representative from COOLfahrenheit, Mr. Teeradej Sritanawichian, Music Programmer Manager COOLISM, discussed the adaptation of radio media in the social era and strategies for maintaining its perennial number one position.

The purpose of visiting the news department of Channel 8 Television Station and COOLfahrenheit Radio was to study the operational systems in all dimensions and stages of real-world work, enabling students to integrate and apply their knowledge to gain a realistic perspective beyond academic learning in the classroom.



### Reimagining Kaset Cross @ Kaset District

RS Group, under the RS YOUNG BLOOD project, supported the "Reimagining Kaset Cross" Kaset District project, which was carried out in collaboration with the Faculty of Architecture, Kasetsart University, the Chatuchak District Office, and the Driving Committee for Participatory Development of Chatuchak District. The project aims to provide a platform for Kasetsart University students to propose ideas for creating and promoting the Kaset-Chatuchak area as a creative district with a unique identity, leading to business promotion and an improved quality of life for its residents.

This project focuses on developing the Kaset-Lat Phrao area, covering the region from Ngam Wong Wan Road to Prasert Manukit Road, extending to the communities along Lat Phrao Canal. This area has high potential for development into a creative district, with Kasetsart University serving as a knowledge hub and Chatuchak Weekend Market as a commercial and cultural arts center. It also boasts diverse and comprehensive public transportation systems and large green spaces. If continuously developed, it can generate new economic value and promote sustainable urban growth.

After presenting their initial concepts, in the final round, the students showcased their ideas, which were meticulously analyzed and creatively developed, along with simulated models of creative spaces. The project provided development funding of 2,500 baht per group and awarded prizes totaling 10,000 baht.

In this activity, the participating students had the opportunity to practice various important skills, from analyzing areas, identifying pain points and the needs of local residents, to applying architectural knowledge and creativity to design and develop spaces that meet the lifestyles of people in the actual area, while also enhancing their quality of life. This extended their academic knowledge into practical application, showcased their potential through project presentations, and received close guidance from expert committees across various fields with real-world experience, which is crucial for their future career paths. The esteemed committee members included:

- Assoc. Prof. Dr. Supaporn Kaewkor Liawpairat, Associate Dean for Resource Management and Corporate Communications, Faculty of Architecture, Kasetsart University.
- Rattapavee Lapnan, Director of Corporate Governance and Sustainable Development, RS Public Company Limited.

- Atsadang Sathirapatti, Chairman of the Driving Committee for Participatory Development of Chatuchak District.
- Wisanu Sripraj, Expert Architect, Civil Works Department, Chatuchak District Office.

The support for this project is part of RS Group's crucial sustainability mission under the RS YOUNG BLOOD project. Our executives and personnel will contribute their knowledge and skills from real-world work to impart direct experience and ignite inspiration for learning and working. This reflects the core principle of RS Group's business operations, which is committed to comprehensively enhancing people's quality of life.



### Knowledge Transfer to 3 Institutions

RS GROUP opened its doors to welcome young people into the real world of media work, both radio and television, under the RS YOUNG BLOOD project. Students from 3 institutions visited to learn about the real-world operations of the integrated media and multimedia industry, namely Nongchok Pittayanusorn Secondary School, University of Phayao, and Suranaree University of Technology.

During the activity, the students heard direct experiences from the Channel 8 news team and the COOLfahrenheit team, covering everything from the news editorial process, content and target audience analysis on online platforms, the adaptation of radio media in the digital age, and strategies for building strong media brands. They also visited actual work areas, including the Channel 8 news studio, the broadcast control room, and the COOLfahrenheit studio, to gain new perspectives and experience behind-the-scenes work up close.

This activity reflects the spirit of RS YOUNG BLOOD, which aims to share knowledge and experience from in-house experts, while providing opportunities for young people to learn, be inspired, and prepare for their future career paths.



### **The Future of Pet Health Begins Here at HATO**

Beloved pets may not be able to stay with you for a lifetime, but you can "extend their health and treatment opportunities." HATO, under RS Group, launched its Stem Cell Banking for Pets service and organized an in-depth academic seminar, inviting pet owners and interested individuals to learn together on the topic "The Future of Pet Health Begins Here at HATO: The Future of Pet Health Starts Today." The event will feature presentations by leading veterinarians and researchers, including:

1. Introduction of stem cell & clinical advantages in pet health: Benefits of stem cells for pet health by Ajarn Chaiyos Tharattana.
2. Laboratory quality & reliability in stem cell applications: Quality and reliability of the lab by Dr. Pongsakorn Kanhaom.
3. Stem cell banking package & special offers for HATO customers by Dr. Komsak Luangruangrong.



4. **Acting as a medium to help people in society through business processes.**

**Project "Channel 8 Pan Nam Jai"**

**Extending Care to the Thai-Cambodian Border**

Channel 8, under RS Group, extended its concern to the Thai-Cambodian border through the "Channel 8 Pan Nam Jai" (Sharing Kindness) project for affected civilians and soldiers. All donations will be delivered to those affected as quickly as possible to provide crucial encouragement for everyone to overcome this difficult period. Ms. Nonglak Ngamroj, Chief Multimedia and Entertainment Officer, along with the Channel 8 news anchor team, including Mr. Joe Teera Thanyananphol, Ms. Jeab Jitdee Sridee, Ms. May Chanitnan Punnanithi, and Mr. Tonkla Chaianan Panchu, as well as Channel 8 volunteer staff, jointly transported essential items from the first batch of public donations, totaling over 3,000,000 baht. These were delivered directly to 5 military units and aid points in the border areas: Suranaree Camp in Nakhon Ratchasima Province / Sanpasithiprasong Camp in Ubon Ratchathani Province / Weerawat Yothin Camp in Surin and Sisaket Provinces / Somdet Chao Phraya Maha Kasatsuek Camp in Buriram Province / and the aid distribution point for border soldiers in Trat Province, facilitated by the Trat Province Veterans Network.



### **Deliver military equipment and aid to people along the Thai-Cambodian border.**

On Monday, September 8, 2025, Ms. Nonglak Ngamroj, Chief Multimedia and Entertainment Officer, along with the Channel 8 news anchor team, Mr. Joe Teera Thanyananphol, represented the public in delivering essential military equipment and supplies totaling 8,550,000 baht. Lieutenant General Boonsin Padklang, Commander of the 2nd Army Area, presided over the reception, joined by Major General Weerayut Raksil, Deputy Commander of the 2nd Army Area, and Major General Somphop Parawet, Commander of the Suranaree Task Force, in Surin Province. Additionally, 8 public shelters, totaling 800,000 baht, were delivered, covering areas in Surin and Sisaket Provinces, to serve as refuge for the public during emergencies. This mission was made possible by the generous support of the public and Channel 8's partners, ensuring that aid reached the border areas swiftly.



**Benefit from implementing social development project**

Financial benefits

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

Non-financial benefits

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

**Expenses from social and environmental development project <sup>(1)</sup>**

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	4,700,000.00	1,100,000.00	22,076,583.00

	2023	2024	2025
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.131915	0.031430	0.831163
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.123514	0.032910	1.117462

*Additional explanation :* <sup>(\*)</sup> Total revenues and total expenses from total financial statement

*Remark:* <sup>(1)</sup> Channel 8 serves as a medium to support society through its Sharing Kindness initiatives, providing aid to flood victims in Southern Thailand and extending care to communities along the ThailandCambodia border.

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# ESG Performance

Company Name : RS PUBLIC COMPANY LIMITED      Symbol : RS  
Market : SET      Industry Group : Services      Sector : Commerce

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors of RS Public Company Limited (the "Company") and its subsidiaries place great importance on the principles of good corporate governance and are strongly committed to continuously developing corporate governance to be an organization with efficient business operations, good development, and management.

The Company aims to create maximum benefit for shareholders, investors, stakeholders, and society, as well as reduce environmental impact, and adhere to moral and ethical business practices with accurate, complete, timely, and transparent disclosure of information that can be verified. The Company has established a "Good Corporate Governance Policy" with the Corporate Governance and Sustainability Development Committee to oversee the compliance of directors, executives, and all employees with the rules and regulations of the SEC, the Company's Articles of Association, the Stock Exchange of Thailand, the Public Company Act, and other relevant laws.

The Company's Good Corporate Governance Policy consists of:

1. The Board of Directors, executives, and employees at all levels are committed to adopting the six key principles of good corporate governance as the basis for their work, which are:

- **Accountability**      Be accountable for their decisions and actions.
- **Responsibility**      Be responsible for performing duties with sufficient capability and efficiency.
- **Transparency**      Have transparency in their work that can be verified.
- **Fairness**      Be fair and treat stakeholders equally.
- **Vision to Create Long Term Value**      Have a vision to create long-term value for the company.
- **Ethics**      Have morality, ethics, and professional ethics in conducting business.

2. The Board of Directors, executives, and employees at all levels are committed to working in accordance with the Stock Exchange of Thailand, the SEC, the Thai Institute of Directors Association (IOD), the Organization for Economic Co-operation and Development (OECD), and The 2017 Corporate Governance Code: CG Code, which consists of 5 categories:

- **Category 1 : Rights of Shareholders (Rights of Shareholders)**

Respecting the rights of shareholders and granting shareholders rights in various matters, including encouraging shareholders to exercise their rights, as well as not committing any act that violates or infringes upon the rights of shareholders.

- **Category 2 : Equitable Treatment of Shareholders**

Treat all shareholders, both executive and non-executive, as well as foreign and minority shareholders, equally and fairly.

- **Category 3 : Role of Stakeholders**

Treat stakeholders by considering the rights of each stakeholder group according to the law or agreements with the company, and refrain from any actions that violate or infringe upon the rights of stakeholders.

- **Category 4 : Disclosure and Transparency**

Disclose important information to shareholders, investors, stakeholders, and regulatory agencies involved with the Company, both financial and non-financial information, accurately, completely, adequately, reliably, equally

and within the specified timeframe, through easily accessible channels.

- **Category 5 : Responsibilities of the Board of Directors**

The Board of Directors' duties and responsibilities to shareholders, whereby the Board of Directors has leadership, vision, independence in decision-making for the best interests of the company and shareholders as a whole, and has a clear separation of roles and responsibilities between the Board and management, including overseeing operations within the framework of the law and business ethics.

3. The Board of Directors will oversee the company's operations for the best interests of shareholders in accordance with the following 4 practices:

- **Duty of Care** Perform duties with prudence and due care.
- **Duty of Loyalty** Perform duties with honesty and integrity.
- **Duty of Obedience** Perform duties in accordance with the law, objectives, company regulations and shareholder resolutions.
- **Duty of Disclosure** Disclose information to shareholders accurately, completely, and transparently.

Reference link for the full version of corporate governance policy and guidelines : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

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

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

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

### Nomination of directors

#### Director Nomination Policy and Criteria

To ensure that the nomination and appointment of the Company's directors are conducted in a structured manner in accordance with good corporate governance principles, the Company has established nomination criteria that take into account both qualifications and board diversity. Consideration is given to factors such as gender, age, educational background, professional skills, specific expertise, knowledge, and work experience relevant to the Company's business operations. This is to ensure alignment with the Company's business nature, strategies and objectives, as well as to address current and future business challenges, such as business model transformation, mergers and acquisitions, or joint ventures. In addition, the Company places importance on identifying any skill gaps within the Board to enhance the overall effectiveness and balance of the Board composition, while maintaining appropriate Board Diversity. Nominees must possess qualifications as required by applicable laws and must not have any prohibited characteristics under relevant laws and regulatory requirements.

#### Nomination Process for Directors and Independent Directors

The Nomination and Remuneration Committee is responsible for identifying, screening, and selecting qualified candidates by taking into account the Company's strategies and the Board Skill Matrix. Candidates may be sourced through various channels, including nominations from major and minority shareholders, directors, executives, and the Director Pool database. The shortlisted candidates are then proposed to the Board of Directors for consideration and

subsequently submitted to the Annual General Meeting of Shareholders for approval. In the event of a vacancy arising other than by rotation, the Board of Directors may appoint a qualified individual to fill the position in accordance with the Companys Articles of Association.

Reference link for Nomination of directors : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

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### **Determination of director remuneration**

The Nomination and Remuneration Committee shall consider and propose directors remuneration at a level comparable to industry standards, which is sufficiently competitive to attract and retain qualified directors, and aligned with the Companys performance. Such remuneration shall be subject to the approval of the Board of Directors and subsequently proposed to the Annual General Meeting of Shareholders for consideration and approval, based on the following criteria:

1. The Company's operating results and business size, by comparing with the directors' remuneration of listed companies on the Stock Exchange of Thailand in the same industry group and business size.
2. Knowledge, abilities, experience, duties, scope of roles and responsibilities, including the performance of each director.
3. Expected benefits from each director.
4. Must be at an appropriate and sufficient rate to retain quality directors.

Reference link for Determination of director remuneration : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

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### **Independence of the board of directors from the management**

#### **Independent directors are independent from management and major shareholders.**

As of December 31, 2025 the Board of Directors consisted of 4 non-executive directors ( 4 of whom are independent directors) and 3 executive directors. The profile of each director is shown under the heading "Board of Directors rofile" in Appendix 1.

The Board maintains independence from management through an appropriate board structure with a sufficient proportion of independent directors. The roles, duties, and responsibilities of the Board are clearly separated from those of management. In addition, the Chairman of the Board is not the same person as the Chief Executive Officer, ensuring an effective system of checks and balances over managements operations.

Independent directors play a key role in considering significant matters with impartiality, transparency, and without conflicts of interest, for the best interests of the Company and its shareholders as a whole.

#### **Director development**

The Board of Directors has a policy to continuously enhance the knowledge of directors and executives by supporting their participation in relevant training programs and seminars organized by the Thai Institute of Directors Association (IOD) and other institutions, in order to improve their effectiveness in performing their duties. In addition, the Company provides an orientation program for new directors to ensure they gain a comprehensive understanding of the Companys business, strategies, operating performance, and key policies.

Reference link for Director development : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

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### **Board performance evaluation**

The Board of Directors conducts an annual performance evaluation of the Board to allow each director to jointly consider and evaluate the overall performance of the Board. This evaluation is divided into individual self-assessments

and an assessment of the entire Board. This process aims to review the Board's performance, challenges, and obstacles encountered during the past year to enhance the effectiveness of the Board's work. The Board also conducts performance evaluations, both collectively and individually, for all subcommittees. Self-assessments are conducted annually to utilize the evaluation results for developing the performance of duties in supporting the Board's work and the company's business operations comprehensively. Each subcommittee will jointly determine the criteria for self-assessment to align with their responsibilities.

The Remuneration and Nomination Committee is responsible for evaluating the performance of the Chief Executive Officer. The evaluation is conducted by the Board of Directors, comprising independent directors, for further improvement. Subsequently, the evaluation results are presented to the Board of Directors for approval. The Chief Executive Officer participates in setting their performance targets and acknowledges the approved targets for each year.

Reference link for Board performance evaluation : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

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### **Corporate governance of subsidiaries and associated companies**

The Board of Directors has established an investment policy for subsidiaries and associates, whereby the appointment of directors, executives, or persons with controlling authority must be approved by the Board of Directors. Such appointed individuals are required to perform their duties in the best interests of the respective entity and in alignment with the parent company's policies. They must also obtain prior approval from the Board before making decisions on significant matters.

In the case of subsidiaries, proper oversight must be ensured, including the establishment of adequate internal control systems, compliance with applicable laws and regulations, and the maintenance of accurate accounting records and reporting. This is to enable the timely preparation of consolidated financial statements and the proper and timely disclosure of material information.

Reference link for Corporate governance of subsidiaries and associated companies : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

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### **Succession Planning Policy**

The company has established a systematic succession planning process for key positions to ensure continuity in management. This plan addresses situations such as retirement, contract expiration, resignation, or other reasons for vacancy, as well as new positions created through business expansion or organizational restructuring. In the event of a vacancy or the inability of the incumbent to perform their duties, the company has a system in place where an executive at a similar level will act as a caretaker for the position until a qualified candidate is recruited and selected according to the company's criteria. To ensure the selection of capable individuals ready to assume these crucial roles, the company has implemented a process that encompasses, establishing organizational succession planning guidelines, defining appropriate qualifications and legal prohibitions, conducting potential assessments, creating individual development plans and succession plans to ensure readiness for seamless transitions, and conducting annual performance evaluations. The Nomination and Remuneration Committee will oversee the selection process based on knowledge and ability to lead the company towards growth in accordance with the strategic plan set by the Board of Directors. This process ensures sustainable growth in line with good corporate governance principles. The details are as follows:

#### **1. Senior Management: Chairman of the Board / Chief Executive Officer (CEO)**

For executive-level positions, the company will have a system in place where an executive at a similar level will act as a caretaker for the position until the recruitment and selection process is completed. The selected candidate must possess the qualifications and attributes in accordance with the company's criteria and legal requirements. They should

have vision, knowledge, and understanding of the company's business operations, along with strategic planning and organizational management capabilities for both short-term and long-term perspectives. Additionally, they should have relevant experience and align with the company's culture. The Nomination and Remuneration Committee will be responsible for the selection process, presenting the chosen candidate to the Board of Directors for approval and appointment to the position.

## 2. Executive Level and Key Positions

When an executive-level position, from the Chief Executive Officer downwards, becomes vacant or the incumbent is unable to perform their duties. The company will nominate selected successors. The succession planning for executive-level positions within the company requires candidates to possess qualifications and attributes that meet the Company's criteria and legal requirements. They must demonstrate the ability to analyze the Company's business situation, including strategies, investment policies, planning, and assessing workforce readiness to align with the Company's short-term and long-term strategies.

The Company has defined the key competencies required for senior executives, including the Chief Executive Officer, as follows:

### 1. Strategic Skills, This is a critical component for driving sustainable growth:

- Long-term strategic thinking (310 years)
- Analysis of economic, technological, and industry trends
- Portfolio management
- Decision-making under uncertainty
- Financial and Capital Market Knowledge

### 2. Financial and Capital Market Knowledge, Essential for executives of listed companies in Thailand:

- Advanced understanding and analysis of financial statements
- Knowledge of valuation, cost of capital, and key financial ratios
- Understanding of investor relations management
- Knowledge of disclosure requirements and regulatory frameworks of the Stock Exchange of Thailand and the SEC.

### 3. Corporate Governance and Ethics, Understanding of Thailand's CG Code principles

- To mitigate reputational and governance risks:
- Transparency and accountability
- Management of conflicts of interest
- Ability to foster a culture of integrity within the organization

### 4. Leadership and People Management, To effectively develop future leaders and teams

- Motivating and developing executive teams
- Managing high-potential talent
- Coaching and mentoring
- Internal and external communication

### 5. Digital and Innovation Capabilities, To ensure organizational adaptability and modernization:

- Understanding of digital transformation
- Use of data and artificial intelligence in decision-making
- Promotion of a culture of innovation
- Ability to adapt to business changes

### 6. Risk and Crisis Management A critical competency for leaders in listed companies:

- Enterprise-wide risk management
- Business continuity planning
- Crisis communication management
- Cyber risk management

7. Stakeholder Management To ensure fair, inclusive, and timely communication:
  - Investors and analysts
  - Regulatory authorities
  - Customers, partners, and communities
  - Media
8. ESG and Sustainability Perspective, To embed sustainability as a core business principle:
  - Understanding of ESG frameworks
  - Aligning business operations with global sustainability goals
  - Knowledge of sustainability reporting
9. Global Mindset
  - Understanding of international markets
  - Awareness of cultural differences
  - Ability to identify opportunities for expansion and strategic partnerships
10. Executive Leadership Attributes
  - Resilience
  - Decisiveness
  - Lifelong learning mindset
  - Credibility and trustworthiness

### **Succession Plan for the Highest-Ranking Executive (Chief Executive Officer)**

The Board of Directors supports the establishment of a succession planning policy for senior management and the Chief Executive Officer to ensure the smooth operation of the company. Additionally, the Board has implemented a development program for senior executives, preparing them as potential successors to the Chief Executive Officer in case of unforeseen circumstances. This proactive approach mitigates risks associated with disruptions in organizational management. The process is as follows:

- The Nomination and Remuneration Committee, in collaboration with the current Chief Executive Officer, will determine the appropriate skills, knowledge, and abilities for the Chief Executive Officer position to align with the organization's needs.
- The Nomination and Remuneration Committee will consider and select a group of high-potential executives for development and preparation.
- The Nomination and Remuneration Committee will facilitate the development of the identified group of high-potential executives through tailored programs designed to prepare them for senior management roles.
- The Nomination and Remuneration Committee will carefully select a suitable candidate with the necessary knowledge, abilities, and experience beneficial to the company for the position of Chief Executive Officer. The selected candidate will then be presented to the Board of Directors for appointment consideration. The committee will also develop a plan for development, monitoring, and annual performance evaluation.

Reference link for the other policy and guidelines : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

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### **Policy on Limiting the Number of Directorships and Executive Positions**

The Company has established a policy that its directors may serve as directors of no more than 5 listed companies on the Stock Exchange of Thailand, without exception. The Chief Executive Officer may serve as a director of other listed companies on the Stock Exchange of Thailand, provided that such position does not interfere with the performance of his or her duties and that such business is not in the same line of business as or in competition with the Company's business. The prior approval of the Board of Directors must be obtained before assuming such position.

Reference link for the other policy and guidelines : <https://ir.rs.co.th/storage/download/cg/20250228-rs->

### Diversity in the Board Structure

The company recognizes the importance of a well-structured Board of Directors and has implemented a policy to promote diversity within its composition. The company firmly believes that diversity is crucial for fostering balanced perspectives and decision-making, ultimately benefiting the company's operations. To achieve this, the desired qualifications for director candidates align with the company's business strategy and emphasize diversity. Factors considered during the selection process include required skills, professional background, specific expertise, gender, and industry knowledge. The Board of Directors must also include a specific number of independent directors as mandated by law, who must meet the stipulated qualifications. Currently, the company has three independent directors out of a total of seven, exceeding the legal requirement. Furthermore, the Board utilizes a Director Pool database for recruiting new directors. During the recruitment process, the Board employs a Board Skill Matrix to accurately and effectively determine the desired qualifications for potential candidates as detail shown on Appendix 8.

As of December 31, 2025, the Board of Directors comprises 7 members, which is deemed appropriate for the Company's current business operations. The Board consists of 3 executive directors, 4 non-executive directors, and 4 independent directors. Out of the total number of directors, two are female, reflecting diversity within the Board's structure. All directors possess extensive experience in various fields essential to the company's business management. This includes specific expertise in areas directly related to the company's operations, such as commerce, media, music, and other industries. Additionally, the directors bring expertise in investment considerations, including mergers and acquisitions, joint ventures, and essential management skills such as accounting, finance, strategy, marketing, law, business administration, leadership, and corporate governance. In terms of educational background, the directors hold degrees in business administration, accounting and law. This diverse composition ensures that the Board possesses a comprehensive range of qualifications, experience and expertise from various professions, effectively covering all necessary aspects.

Reference link for the other policy and guidelines : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

### Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

### Shareholder

The company is committed to being a good representative of shareholders in conducting business with transparency, as well as making decisions to proceed with any actions according to professional principles, with caution, prudence, and fairness to both major and minor shareholders, for the utmost benefit of all shareholders, taking into account the long-term growth of the company's value, good returns and providing information to all parties equally.

Reference link for Shareholder : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

## **Employee**

The Company considers employees to be a crucial factor in achieving success. The Company has policies in place for employee training and development, quality of life improvement and equal treatment regardless of gender, nationality, ethnicity, or religion. The Company also has policies to ensure that employees receive appropriate compensation and benefits in both the short and long term, as well as policies related to safety, occupational, health, and the work environment.

Reference link for Employee : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

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## **Customer**

The company is committed to selling quality products and providing quality services to customers and is committed to customer safety and hygiene. After-sales service throughout the life of the product and service, including exploring customer satisfaction with products and services for product improvement Including respecting personal rights and complying with the Personal Data Protection Law. The Company will keep customer information confidential and will not disclose such information to any third party.

Reference link for Customer : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

Page number of the reference link : 12

## **Business competitor**

The company has established policies and guidelines for dealing with competitors by conducting business under the framework of fair competition, promoting a policy of free and fair trade competition, and behaving professionally towards competitors. The company conducts business openly and transparently, does not create unfair competitive advantages, and does not damage the reputation of competitors by making false accusations.

Reference link for Business competitor : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

Page number of the reference link : 13

## **Business partner**

The company treats all partners fairly, honestly, and equitably. Procurement processes, contract terms, and agreements are fair, based on mutual benefits. The company avoids situations that may cause conflicts of interest, promotes knowledge, develops potential, and enhances the production and service capabilities of partners to meet standards. The company also clarifies and ensures that partners respect human rights and treat their workers appropriately.

Reference link for Business partner : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

Page number of the reference link : 13

## **Creditor**

The company has established fair policies and procedures for all creditors, ensuring appropriate capital management. We are committed to repaying loans and interest to creditors in full, on time, and in accordance with the agreed terms. We are responsible to creditors, particularly regarding collateral terms, capital management, clear and concrete procedures in case of default. We are transparent and strictly adhere to the conditions set forth for creditors.

Reference link for Creditor : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

Page number of the reference link : 13

## **Government agencies**

The Company is committed to complying with relevant laws in various areas, including labor, tax and accounting management, workplace safety, and the environment, as well as rules, regulations, and announcements of government agencies related to the Company's business operations.

Reference link for Government agencies : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

Page number of the reference link : 13

### **Community and society**

The Company conducts its business with a strong awareness of its responsibilities toward society and communities, alongside strengthening its organizational capabilities. It strives to contribute to improving the quality of life of people in the country by addressing social issues in a sustainable manner through its business processes, as well as by continuously supporting social initiatives particularly in the communities surrounding its business locations.

In addition, the Company encourages employees to actively participate in various activities to foster a sense of public consciousness. This aims to ensure that the Company earns recognition and trust from society and the communities in which it operates, enabling sustainable coexistence.

Reference link for Community and society : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

Page number of the reference link : 13

### **Environment**

The company is committed to operating in strict compliance with relevant environmental laws, regulations, and requirements. This encompasses the responsible utilization of energy and natural resources, prioritizing natural conservation, systematic waste management, and considering the management and control of environmental impacts throughout the organization's supply chain. By fostering environmental awareness and encouraging employee participation in environmental responsibility, the company integrates environmental management as a crucial factor in investment considerations with partners.

Reference link for the other policy and guidelines : <https://ir.rs.co.th/storage/download/cg/20250228-rs-corporate-governance-policy-en.pdf>

Page number of the reference link : 13

## **Information on business code of conduct**

### **Business code of conduct**

Business code of conduct : Yes

The Company has a Code of Conduct in place to provide the Board of Directors, executives, and employees within the group with a framework for working together under shared standards and adhering to ethical principles, as well as considering the interests of various stakeholders. The Company's Code of Conduct outlines key principles, including acting with honesty and integrity, upholding human rights and equality for all involved, refraining from infringing upon intellectual property or copyrights, demonstrating social and environmental responsibility, engaging with stakeholders ethically, safeguarding data and assets, overseeing the use of insider information, and maintaining confidentiality.

The Company communicates and reviews its Code of Conduct annually for updates and revisions. Additionally, the full Code of Conduct is published on the Company's website.

The Company has clearly communicated its core values and organizational culture both internally and externally.

The Company fosters understanding and encourages behavior aligned with these core values and organizational culture

in both work and daily life. The processes that support these are clarity on target commitment, the application of leadership principles, leading by example, providing support, developing the company's personnel, including employee performance evaluations, and having supervisors play a specific role in promoting the integration of core values and culture into ethical work practices.

### Performance Results

Number of Code of Conduct violation cases 0 cases

Number of cases pending resolution 0 cases

Number of resolved cases 0 cases

Reference link for the full version of business code of conduct : <https://ir.rs.co.th/storage/download/coc/20250814-rs-coc-en.pdf>

### Policy and guidelines related to business code of conduct

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

### Prevention of Conflicts of Interest

The company is committed to conducting business with transparency, fairness, and integrity, without seeking personal gain and avoiding conflicts of interest with the company. Directors, executives, and employees must avoid actions that conflict with the interests of the company and must not use their positions for personal gain. The policy requires related directors or executives with interests in a transaction under consideration must inform the Company of their relationships or their interests in the particular transaction while they must not be involved in the consideration or have no authority to approve the transaction.

Reference link for Prevention of Conflicts of Interest : <https://ir.rs.co.th/storage/download/coc/20250814-rs-coc-en.pdf>

Page number of the reference link : 13

### Anti-corruption

The Company is committed to conducting business with honesty, transparency, and fairness. It has a policy against all forms of fraud and corruption, prohibiting the solicitation or acceptance of bribes for personal or group benefits, both directly and indirectly. This policy covers all business groups and departments within the Company, including all stakeholders. The Company regularly reviews fraud risks and develops preventive measures to align with business changes and relevant laws. It also promotes this policy to subsidiaries, joint ventures, and business partners to ensure that all parties adhere to the same policy.

Reference link for Anti-corruption : <https://ir.rs.co.th/storage/download/cg/20250814-rs-anti-corruption-policy-and-practices-en.pdf>

Page number of the reference link : 6

## **Whistleblowing and Protection of Whistleblowers**

The company provides channels for employees and stakeholders to file complaints and report any illegal actions or violations of the business ethics code through the company's website, emails, Human Resources Department, Internal Audit Department, and the Company Secretary. Additionally, there are measures in place to protect whistleblowers. There will be no intimidation or threats against whistleblowers. If any intimidation occurs, the Internal Audit Department can be notified for protection. Executives or employees involved in punishing whistleblowers will face disciplinary action. Disclosure of methods and channels for whistleblowing can be found in section 8.1.4.

The Company has established policies, guidelines, procedures, monitoring, and regular assessments to ensure compliance with the Code of Conduct. The relevant functions report the results to the responsible parties on a periodic basis, and the assessment outcomes are used to enhance internal control measures and continuously strengthen an ethical corporate culture. In addition, the Company requires fact-finding and root cause analysis in cases of violations, along with the review and improvement of related processes and internal controls to prevent recurrence. Follow-up actions are conducted on an ongoing basis, and the results of compliance with the Code of Conduct are reported quarterly to the Corporate Governance and Sustainable Development Committee, which is the responsible committee.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://ir.rs.co.th/en/corporate-governance/whistleblowing-and-complaint-filing>

## **Prevention of Misuse of Inside Information**

The company places great importance on the appropriate and transparent use of inside information. Using inside information for personal gain or for the benefit of others is strictly prohibited, and all applicable laws regarding data confidentiality must be observed. Inside information must not be disclosed to external parties, especially competitors. Even after leaving the company, former employees are prohibited from using information obtained during their employment for personal gain, trading in the company's securities, or providing inside information to individuals who may use it in businesses that compete with the company. If external parties are involved in projects related to inside information that could potentially impact the price of securities, confidentiality agreements must be in place until the information is made public.

Reference link for Prevention of Misuse of Inside Information : <https://ir.rs.co.th/storage/download/coc/20250228-rs-coc-en.pdf>

Page number of the reference link : 14-15

## **Gift giving or receiving, entertainment, or business hospitality**

The Company conducts its business under the principles of good corporate governance and business ethics. It does not support the giving or receiving of gifts, items, or any other benefits that can be calculated in monetary value, including entertainment, hospitality, or any other benefits that may lead to favoritism. The Company also avoids actions that create conflicts of interest that could lead to fraud and corruption. This is to establish good standards for transparent and efficient operations and for sustainable development.

The Company has disclosed the details of its policies and practices on risks related to anti-corruption on its website.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://ir.rs.co.th/storage/download/cg/20250814-rs-anti-corruption-policy-and-practices-en.pdf>

Page number of the reference link : 11-12

## **Compliance with laws, regulations, and rules**

The Company places great importance on strict compliance with applicable laws, regulations, and relevant rules to ensure that its business operations are conducted transparently and properly. The Company communicates these requirements to employees at all levels, and directors, executives, and employees are required to study, understand,

and strictly adhere to such laws and internal regulations. In addition, the Company conducts its business with responsibility toward the economy, society, and communities by supporting social initiatives and encouraging employee participation, with the aim of promoting sustainable development.

Reference link for Compliance with laws, regulations, and rules : <https://ir.rs.co.th/storage/download/cg/20250228-rs-anti-corruption-policy-and-practices-en.pdf>

Page number of the reference link : 4

### Information and assets usage and protection

The company encourages employees to utilize company's assets efficiently and for maximum benefit, as well as to safeguard them from damage or loss. Employees must be cautious not to use assets for illegal or inappropriate purposes, including personal use or for the benefit of others not related to the company's business. All parties must cooperate in maintaining and protecting assets appropriately and securely.

Reference link for Information and assets usage and protection : <https://ir.rs.co.th/storage/download/coc/20250228-rs-coc-en.pdf>

Page number of the reference link : 16-17

### Anti-unfair competitiveness

The company places importance on ethical treatment of competitors by conducting business within the framework of fair competition, promoting a policy of free and fair trade competition, and operating with transparency and professionalism. We do not seek confidential information from competitors through unethical means. Additionally, we oppose unfair competition and refrain from damaging the reputation of competitors through false accusations.

Reference link for Anti-unfair competitiveness : <https://ir.rs.co.th/storage/download/coc/20250228-rs-coc-en.pdf>

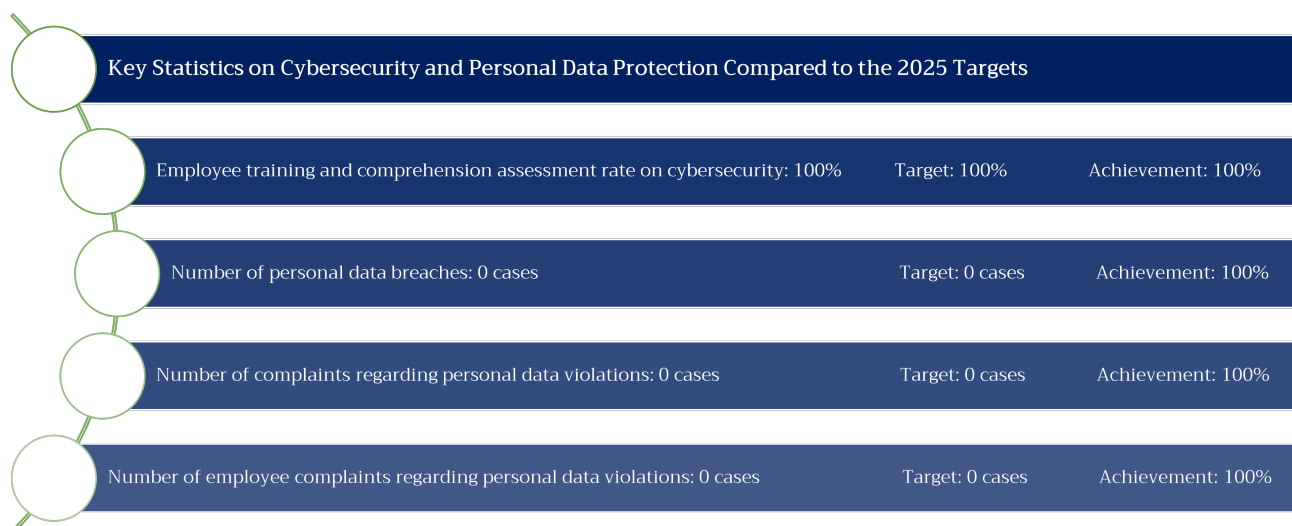
Page number of the reference link : 10

### Information and IT system security

#### Cybersecurity and Personal Data Security Policy

The Company places great importance on data and information system security. The use of information technology systems must be efficient and secure from infringement. Data usage must be for the benefit of the company and must not be used illegally or immorally. Usage must be in accordance with authorized permissions, and passwords must not be shared with others. Care must be taken when opening files or using programs to prevent viruses or cyber threats. If any problems are encountered, contact the IT administrator immediately to maintain data security.

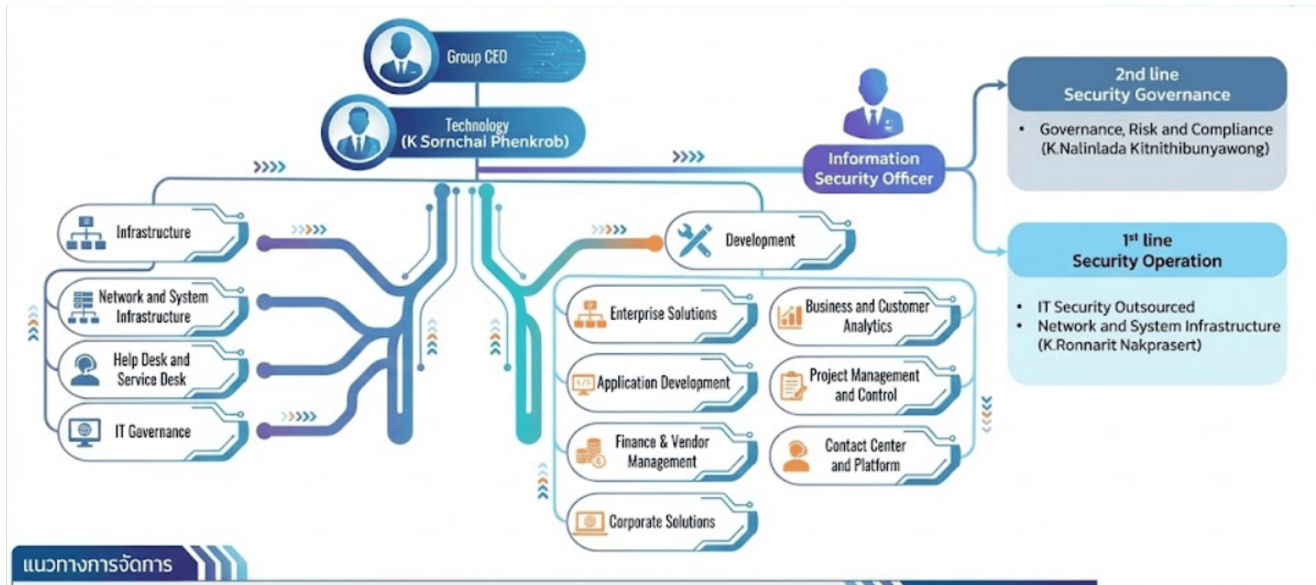
### Operating Results



The Company has reviewed the organizational structure, adding document versioning, detailed document formats, document revision history, and document formats for data classification to enhance data and information system security. The latest review was presented at a meeting and approved by the Board of Directors Meeting No. 1/2025 on February 28, 2025, and is now officially in effect. The key points are as follows:



### Organizational Structure Management for Data and Information System Security



- มีการจัดตั้งทีม Information Security Officer เพื่อกำกับดูแล และปฏิบัติงานด้านความมั่นคงปลอดภัยด้านเทคโนโลยีสารสนเทศ (แบ่งหน้าที่ความรับผิดชอบเป็น 2 ระดับ) และรายงานต่อหัวหน้าสายงานเทคโนโลยีโดยตรง

The guidelines are as follows:

1. Announcing policies, practices, and management frameworks for data and information system security.
2. Adapting international information technology management frameworks such as ISO27001 (Information Security), ISO22301 (Business Continuity), NIST (Cybersecurity Framework), and ITIL (Information Technology Infrastructure Library).
3. Providing knowledge and testing to all users in the organization to ensure that the organization has true data and information system security.

The Company has reviewed and updated the appointment of its Data Protection Officer (DPO) and the Personal Data Protection Working Committee to ensure they are current. These roles carry the authority and responsibilities as prescribed under applicable personal data protection laws. This includes overseeing operations, coordinating, and consolidating activities across relevant functions involving the collection, use, or disclosure of personal data. The appointed individuals are as follows:

- Ms. Natcha Kerdkritdanon, Legal Affairs Department, serving as Data Protection Officer (DPO)
- Ms. Supamas Pengcharoen, Legal Affairs Department, serving as Data Protection Officer (DPO)

## Information Management

The Company recognizes the importance of leveraging information technology to enhance business operations and increase work efficiency appropriately, effectively, securely, and sustainably.

The Company has established an Information Management Policy to provide a framework for good corporate-level information technology governance and management that is consistent and appropriate for the business. This includes appropriate resource utilization and risk management, referencing the regulations and guidelines for information technology systems of the Securities and Exchange Commission, as well as other relevant laws, adapted to the Company's business context.

## Information System Usage

The Company recognizes and prioritizes the security of information and information systems, as well as the security of personal information of users on various media. Currently, information systems are tools that facilitate operations, enabling faster access to information, more efficient communication, and cost savings in various areas of the organization connected to the internet, such as sending and receiving emails, having websites as channels for disseminating news and information, etc.

To ensure that information is used appropriately, efficiently, securely, and continuously, as well as to prevent problems that may arise from improper use of information systems and threats from various hazards, the Company deems it appropriate to establish an information system usage policy. This is to ensure that relevant users are aware of and understand the practices, precautions, and responsibilities involved in their work, resulting in a level of information system security that meets international standards and complies with relevant regulations.

## Personal Data Protection

As a personal data controller, the Company recognizes the importance of personal data protection, which is a fundamental right to privacy that must be protected under the Constitution of the Kingdom of Thailand B.E. 2560. To ensure that the Company's operations comply with international principles of personal data protection, good corporate governance principles, and the Personal Data Protection Act B.E. 2562, the Company has established this Personal Data Protection Policy for the attention and compliance of all concerned.

## Operating Results

In 2025, the Company organized training and testing on cybersecurity and personal data protection for executives and employees. It is expected that everyone will have the knowledge, understanding, and ability to apply the knowledge gained from the training in their daily lives, including being able to share and disseminate knowledge and raise awareness among family and those around them. This is to ensure that all employees of the company are ready to be a part of "creating a truly cyber-secure society."

1. Providing knowledge and testing on information technology security and cybersecurity. The exam content covers the following topics: appropriate use of information systems, password management, malware protection, use of company information, data classification, information backup, and understanding and application of policies.

- 100% of participants took the test from a target of 100%.
- Average test pass rate of 99% from a target of 80%.

2. Providing knowledge and testing on personal data protection. The exam content covers the following topics: definitions, key principles of personal data protection, rights of data subjects, principles of personal data processing, principles of consent, and cross-border transfer of personal data.

- 100% of participants took the test from a target of 100%.
- Average test pass rate of 99% from a target of 80%.

The Company provides training to employees through the company's email channels. [grc@rs.co.th](mailto:grc@rs.co.th) and internal communication channels such as the e-learning center to raise awareness and provide knowledge on information technology security (Cyber Security Newsletter). The training content covers various topics as follows:



Reference link for Information and IT system security : <https://ir.rs.co.th/storage/download/coc/20250228-rs-coc-en.pdf>

Page number of the reference link : 18

**Environmental management**

The company is committed to sustainable business practices with environmental responsibility. We operate in strict compliance with environmental laws and regulations, aiming to utilize natural resources responsibly and minimize our environmental impact. This includes managing waste from production processes and addressing impacts throughout our supply chain. We promote environmental awareness among employees at all levels through education and training on RS Group's environmental management policies. We regularly review our environmental policies and management plans to ensure that our environmental measures are appropriate and meet standards. We support the use of environmentally friendly technologies and proper waste management. We also conduct training and activities to foster environmental responsibility among our employees. This includes assessing environmental impacts as part of our supply chain and transparently disclosing environmental information.

Reference link for Environmental management : <https://ir.rs.co.th/storage/download/coc/20250228-rs-coc-th.pdf>

Page number of the reference link : 12

**Human rights**

The company recognizes and respects human rights and fair labor practices by adhering to the principles of non-discrimination and non-violation of human rights, both for Thai and foreign workers. The company places importance on respecting the dignity and liberty of individuals in all groups, including women, people with disabilities, and the underprivileged, and does not support the use of child labor or forced labor, including opposing human trafficking in all forms. The company complies with labor laws and relevant regulations strictly, encourages all workers to have opportunities for self-development and improve their quality of life, and regularly assesses human rights impacts in the business value chain. The company also discloses information on human rights and labor practices transparently. In addition, the company provides grievance mechanisms to prevent and mitigate impacts from human rights violations and labor practices.

Reference link for Human rights : <https://ir.rs.co.th/storage/download/coc/20250228-rs-coc-en.pdf>

Page number of the reference link : 19

### **Safety and occupational health at work**

The company prioritizes safety, occupational health, and the working environment of employees by supporting them to work in a safe and hygienic environment, along with preventing accidents and injuries from work. Safety training and promoting employee health are essential, focusing on compliance with relevant laws and continuously improving safety standard systems to ensure a safe and hygienic workplace. (Details are shown in topic 3.4)

Reference link for Safety and occupational health at work : <https://ir.rs.co.th/storage/download/coc/20250228-rs-coc-en.pdf>

Page number of the reference link : 21

### **Service Quality Management**

RS Group's quality of service management policy focuses on generating profits and economic growth while developing a world-class service experience both before and after sales. We continuously improve our quality management system and establish customer relationship management standards across the organization by developing the skills of our service personnel. We emphasize politeness, accuracy, speed, and customer safety. In addition, we conduct personnel selection and training, optimize work processes, collect data and analyze customer satisfaction, and develop new service innovations to meet customer needs.

Reference link for the other policy and guidelines : <https://ir.rs.co.th/storage/download/coc/20250228-rs-coc-en.pdf>

Page number of the reference link : 22

### **Promotion of compliance with the business code of conduct**

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The company has clearly communicated its core values and corporate culture, both internally and externally.

The company fosters understanding and encourages behaviors aligned with these values and culture in both work and daily life. The processes that support these include clarity of goals, leadership principles, role modeling, employee support and development, and performance evaluations for both employees and supervisors, specifically focusing on their roles in promoting the core values and culture as part of ethical work practices.

The atmosphere of the New Employee Orientation activity was warm and welcoming. The company places importance on instilling corporate values and business ethics from the outset of employment. Knowledge regarding honesty, transparency, and accountability was provided, accompanied by situational examples for practical application.

Opportunities were also offered for questions and the exchange of ideas, aiming to enhance understanding and foster a sustainable positive organizational culture.



**Participation in anti-corruption networks**

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)

CAC membership certification status : Certified

Certification document of CAC membership status : ใบ Certificate of CAC as of 20221230.jpg

**Diagram of participation in anti-corruption networks**



เรียน ประธานคณะกรรมการบริษัท  
RS PUBLIC COMPANY LIMITED  
เรื่อง มติรับรองฐานะสมาชิกแนวร่วมต่อต้านคอร์รัปชันของภาคเอกชนไทย

ตามที่บริษัทของท่านได้จัดทำแบบประเมินตนเองเพื่อพัฒนามาตรการต่อต้านคอร์รัปชัน และได้ยื่นแบบประเมินตนเองมาไว้คณะกรรมการแนวร่วมต่อต้านคอร์รัปชันของภาคเอกชนไทย (CAC) เพื่อให้พิจารณาแล้วนั้น

สมาคมส่งเสริมสถาบันกรรมการบริษัทไทย (IOD) ในฐานะเลขานุการของคณะกรรมการแนวร่วมฯ มีความยินดีที่จะเรียนให้ท่านทราบว่า ในการประชุมของคณะกรรมการแนวร่วมฯ ได้มีมติให้การรับรอง "RS PUBLIC COMPANY LIMITED" เป็นสมาชิกของแนวร่วมต่อต้านคอร์รัปชันของภาคเอกชนไทย โดยการรับรองดังกล่าวจะมีอายุ 3 ปี ทั้งนี้ CAC อาจมีข้อเสนอเพิ่มเติมสำหรับการต่ออายุครั้งต่อไป

ในการนี้ CAC ขอเชิญบริษัทของท่านเข้าร่วมเป็น CAC Change Agent เพื่อขยายเครือข่ายธุรกิจที่สะอาดและปลอดจากการคอร์รัปชัน โดยการชักชวนคู่ค้าของบริษัทที่เป็น SME เข้าร่วมประกาศเจตนารมณ์ ภายใต้โครงการ CAC SME Certification ตามรายละเอียดที่ได้แนบมาทาง CAC ขอขอบคุณในความตั้งใจของคณะกรรมการ ผู้บริหาร และคณะทำงานของบริษัทที่มีความมุ่งมั่นเรื่องการต่อต้านการคอร์รัปชันและให้การสนับสนุนแนวร่วมฯ มาโดยตลอด และหวังเป็นอย่างยิ่งว่าบริษัทจะเข้าร่วมเป็น CAC Change Agent ในลำดับถัดไป

จึงเรียนมาเพื่อโปรดทราบ  
ขอแสดงความนับถือ  
นายกุลเวช เจนวิไลนวิทย์  
เลขานุการคณะกรรมการ  
แนวร่วมต่อต้านคอร์รัปชันของภาคเอกชนไทย

Certificate of Membership (CAC)



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

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

In the past year, did the company review the : Yes  
 corporate governance policy and guidelines, or  
 board of directors charter

Material changes and developments in policy and : Yes  
 guidelines over the past year

The Company has updated its policies, practices, and corporate governance systems. At the Board of Directors Meeting No. 5/2025, held on August 14, 2025, the review and improvement of the Company's Code of Conduct were considered to enhance and promote corporate governance for the Company and its subsidiaries ("RS Group").

1. The Company was awarded a 5-star rating (Excellent level) in the 2025 Thai Corporate Governance Report of Listed Companies, conducted by the Thai Institute of Directors (IOD), for the 7th consecutive year.
2. The Company reviewed directors qualifications based on the Board Skill Matrix, as well as Board Diversity e.g., gender, age, knowledge and experience to ensure alignment with its business strategy.
3. The Company organized monthly training and communication sessions on good corporate governance and the 2025 Code of Conduct for employees and executives, both in physical and online formats.
4. The Company has continuously participated in and supported the Thai Private Sector Collective Action Against Corruption (CAC) initiative.

## Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Mostly used in practice  
SEC

In 2025, the Company has followed good corporate governance principles but may not cover the criteria in the following matters:

1. The Company has 1 independent directors whose term of office exceeds 9 years, namely Mr.Pisit Dachanaphirom This is because this director have knowledge and ability in audit, corporate governance, and service businesses.

In the past, he was able to provide good advice and opinions. For the status of independent directors and guidelines for the audit of the audit committee

2. The compensation of directors who are executives received from being directors of other companies is not disclosed because it is not the Company's information.

3. The Company does not specify the method of voting for directors by cumulative voting because the Company has a rule to vote one share, one vote. However, the Company allows minority shareholders to propose a special meeting agenda or nominate a person for election as a director of the Company at the Annual General Meeting of Shareholders through the Company's website in advance.

## Other corporate governance performance and outcomes

### Information on practices in other matters in accordance with good corporate governance principles to support the assessment.

1. The Company does not engage in unfair related party transactions, which the authorities have warned investors to use discretion in making decisions.

2. The Company does not a company that violates the criteria for maintaining its status as a listed company on the Stock Exchange of Thailand regarding independent directors and audit committees.

3. The Company does not engage in unusual securities trading activities by the actions of directors or executives who have been convicted and announced by the Securities and Exchange Commission.

4. The company does not been subject to fines, accusations, or civil actions by regulatory authorities in relation to the three key areas: equitable treatment of shareholders, share repurchases, obstruction of shareholder communication, and failure to disclose shareholder agreements that have a material impact on the company or other shareholders.

The Board of Directors has established a "Good Corporate Governance Policy" and "Business Ethics" which are published on the Company's website for the information of outsiders and all stakeholders. It is also used for internal communication within the Company so that the Board of Directors, management, and employees can study, understand, and use it as a framework for conducting business appropriately.

<https://ir.rs.co.th/th/corporate-governance/corporate-governance-policy>

## Corporate Governance Structure

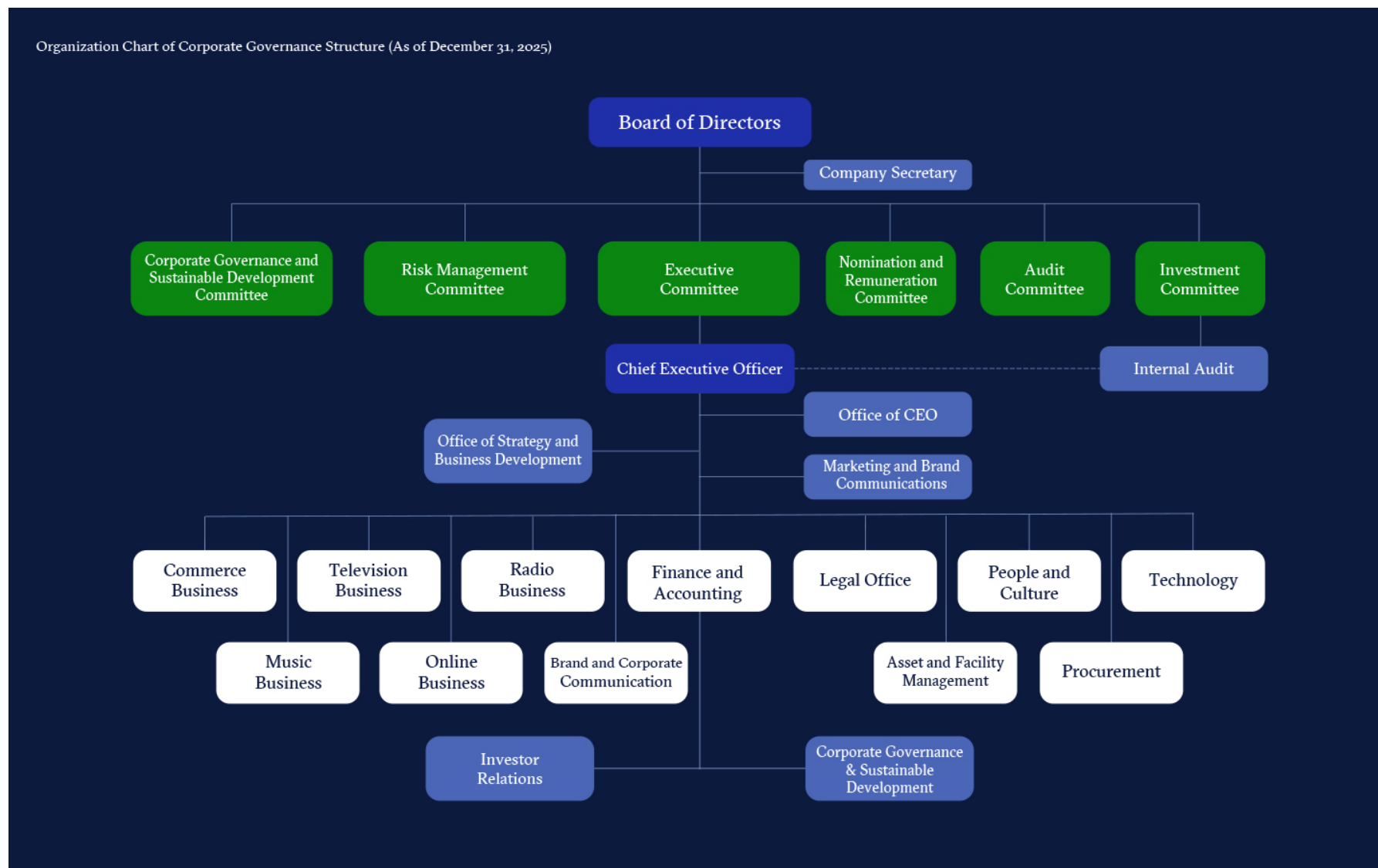
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



7.1 Organization Chart of Corporate Governance Structure

## Information on the board of directors

### Information on the board of directors

#### Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	7		7		7	
	5	2	5	2	6	1
Executive directors	3		3		3	
	2	1	2	1	3	0
Non-executive directors	4		4		4	
	3	1	3	1	3	1
Independent directors	3		3		4	
	2	1	2	1	3	1
Non-executive directors who have no position in independent directors	1		1		0	
	1	0	1	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	71.43	28.57	71.43	28.57	85.71	14.29
Executive directors	42.86		42.86		42.86	
	28.57	14.29	28.57	14.29	42.86	0.00
Non-executive directors	57.14		57.14		57.14	
	42.86	14.29	42.86	14.29	42.86	14.29
Independent directors	42.86		42.86		57.14	
	28.57	14.29	28.57	14.29	42.86	14.29
Non-executive directors who have no position in independent directors	14.29		14.29		0.00	
	14.29	0.00	14.29	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	61		62		60	
	60	63	61	64	60	61

The information on each director and controlling person

List of the board of directors<sup>(1)</sup>

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. CHAKKRIT PARAPUNTAKUL  Gender: Male  Age : 66 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>30 Apr 2025</p>	<p>Accounting, Governance/ Compliance, Business Administration, Risk Management, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. SURACHAI CHETCHOTISAK  Gender: Male  Age : 63 years  Highest level of education : Honorary degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 299,048,400 Shares (13.703872 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	14 Nov 2012	<p>Risk Management,  Strategic Management,  Leadership, Business Administration,  Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. PHISIT DACHANABHIROM  Gender: Male  Age : 84 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>19 Feb 2007</p>	<p>Audit, Finance, Accounting, Leadership, Finance &amp; Securities</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. SUPAKIT ASSAVACHAI  Gender: Male  Age : 67 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	30 Jun 2021	Accounting, Corporate Management, Marketing, Audit, Corporate Social Responsibility

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mrs. JAMJUREE SIROVETNUKUL  Gender: Female  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>30 Apr 2025</p>	<p>Finance, Corporate Management, Governance/ Compliance, Audit, Human Resource Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. WITTAWAT WETCHABUTSAKORN  Gender: Male  Age : 47 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	<p>30 Apr 2024</p>	<p>Finance, Accounting, Strategic Management, Sustainability, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. CHOT CHETCHOTISAK Gender: Male Age : 34 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	30 Apr 2025	Finance, Strategic Management, Business Administration, Information & Communication Technology, Marketing

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Remark: <sup>(1)</sup> Definitions in accordance with the Capital Market Supervisory Board's regulations • Executive Director refers to a director who holds an executive position or participates in the management of the Company. • Non-Executive Director refers to a director who does not hold an executive position and does not participate in the management of the Company. • Independent Director refers to an external director who does not hold an executive position or is not a permanent employee of the Company, possesses qualifications as prescribed by regulations, is not an executive director or a director authorized to bind the Company, and is independent from major shareholders, executives, and related parties. They are capable of protecting the interests of all shareholders equally and can help prevent transactions involving conflicts of interest between the Company and related persons.

## Diagram of list of the board of directors



List of the Board of Directors

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

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. Sorat Vanichvorakij  Gender: Male  Age : 52 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  No</p>	<p>30 Apr 2025</p>	<p>Mr. CHAKKRIT PARAPUNTAKUL</p> <p>Appointment date of replacement director :  30 Apr 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. Mrs. WANSUDA THANASARANART  Gender: Female  Age : 74 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	<p>30 Apr 2025</p>	<p>Mrs. JAMJUREE SIROVETNUKUL</p> <p>Appointment date of replacement director : 30 Apr 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>3. Mrs. PORNPAN TECHARUNGCHAIKUL  Gender: Female  Age : 55 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p>	<p>30 Apr 2025</p>	<p>Mr. CHOT CHETCHOTISAK</p> <p>Appointment date of replacement director :  30 Apr 2025</p>

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

### List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. CHAKKRIT PARAPUNTAKUL	Chairman of the board of directors		✓	✓		
2. Mr. SURACHAI CHETCHOTISAK	Director	✓				✓
3. Mr. PHISIT DACHANABHIROM	Director		✓	✓		
4. Mr. SUPAKIT ASSAVACHAI	Director		✓	✓		
5. Mrs. JAMJUREE SIROVETNUKUL	Director		✓	✓		
6. Mr. WITTAWAT WETCHABUTSAKORN	Director	✓				✓
7. Mr. CHOT CHETCHOTISAK	Director	✓				✓
<b>Total (persons)</b>		<b>3</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>3</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Finance & Securities	1	14.29
2. Information & Communication Technology	1	14.29
3. Marketing	2	28.57

Skills and expertise	Number (persons)	Percent (%)
4. Accounting	4	57.14
5. Finance	4	57.14
6. Corporate Social Responsibility	1	14.29
7. Human Resource Management	1	14.29
8. Sustainability	2	28.57
9. Corporate Management	2	28.57
10. Leadership	2	28.57
11. Strategic Management	3	42.86
12. Risk Management	2	28.57
13. Audit	3	42.86
14. Governance/ Compliance	3	42.86
15. Business Administration	4	57.14

#### Information about the other directors <sup>(\*)(\*\*)</sup>

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	Yes	No
The chairman of the board is an independent director	-	No	Yes
The chairman of the board and the highest-ranking executive are from the same family	Yes	No	No
Chairman is a member of the executive board or taskforce	-	Yes	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting <sup>(2)</sup>	Yes	Yes	Yes

Additional explanation :

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

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

Remark: (2) The company has appointed Mr. Phisit Dachanabhirom, an independent director, to set the agenda for the board meetings.

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

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

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half, Appointing an independent director to jointly consider the agenda of the board of directors meeting

In 2025, the Company's Board of Directors comprised a total of seven members, including three executive directors (43%) and four independent directors (57%), which is in line with good corporate governance principles. Including that the Company has appointed Mr. Phisit Dachanabhirom, an independent director, to set the agenda for the board meetings.

To adhere to corporate governance best practices, the Company has ensured that the positions of Chairman of the Board and Chief Executive Officer (CEO) are held by different individuals. The Chairman is an independent director and does not have any role or responsibility in the Company's management, such as serving on the Executive Committee or any management-level committees. Given this structure, the Company has not deemed it necessary to appoint an additional independent director to participate in setting the Board meeting agenda. However, should the roles of Chairman of the Board and Chief Executive Officer be combined in the future, the Company will establish appropriate measures to ensure a proper balance of power between the Board of Directors and the management.

## Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors plays a crucial role in overseeing the company's good performance and good corporate governance. This encompasses setting the organization's primary objectives and goals, defining operational strategies and policies, and monitoring, evaluating, and ensuring the reliability of performance reporting for shareholders, investors, and all stakeholders. The Board comprises at least one-third independent directors, whose qualifications comply with the Securities and Exchange Act and other relevant laws. They possess the authority and responsibility to oversee the company's business operations and perform their duties in accordance with laws, company regulations, resolutions of the Board of Directors, and resolutions of shareholders' meetings (Duty of Obedience) with responsibility, prudence, and diligence (Duty of Care), honesty and integrity (Duty of Loyalty), and disclose information accurately, completely, transparently, verifiably, and in a timely manner (Duty of Disclosure).

Reference link for the board charter : <https://ir.rs.co.th/storage/download/cg/charter/20230113-rs-board-of-directors-charter-en.pdf>

Page number of the reference link : 1-6

## Information on subcommittees

## Information on subcommittees

### Information on roles of subcommittees

#### Roles of subcommittees

##### Audit Committee

###### Role

- Audit of financial statements and internal controls
- Risk management

###### Scope of authorities, role, and duties

1) Review the company's compliance with securities and exchange laws, SET regulations, and other laws related to the company's business.

2) Consider and propose the appointment or dismissal of independent individuals to serve as the company's auditor, and propose the annual audit fee, including the following issues:

- Consider the auditor's independence, such as by reviewing non-audit service fees that might compromise independence, e.g., accounting system implementation.
- Hold at least one meeting per year with the auditor without management present to seek the auditor's opinions on various matters.

3) Continuously review the internal audit department's policies and practices to ensure their appropriateness and effectiveness, including reviewing the internal audit department's annual audit plan.

4) Review and ensure that the company has appropriate and effective risk management processes, internal control systems, and internal audit systems, in conjunction with internal and external auditors, including the following issues:

- Approve the appointment, transfer, dismissal, and performance evaluation of the head of the internal audit unit to ensure the unit's true independence.
- Consider the independence of the internal audit department by reviewing its performance of duties, reporting, and reporting lines.

5) Review quarterly audit reports and recommendations from internal and external auditors, and monitor the implementation of such recommendations.

6) Review the financial statements of the company and its subsidiaries quarterly to ensure accuracy, reliability, and sufficient disclosure, in accordance with good corporate governance processes.

7) Review the company's compliance with anti-corruption policies and internal control systems, and oversee management's establishment of processes for monitoring, receiving tips, and handling complaints, such as tips from employees and stakeholders regarding inappropriate items in financial statements, as well as other corruption issues, with an independent investigation process and appropriate follow-up actions, and report to the Board of Directors.

8) Consider connected transactions or transactions that may involve conflicts of interest to ensure compliance with

laws and SET regulations, thereby ensuring that such transactions are reasonable and provide the maximum benefit to the company.

9) Prepare the Audit Committee's report to be disclosed in the company's annual report. This report must be signed by the Chairman of the Audit Committee and include the following information:

- The number of Audit Committee meetings and the attendance of each Audit Committee member.
- The Audit Committee's opinions on the following issues:
  - Opinions regarding the accuracy, completeness, and reliability of the company's financial reports.
  - Opinions regarding the adequacy of the company's internal control system.
  - Opinions regarding compliance with securities and exchange laws, SET regulations, or laws related to the company's business.
  - Opinions regarding the suitability of the auditor.
  - Opinions regarding transactions that may involve conflicts of interest.
  - Overall opinions or observations received by the Audit Committee from performing its duties according to the Charter.
  - Other items that shareholders and general investors should be aware of, within the scope of duties and responsibilities assigned by the Board of Directors.

10) The Audit Committee has the authority to invite executive directors, executives, or relevant persons to provide information or attend meetings.

11) Perform any other duties assigned by the Board of Directors with the approval of the Audit Committee.

#### **Reference link for the charter**

<https://ir.rs.co.th/storage/download/cg/charter/20250228-rs-audit-charter-en.pdf>

### **Executive Committee**

#### **Role**

- Others
- Establish the company's policies, business guidelines, and business strategies for submission to the Board of Directors.

#### **Scope of authorities, role, and duties**

1) Has the authority to consider and approve borrowing or lending money, or any credit applications from financial institutions, including acting as a guarantor, or making payments or expenditures for the Company's ordinary course of business transactions, such as expenditures for investments and various operations, within a limit for each item not exceeding 15% of total assets (TA).

2) Has the authority to appoint and remove Company officers in positions not higher than that of Chief Executive Officer.

3) Has the authority to prepare, recommend, and define the Company's business policies, guidelines, and strategies to the Board of Directors.

4) Establish the organizational and management structure, including the executive committee, covering all details of the selection, training, hiring, and termination of the Company's employees.

5) Define business plans, management authority, approve annual business budgets and annual expenditure budgets, and implement business plans and strategies in accordance with the policies and business guidelines

presented to the Board of Directors.

6) Perform other duties as assigned by the Board of Directors and in accordance with the "Executive Committee Charter".

Furthermore, the approval of the aforementioned transactions must not constitute an approval of transactions that would allow the Executive Committee or its authorized representatives to approve transactions in which they or any person who may have a conflict of interest, or a vested interest, or any other potential conflict of interest (as per the Company's Articles of Association and as prescribed by the Securities and Exchange Commission or SEC) to transact with the Company or its subsidiaries, unless such approval is for transactions that comply with the policies and criteria approved by the Board of Directors. The Board of Directors shall have the authority to amend or change the scope of duties and powers of the Executive Committee as deemed necessary or appropriate.

#### **Reference link for the charter**

<https://ir.rs.co.th/storage/download/cg/charter/20250228-rs-executive-committee-charter-en.pdf>

### **Nomination and Remuneration Committee**

#### **Role**

- Others
- Recruitment of Directors / Senior Executives

#### **Scope of authorities, role, and duties**

1) To consider criteria, establish policies, and define processes for the recruitment of qualified individuals to serve as directors, including selecting individuals according to the established recruitment process, in a principled and transparent manner, for submission to the Board of Directors' meeting and the Shareholders' meeting for approval, which can be divided into:

- Define the qualifications of directors to be recruited in accordance with the structure, size, and composition of the Board of Directors, as determined by the Board of Directors, by proceeding as follows:
  - Consider the suitability of knowledge, experience, and expertise, in overall terms, what qualifications the Board requires for directors according to the Board's structure, considering the Company's Board Skill Matrix, the Directors Pool database of the Thai Institute of Directors Association, and potential conflicts of interest.
  - Consider, select, and propose suitable and legally qualified individuals to serve as directors, Chief Executive Officers whose terms have expired, and/or whose positions have become vacant, and/or for additional appointments, including screening suitable individuals for appointment as company directors based on proposals from major and minor shareholders.
  - Consider the independence of each independent director to determine which independent directors meet or lack the qualifications for independent directorship, and also consider the necessity of recruiting new independent directors if the number of independent directors does not meet the Board of Directors' policy.
  - Consider gender equality, stipulating that the Board of Directors must include at least two female directors.
- The recruitment and nomination of suitable individuals to serve as directors for the Board of Directors' consideration, to be proposed for appointment by the Shareholders' meeting, by proceeding as follows:
  - Define appropriate methods for recruiting individuals to serve as directors in alignment with the Company's business strategy.
  - Consider the list of nominated individuals and select those who are legally qualified, meet the specified criteria, comply with good corporate governance principles and the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand, and do not possess any prohibited characteristics as

defined by relevant laws and regulations.

- Propose suitable individuals for the Board of Directors' consideration and include their names in the notice of the Shareholders' meeting for subsequent appointment by the Shareholders' meeting.
- Approach individuals whose qualifications align with the specified criteria to ensure their willingness to accept the position of company director if appointed by the shareholders.

• The recruitment and appointment of a Chief Executive Officer (or equivalent) to fill a vacant position will be considered by the Nomination and Remuneration Committee based on the following criteria:

- Knowledge and ability in business operations, possessing skills, professional experience, and specific qualifications in various areas that are essential and most beneficial to the Company's business.
- Experience in businesses aligned with the strategies of the relevant period and in management.
- Experience in organizational leadership, demonstrating strong leadership qualities. - Recognition from relevant business organizations.
- Approval from the Board of Directors.
- Meeting the criteria for conflict of interest considerations.

2) To consider guidelines, criteria, and policies, and to propose recommendations for determining fair, reasonable, and appropriate remuneration for directors and the Chief Executive Officer, both monetary and non-monetary, suitable for the Company's business, and capable of attracting and retaining high-quality directors and senior executives, for submission to the Board of Directors' meeting and/or the Shareholders' meeting for annual approval.

3) To consider performance evaluation criteria for the Chief Executive Officer for submission to the Board of Directors' meeting to determine appropriate remuneration, and to review the development plans for directors, the Chief Executive Officer, and senior executives (Succession plan) to prepare potential individuals to succeed in positions in cases of retirement, resignation, or inability to perform duties, in accordance with the Company's structure.

4) To perform any other duties as stipulated in the charter and assigned by the Board of Directors.

#### **Reference link for the charter**

<https://ir.rs.co.th/storage/download/cg/charter/20230113-rs-nomination-charter-en.pdf>

## **Corporate Governance and Sustainable Development**

### **Role**

- Others
- Corporate Governance
- Sustainable Development

### **Scope of authorities, role, and duties**

1) Consider, review, and propose the Company's good corporate governance policy, business ethics, anti-corruption policy, sustainable development policy, as well as any other policies and practices that support the Company's operations in accordance with good corporate governance principles, to foster transparency, fairness, and sustainable growth of the Company.

2) Ensure the continuous implementation of the policies and practices in item 1 to develop the Company. Such policies and practices must be consistent and appropriate for the Company's business and the recommendations of regulatory or related agencies.

3) Monitor and review various work systems, promoting an internal organizational culture consistent with business ethics and established best practices, in accordance with the Company's good corporate governance principles and benchmarked against international good corporate governance standards, those of the Stock Exchange of Thailand, and the Securities and Exchange Commission, to propose to the Board of Directors for regular consideration and improvement.

4) Monitor the management's integration of the organization's sustainability policy into business strategies and annual plans, and report to the Board of Directors annually. 5) Perform any other duties as stipulated in the charter and as assigned by the Board of Directors.

\* Social and Environmental Responsibility:

1) Consider, review, and propose social and environmental responsibility policies.

2) Consider and screen activities, and establish frameworks for the Company's social and environmental responsibility operations.

3) Consider and approve the Company's strategies to achieve goals consistent with social and environmental policies.

4) Consider, monitor progress, and evaluate the success and quality of social and environmental operations.

5) Perform other assigned duties.

\* Anti-Corruption:

1) Define methods, criteria, and operating procedures consistent with the anti-corruption policy, to be presented through the Audit Committee and the Board of Directors.

2) Monitor, review, inspect, and improve policies, procedural guidelines, and various measures related to anti-corruption, and regularly evaluate operational results to measure effectiveness, improve, and develop measures in line with evolving corruption risks.

3) Promote, support, and drive cooperation in adhering to the anti-corruption policy within the organization.

4) Provide training and disseminate knowledge to executives and employees, as well as publicize the anti-corruption policy to customers, business partners, or those doing business with the Company, including informing subsidiaries, associates, and joint ventures to seek their cooperation in participating in anti-corruption initiatives.

5) Review and oversee the Company's adherence to the anti-corruption policy, providing opinions and reports according to the established plan.

6) Report on performance and significant meeting outcomes to the Audit Committee and the Risk Management Committee for consideration, especially in cases deemed significant.

7) Perform any other duties as stipulated in the charter and as assigned by the Board of Directors.

\* Whistleblowing Policy and Measures:

- 1) Develop a whistleblowing policy and measures, and establish whistleblower protection measures, within the framework of laws, criteria, and regulations of regulatory bodies, including the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant agencies.
- 2) Regularly consider, review, and improve the whistleblowing policy and measures.
- 3) Report on the receipt of complaints, notifications of misconduct, and corruption within the Company to the Board of Directors, along with opinions and recommendations for appropriate rectification and improvement.
- 4) Publicize the Company's whistleblowing policy and measures to employees and all stakeholders involved with the Company.

#### **Reference link for the charter**

<https://ir.rs.co.th/storage/download/cg/charter/20250228-rs-cg-sustainable-development-charter-en.pdf>

### **Risk Management Committee**

#### **Role**

- Others
- Risk Governance

#### **Scope of authorities, role, and duties**

- 1) Consider, define, and approve policies, objectives, and the enterprise-wide risk management framework, covering key business risks such as business risks and operational risks, to serve as a consistent operational framework for directors, executives, and employees in the organization's risk management process, aligned with business goals and strategies.
- 2) Regularly consider the company's significant enterprise-level risks, including fraud and corruption risks, and evaluate risk management operations to align with the company's strategies and business plans, and review existing risk prevention and management measures to ensure their appropriateness in keeping risks at an acceptable level.
- 3) Oversee the identification of risks by considering both internal and external factors that may prevent the company from achieving its stated objectives, and assess the impact and likelihood of identified risks to prioritize them and select appropriate risk management methods, including the establishment of policies, guidelines, and processes for controlling and mitigating such risks.
- 4) Perform any other duties as stipulated in the charter and assigned by the Board of Directors.

#### **Reference link for the charter**

<https://ir.rs.co.th/storage/download/cg/charter/20250228-rs-risk-charter-en.pdf>

### **Investment Committee**

#### **Role**

- Others
- Strategic Planning and Investment Consideration
- Financial Approval and Management

### **Scope of authorities, role, and duties**

- 1) Consider investing in new businesses, joint ventures, joint trading activities, co-investments, financial liquidity management, including the management of the investment portfolio of the company and its subsidiaries, encompassing both tangible and intangible assets, domestically and internationally.
- 2) Consider investments under the company's Delegation of Authority (DOA) and report to the Board of Directors, with the authority to approve acquisition or disposition transactions not exceeding 10% of the total asset value (TA), and connected transactions with a transaction size less than 1 million Baht and less than 0.03% of the net tangible asset value (NTA), calculated from the latest financial statements. Should the transaction exceed the approval framework of the Investment Committee, it shall be submitted for approval at the Board of Directors meeting, in accordance with the criteria for acquisition or disposition transactions and/or connected transactions of the Stock Exchange of Thailand.
- 3) Consider establishing policies, criteria, strategies, objectives, and investment plans in compliance with government regulations, rules, announcements, etc., under the provisions of the Public Limited Company Act, the Securities and Exchange Act, and/or any other relevant laws, and in accordance with the resolutions of the Board of Directors.
- 4) The Investment Committee is responsible for performing its duties with responsibility, due care, and integrity, and must comply with laws, the company's objectives, articles of association, resolutions of the Board of Directors meetings, as well as resolutions of shareholders' meetings.
- 5) Oversee matters of good governance, transparency, and the prevention of conflicts of interest related to investment transactions.
- 6) Review and adjust the investment policy framework and investment plans to suit changing circumstances.
- 7) Inspect, monitor, and evaluate investment performance, as well as regularly report on the progress of investments to the Board of Directors.
- 8) Perform any other duties as assigned by the Board of Directors.

### **Reference link for the charter**

<https://ir.rs.co.th/storage/download/cg/charter/rs-investment-committee-charter-en.pdf>

### **Information on each subcommittee**

#### **List of audit committee<sup>(3)</sup>**

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. CHAKKRIT PARAPUNTAKUL<sup>(*)</sup>  Gender: Male  Age : 66 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee  (Non-executive directors, Independent director)    Director type : Newly appointed director to replace the ex-director</p>	30 Apr 2025	Accounting, Governance/ Compliance, Business Administration, Risk Management, Sustainability
<p>2. Mr. PHISIT DACHANABHIROM<sup>(*)</sup>  Gender: Male  Age : 84 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : Yes</p>	<p>Member of the audit committee  (Non-executive directors, Independent director)    Director type : Existing director</p>	19 Feb 2007	Audit, Finance, Accounting, Leadership, Finance & Securities

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>3. Mr. SUPAKIT ASSAVACHAI<sup>(*)</sup>            Gender: Male            Age : 67 years            Highest level of education : Master's degree            Study field of the highest level of education : Management            Thai nationality : Yes            Residence in Thailand : Yes            Expertise in accounting information review : Yes</p>	<p>Member of the audit committee            (Non-executive directors, Independent director)             Director type : Existing director</p>	30 Jun 2021	Accounting, Corporate Management, Marketing, Audit, Corporate Social Responsibility
<p>4. Mrs. JAMJUREE SIROVETNUKUL<sup>(*)</sup>            Gender: Female            Age : 61 years            Highest level of education : Master's degree            Study field of the highest level of education : Finance            Thai nationality : Yes            Residence in Thailand : Yes            Expertise in accounting information review : Yes</p>	<p>Member of the audit committee            (Non-executive directors, Independent director)             Director type : Newly appointed director to replace the ex-director</p>	30 Apr 2025	Finance, Corporate Management, Governance/ Compliance, Audit, Human Resource Management

Additional explanation :

<sup>(\*)</sup> Directors with expertise in accounting information review

Remark: <sup>(3)</sup> Mr. Jakkrit Parapantakul has been appointed as Chairman of the Audit Committee, effective from April 30, 2025, replacing Mr. Pisit Dachnapiram, who changed his role to Audit Committee Member, effective from April 30, 2025. Mr. Pisit Dachnapiram changed his role from Chairman of the Audit Committee to Audit Committee Member, effective from April 30, 2025. Mrs. Jamjuree Sirawetnukul has been appointed as Audit Committee Member, effective from April 30, 2025, replacing Mrs. Wannasuda Thanasaranat, whose term has expired, effective from April 30, 2025.

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mrs. WANSUDA THANASARANART <sup>(*)</sup> Gender: Female Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)	30 Apr 2025	Mrs. JAMJUREE SIROVETNUKUL  Appointment date of replacement committee member : 30 Apr 2025

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. SURACHAI CHETCHOTISAK Gender: Male Age : 63 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	2 Jan 2003
2. Mr. WITTAWAT WETCHABUTSAKORN Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	31 Jan 2020

List of committee members	Position	Appointment date of executive committee member
3. Mr. CHOT CHETCHOTISAK Gender: Male Age : 34 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Apr 2025

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mrs. PORNPAN TECHARUNGCHAIKUL Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	30 Apr 2025	Mr. CHOT CHETCHOTISAK  Appointment date of replacement committee member : 30 Apr 2025

#### Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. PHISIT DACHANABHIROM	The chairman of the subcommittee (Independent director)
	Mr. SUPAKIT ASSAVACHAI	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mrs. JAMJUREE SIROVETNUKUL	Member of the subcommittee (Independent director)
Corporate Governance and Sustainable Development	Mrs. JAMJUREE SIROVETNUKUL	The chairman of the subcommittee (Independent director)
	Mr. WITTAWAT WETCHABUTSAKORN	Member of the subcommittee
	Mr. PRINN MUENSUKSAENG	Member of the subcommittee
Risk Management Committee	Mr. SUPAKIT ASSAVACHAI	The chairman of the subcommittee (Independent director)
	Mr. PHISIT DACHANABHIROM	Member of the subcommittee (Independent director)
	Mr. WITTAWAT WETCHABUTSAKORN	Member of the subcommittee
Investment Committee	Mr. SURACHAI CHETCHOTISAK	The chairman of the subcommittee
	Mr. WITTAWAT WETCHABUTSAKORN	Member of the subcommittee
	Mr. CHOT CHETCHOTISAK	Member of the subcommittee

List of subcommittees who resigned / vacated their position during the year

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Risk Management Committee	Mrs. PORNPAN TECHARUNGCHAIKUL	The chairman of the subcommittee	30 Apr 2025	-

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives<sup>(4)</sup>

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. SURACHAI CHETCHOTISAK Gender: Male Age : 63 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>17 Apr 1992</p>	<p>Risk Management, Strategic Management, Leadership, Business Administration, Governance/ Compliance</p>
<p>2. Mr. CHOT CHETCHOTISAK Gender: Male Age : 34 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Operations Officer</p>	<p>1 Oct 2024</p>	<p>Finance, Strategic Management, Business Administration, Information &amp; Communication Technology, Marketing</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. WITTAWAT WETCHABUTSAKORN<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Chief Financial Officer	31 Jan 2020	Finance, Accounting, Strategic Management, Sustainability, Business Administration
<p>4. Mrs. PORNPAN TECHARUNGCHAIKUL</p> <p>Gender: Female</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Officer of RS Music (The highest-ranking executive)	21 Apr 2004	Strategic Management, Risk Management, Commerce, Business Administration, Corporate Social Responsibility

List of executives	Position	First appointment date	Skills and expertise
<p>5. Ms. Suchada Theeravachirakul  Gender: Female  Age : 62 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Chief Platform and Commercial Channels Officer</p>	<p>1 May 2022</p>	<p>Business Administration, Commerce, Finance, Accounting, Strategic Management</p>
<p>6. Ms. Nongluk Ngamroj  Gender: Female  Age : 54 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Head of Channel 8 Television Station</p>	<p>1 Jan 2024</p>	<p>Business Administration, Media &amp; Publishing, Commerce, Marketing</p>

List of executives	Position	First appointment date	Skills and expertise
7. Ms. Waranya Ratchapolsitte Gender: Female Age : 32 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Business Officer, Product	1 Jan 2024	Commerce, Accounting, Finance, Strategic Management
8. Mr. PRINN MUENSUKSAENG Gender: Male Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Business Officer, Coolism (The highest-ranking executive)	30 Apr 2025	Information & Communication Technology, Business Administration, Media & Publishing, Marketing, Corporate Social Responsibility

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

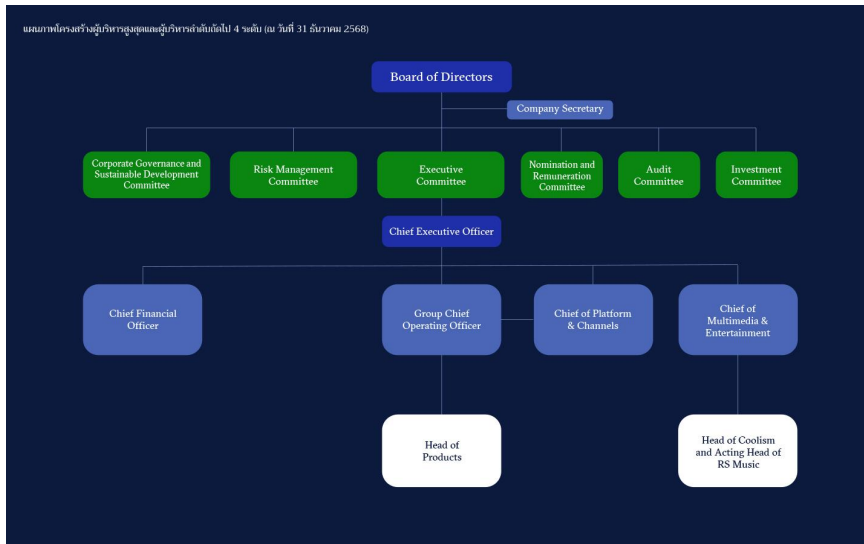
(\*\*\*) Appointed after the fiscal year end of the reporting year

Remark: <sup>(4)</sup> Ms. Pompan Techrunghchaikul who ceased during the year, effective July 1, 2025.

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

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

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



## Remuneration policy for executive directors and executives

### Remuneration policy for executive directors and senior executives

The Nomination and Remuneration Committee considers the remuneration of executive directors and senior executives in line with their performance, taking into account various factors such as responsibilities, business performance, operations in accordance with policies received from the Board of Directors, management under economic and social conditions, ability to develop the business, and annual improvements in operational efficiency. The Committee then proposes appropriate remuneration for executive directors and senior executives to the Board of Directors for approval.

### Performance evaluation of the CEO, senior executives, and employees

In 2025, the company evaluates the performance of executives and employees using the Objective and Key Results (OKRs) tool to ensure clear and fair evaluation results. These results are then used to consider remuneration, analyze, and effectively structure employee potential development programs, thereby improving and enhancing employee capabilities in alignment with the organization's strategy.

#### 1. Performance evaluation of the CEO

The criteria for the annual performance evaluation of the CEO involve a combination of two types of evaluations:

- Based on the CEO evaluation form recommended by the Stock Exchange of Thailand as a guideline, which is conducted once a year. The evaluation covers qualifications, knowledge, abilities, strategy formulation, supervision and performance monitoring, as well as the roles, duties, responsibilities of directors, and self-development.

Evaluation score: Excellent

- Based on the goal-setting and performance measurement tool, or OKRs system, various aspects of performance are considered, including sustainable development performance across economic, environmental, social, and governance dimensions. Evaluations are conducted twice a year, with the following evaluation details:

Goal setting and Setting performance indicators, compared to 2024	Performance results for 2025
1. Financial targets <input type="radio"/> Total revenue remained constant from the previous year <input type="radio"/> Total expenses decreased from the previous year	<input type="radio"/> Total revenue decreased by 29% <input type="radio"/> Total expenses decreased by 24%
2. Non-financial targets <input type="radio"/> Corporate governance level remained constant from the previous year <input type="radio"/> Customer satisfaction level not less than 95% <input type="radio"/> Volume of goods disposed remained constant from the previous year <input type="radio"/> Greenhouse gas emissions remained constant from the previous year	<input type="radio"/> Corporate governance level remained constant at 5 stars <input type="radio"/> Customer satisfaction level: 92% <input type="radio"/> Volume of goods disposed increased by 14% <input type="radio"/> Volume of goods disposed decreased by 16%

Evaluation score: Very Good

The CEO's evaluation process involves setting clear performance indicators at the beginning of the year in collaboration with the Nomination and Remuneration Committee. Subsequently, only the independent directors within the Nomination and Remuneration Committee will conduct the evaluation and report to the Board of Directors regarding the evaluation criteria. When actual performance results are available, they will be compared with the established targets, both monetary and non-monetary, to be used for considering the CEO's remuneration in both the short and long term.

## 2. Performance evaluation of senior executives and employees

**Criteria** For the annual performance evaluation of senior executives and employees, a system-based performance evaluation is used. OKRs, where goal setting adheres to SMART principles: Specific, Measurable, Achievable, Relevant, and Time-bound. Goals are set and performance is evaluated twice a year, using two types of evaluations: performance evaluation, divided into levels 1-5, and organizational values evaluation, divided into levels A-C.

**The evaluation process** involves senior executives and employees discussing with their supervisors the situation, progress, problems encountered, agreements, suggestions, and work achievements during the past six months. Subsequently, goals are set as agreed with the supervisor and recorded in the system. Upon completion, everyone must fully record their actual work results in the system. The HR department then compares and ranks employees within the same group. The results of this evaluation will lead to remuneration considerations, as well as analysis to determine the structure for developing employee potential at a sustainable level.

The summary of the evaluations for the CEO, senior executives, and employees will be compiled and reported to the Board of Directors meeting for consideration and guidance on future operational improvements. The company assesses work achievements and regularly reviews performance to enable all employees to adjust their work plans appropriately, and for supervisors to promptly assist in problem-solving, ensuring that work results meet targets, which is a crucial factor in driving the company's short-term and long-term success.

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

The Board of Directors, in accordance with the recommendation of the Nomination and Remuneration Committee, approved the remuneration for executive directors and senior executives (including the Chief Executive Officer), considering it to be appropriate and aligned with the Company's strategy, business objectives, and performance, as well

as benchmarking against comparable industry peers. Such consideration also takes into account the responsibilities, scope of duties, and competencies of executives in each position. The Charter of the Nomination and Remuneration Committee is also reviewed on a regular basis.

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	73,643,603.00	87,830,359.00	62,288,658.00
Total remuneration of executive directors (baht)	38,071,973.00	24,329,520.00	39,784,506.00
Total remuneration of executives (baht)	35,571,630.00	63,500,839.00	22,504,152.00

In 2025, the company has 8 senior executives, 4 of whom also serve as executive directors.

(1 executive resigned during the year. Details are provided in Note 7.4.1 List of Company Executives.)

### Monetary compensation

- Monetary compensation amounting to 62,288,658 Baht, which is part of salaries, bonuses, and other compensation (excluding directors' meeting allowances).
- Other benefits amounting to 601,074 Baht, which is the company's contribution to the provident fund. (5 senior executives are fund members out of 8 executives)
- The compensation for directors and senior executives accounts for 9.56% of the total compensation for the entire company.

### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	2,842,094.00	1,764,905.00	601,074.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

### Non-monetary compensation

- Company car, annual health check-ups, various training programs, etc.

### Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and : 53,500,000.00

executives in the current year

### Other significant information

Other significant information

### Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Nuansong Limpanaruk	nuansong@rs.co.th	02-037-8120

#### List of the company secretary

General information	Email	Telephone number
1. Ms. Rattapawee Lapnan	rattapawee@rs.co.th	02-037-8125

#### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Teerada Maetatratiip	teerada@rs.co.th	02-037-8203

#### List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Rattapawee Lapnan	rattapawee@rs.co.th	02-037-8125

### Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
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General information	Email	Telephone number
1. Ms. Rattapawee Lapnan	rattapawee@rs.co.th	02-037-8125

### Company's auditor<sup>(5)</sup>

Remark: <sup>(5)</sup> \*The Office of the Securities and Exchange Commission (SEC) has ordered a one-year suspension of approval for Ms. Laksami Deetrakulwattanapol, effective from 10 December 2025, due to her failure to perform in accordance with auditing standards.

### Details of the companys auditor<sup>(6)</sup>

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
GRANT THORNTON LIMITED 11Th Floor, Capital Tower, Unit S1101 , S1102 87/1 All Seasons Place, Wireless Road, Lumpini, Pathumwan, Bangkok 10330, Thailand Lumpini Pathum Wan Bangkok 10330 Telephone number -	8,295,000.00	Types of non-audit service : - Agreed-upon procedures engagement - Preparation of product destruction reports - Expenses directly related to the audit (review) of the Companys financial statements  Details of non-audit service : - Fees for the preparation of reports for the National Broadcasting and Telecommunications Commission (NBTC) - Expenses for observing the product destruction process - Expenses directly related to the audit (review) of the Companys financial statements  Amount paid during the fiscal year 4,009,653.00 baht Amount to be paid in the future 4,420,347.00 baht Total non-audit fee 180,000.00 baht	1. Mr. PAISAN BOONSIRISUKAPONG Email: paisan.boonsirisukapong@th.gt.com License number: 5216  2. Ms. SARANYA AKHARAMAHAPHANIT Email: Saranya.Akharamahaphanit@th.gt.com License number: 9919  3. Ms. KESANEE SRATHONGPHOOL Email: Kesanee.Srathongphol@th.gt.com License number: 9262

Remark: <sup>(6)</sup> For the portion payable in the future, the Company has already made a provision in the 2025 financial statements.

**Assigned personnel in case of a foreign company**

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

**List of designated individuals as representatives in Thailand**

## Performance Report on Corporate Governance

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

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

The Board of Directors plays a key role in determining the Company's policies, in collaboration with other directors and senior management. The Board considers and approves the formulation and review of the Company's vision, mission, core values, objectives, key business goals, strategies, annual plans, and annual budget. It also approves and reviews corporate policies and Board charters, and oversees management to ensure effective implementation in alignment with the Company's objectives and key goals. In addition, the Board reviews the adequacy of the internal control system and ensures that risk management processes are maintained at an appropriate level within the Company's risk appetite, in compliance with applicable laws and regulations, and in accordance with shareholders' resolutions. In doing so, the Board takes into account the best interests of the Company and all stakeholders.

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

##### Information about the selection of the board of directors

#### List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SURACHAI CHETCHOTISAK	Director	14 Nov 2012	Risk Management, Strategic Management, Leadership, Business Administration, Governance/ Compliance
Mr. PHISIT DACHANABHIROM	Director	19 Feb 2007	Audit, Finance, Accounting, Leadership, Finance & Securities

#### List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
Mr. CHAKKRIT PARAPUNTAKUL	Chairman of the board of directors	30 Apr 2025	Accounting, Governance/ Compliance, Business Administration, Risk Management, Sustainability
Mrs. JAMJUREE SIROVETNUKUL	Director	30 Apr 2025	Finance, Corporate Management, Governance/ Compliance, Audit, Human Resource Management
Mr. CHOT CHETCHOTISAK	Director	30 Apr 2025	Finance, Strategic Management, Business Administration, Information & Communication Technology, Marketing

#### List of newly appointed director not being replaced the ex-director

#### Selection of independent directors

#### Criteria for selecting independent directors

#### Criteria for the Nomination of Directors and Independent Directors

In appointing directors, the Nomination and Remuneration Committee, comprising three independent directors out of a total of three members, is responsible for considering, selecting, and screening qualified candidates in accordance with the Company's strategy and regulations. The Committee nominates suitable candidates to ensure a professional and diverse Board (Board Diversity), taking into account the Board's structure, size, and composition, and submits its recommendations to the Board of Directors for consideration. The nomination process also complies with the Company's policy that directors shall hold directorships in no more than five listed companies in Thailand. Subsequently, the proposed nominees are presented to the shareholders meeting for election. Each director must be approved by a majority vote of the shareholders present and entitled to vote.

To ensure that the nomination and appointment of directors are conducted in accordance with good corporate governance principles, the Board of Directors has assigned the Nomination and Remuneration Committee to nominate

candidates to replace directors retiring by rotation or to fill vacant positions, and to propose such candidates to the Annual General Meeting of Shareholders for approval. The Company also provides an opportunity for all shareholders to propose qualified candidates in accordance with the Securities and Exchange laws and other relevant regulations. In considering candidates, the Company takes into account their skills, expertise, and qualifications based on the Board Skill Matrix under the Board Diversity policy, as well as the director pool maintained by the Thai Institute of Directors Association (IOD). Candidates must also be free from any conflict of interest with the Company. Furthermore, the qualifications of candidates must align with the Company's business strategy. To ensure transparency and equal opportunity, the Company invites shareholders to nominate candidates and propose agenda items for the shareholders meeting in advance via the Company's website ([www.rs.co.th](http://www.rs.co.th)) and the Stock Exchange of Thailand's system ([www.set.or.th](http://www.set.or.th)). In 2025, the Company invited such nominations from 1 October 2025 to 30 December 2025; however, no nominations or proposed agenda items were submitted.

### **Qualifications of Directors**

1. A director must be a natural person who
  - Reaches his/her majority
  - Is not announced as a bankrupt, an incompetent person or a quasi-incompetent person.
  - Has never been sentenced to imprisonment in a case of corruption or fraud related to assets.
  - Has never been terminated or removed from government authorities or government agencies in case of malpractice.
  - Has never been fined for the offense related to fraud on assets.
2. A director must possess knowledge, skills and experience that are beneficial for operating business as well as being moral and honest with sufficient time dedicated to performing duties as a director.
3. A director must not engage in any action that is considered an involvement in management or administration of other businesses that may cause a conflict of interest with the Company or to provide benefits for any person or juristic person for the interest of oneself or others.

### **Selection and Nomination Criteria**

Apart from the above qualifications, the Company will consider from a diversity of genders, ages, educational backgrounds, professions, expertise, knowledge and abilities including work experience required to manage the Company's business consistent with nature of business, strategies and goals of the Company. Moreover, current and future business challenges such as change in business model, mergers and acquisitions (M&A) and joint ventures (JV) will also be considered before identifying skills that are short of or required as well as the Board's diversity. In addition, the Company provides opportunities for all shareholders to nominate qualified directors for selection and nomination of suitable professional candidates to become directors or independent directors at the Annual General Meeting of Shareholders. Note that an individual to be nominated for a director and an independent director position of the Company must possess complete qualifications pursuant to Section 68 or the Securities and Exchange Act B.E.2535 (as amended) and related notifications of the Securities and Exchange Commission and must not have prohibited characteristics according to the Securities Act (and amendments), other laws and related rules.

Furthermore, in selecting and nominating an independent director, the Nomination and Remuneration Committee will consider candidates with qualifications the Company defined which are stricter than criteria imposed by the Securities and Exchange Commission and the Stock Exchange of Thailand per following:

### **Qualifications of Independent Directors**

#### **Definition of Independent Directors**

Independent director means external directors who do not hold positions as permanent executives or employees of the Company non executive directors or authorized directors and are independent from major shareholders, executives or related parties as well as being able to perform duties to protect interests of all shareholders equally and prevent transactions with conflicts of interests between the Company and related parties. The Board of Directors will select

persons who will take the position as independent directors by considering qualifications according to the Public Limited Companies Act B.E.2535, the Securities and Exchange Act, notifications of the Securities and Exchange Commission and notifications of the Capital Market Supervisory Board including other notifications, rules and/or related regulations. There shall be at least 3 independent directors or at least 1 out of 3 of directors, whichever number is higher. At present, there are 3 independent directors who are non-executive and independent from the management and controlling shareholders, with no business relationship with the Company and its subsidiaries in the manner that will limit the directors to express their opinions independently.

An independent director of the Company is a director with the following qualifications:

1. Shall not hold shares exceeding 1.0% of the total number of voting shares of the Company, its subsidiaries, associate companies, major shareholders or controlling persons, including shares held by related persons of such independent director (pursuant to section 258 of the Securities and Exchange Act).
2. Not currently be or never been the companys executive director, worker, employee, salaried consultant, or controlling persons unless it has been at least 2 years after the person has held the position.
3. Shall not be a person related by blood or legal registration as father, mother, spouse, sibling, or child, including spouse of child of other directors, of an executive, major shareholder, controlling person, or person to be nominated as director, executive or controlling person of the Company or its subsidiaries.
4. Not currently having or never had any relations with the Company, subsidiaries, associate companies, major shareholders, or controlling persons related to providing professional services or commercial business according to rules imposed by the Stock Exchange of Thailand on related party transactions except that it has been at least 2 years that relation is finished.
5. Not currently being or never been the auditor of the Company, subsidiaries, associate companies, major shareholders, or controlling persons. Also, the person should not currently be or never be a significant shareholder, unless it has been at least 2 years after the person has held the position.
6. Not currently be providing or never provided professional services, legal consulting, nor financial consulting services with a fee more than THB 2,000,000 per year to the Company, subsidiaries, associate companies, major shareholders, or controlling persons. Also, the person should not currently be or never be a significant shareholder, controlling person, or partners of current service providers unless it has been at least two years after the person has held the position.
7. Not currently a director appointed to represent the Companys directors, major shareholders, or the shareholders related to major shareholders.
8. Not currently be operating under similar business nature and significant competition to the Company or subsidiaries; nor a significant partner of the partnership, executive director, salaried worker, employee, or consultant; or holding voting shares of any other companies operating under similar business nature and significant competition to the Company and subsidiaries.
9. Not under any condition that may impede the person from having independent views towards the Companys operations.
10. Is able to perform duties to protect interests of all shareholders equally and prevent transactions with conflicts of interests between the Company and related parties as well as being able to attend the Board of Directors meetings to make decisions on important business activities of the Company.

In 2025, the Board of Directors thoroughly considered and deemed that all independent directors possess complete qualifications as stipulated by the Company and the multiple terms of office did not affect them in performing duties or providing independent opinions. Moreover, during the past accounting period, independent directors had no business relationship with or offered professional services to the Company.

### **Term of Office of Independent Directors**

The Company has set a policy on term of office of independent directors that independent directors can be re-appointed and the total terms must not be more than 9 years to ensure independence in providing opinions and performing duties as independent directors of the Company without exception. Despite that there was an independent director with over 9 years of directorship in the Board of Directors namely, Mr. Phisit Dachanabhirom, the Company deemed that this was necessary as this independent director has knowledge, abilities and experience that the Company needs with a vision that is aligned with the Company's strategies on top of his honesty, expertise in accounting and financial statement audit and independent opinions according to related rules.

### **Term of Office of Directors**

1. At each Annual General Meeting, one-third of the total number of directors must retire the position. If the total number of directors cannot be evenly divided into three parts, the number closest to one-third shall retire.
2. Other than retiring from completing the directorship term, a director is considered retired from the Board due to
  - Death
  - Resignation
  - Lack of qualifications or with characteristics prohibited by laws or the Company's rules.
  - The shareholders meeting votes of no less than three fourths of the number of shareholders who are present in the meeting and eligible to vote and holding an aggregate number of shares of no less than half of total number of shares held by all shareholders who are present in the meeting and eligible to vote.
  - Retirement order by the court
3. Directors who intend to resign from office shall submit a resignation letter to the Company. Resignation is effective on the date that the Company receives the resignation letter.

### **Selection and Nomination Process for Independent Directors**

1. The Nomination and Remuneration Committee deliberates to select and nominate candidates with suitable qualifications for directors or independent directors stipulated by the Company as well as considering selection criteria to be consistent with objectives and strategies of the Company while the Board Skill Matrix was adopted to focus on required or missing skills in the Board of Directors. The process must be in compliance with the Company's Articles of Association, the Charter of the Board of Directors and other related rules and regulations.

Note that the Nomination and Remuneration Committee will consider qualified candidates from the following channels:

- Provide opportunities for major shareholders, minor shareholders, directors and executives of the Company to nominate names of candidates to be considered and appointed for directorship.
  - Consider the director pool of the Thai Institute of Directors or other agencies who prepare a similar kind of information.
  - Use other channels that the Nomination and Remuneration Committee sees appropriate.
2. The Nomination and Remuneration Committee will propose names of qualified candidates to be directors of the Company to the Board of Directors for consideration and approval.
  3. The Board of Directors will propose to the Annual General Meeting of Shareholders for approval of the appointment of director.
  4. Except the case that the director position is vacant from any reason other than an expiration of term of office, the Board of Directors will appoint the qualified candidate without prohibited characteristics according to rules to be the director in the next meeting.

### **Business or professional relationships of independent directors over the past year**

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

## **Selection of directors and the highest-ranking executive**

### **Method for selecting directors and the highest-ranking executive**

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

### **Number of directors from major shareholders**

Number of directors from each group of major shareholders over the past year (persons) : 2

### **Rights of minority shareholders on director appointment**

Voting Procedure for Director Election, the election of directors is conducted at the Shareholders' Meeting, where directors are appointed by a majority vote. The company requires shareholders to cast their votes individually for each nominated candidate using a ballot. Each shareholder has voting rights equivalent to the number of shares they hold (one share equals one vote). Shareholders must allocate all their votes to elect directors on a per-candidate basis, as stipulated in the company's Articles of Association.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

### **Setting qualifications for the selection of directors**

### **Details of qualifications for the selection of directors**

Qualifications, knowledge, or experience	Skill and expertise
<p>1. The Board of Directors shall consist of no fewer than 5 directors who possess the required qualifications, expertise (Board Skills Matrix), and diversity in structure (Board Diversity). The Board of Directors shall be appointed and removed by the shareholders' meeting. At least half of the directors must reside in the Kingdom of Thailand, and all directors must meet the qualifications prescribed by law.</p> <p>2. The Board of Directors shall elect one of its members as the Chairman of the Board.</p> <p>3. At least one-third (1/3) of the Board members shall be independent directors who meet the qualifications prescribed by the Securities and Exchange Act and other relevant laws. Independent directors shall serve a maximum cumulative term of 9 years from the date of their initial appointment, unless the Board of Directors deems an extension necessary and reasonable.</p> <p>4. The Company shall arrange an orientation program for newly appointed directors to ensure their understanding of the Company's objectives, core goals, vision, mission, corporate values, business nature and operations, applicable regulations, good corporate governance policies, and other essential information necessary for the effective performance of their duties.</p> <p>5. Directors must possess all required qualifications and must not have any disqualifying characteristics as stipulated in the Public Limited Companies Act B.E. 2535 (1992) (as amended), the Securities and Exchange Act B.E. 2535 (1992), the regulations of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and other relevant laws. Furthermore, they must</p>	<p>Economics, Accounting, Finance, Strategic Management, Internal Control</p>

Qualifications, knowledge, or experience	Skill and expertise
<p>not exhibit any traits indicating a lack of suitability to manage a publicly held company as prescribed by the SEC.</p> <p>6. Directors shall not engage in or participate in any business that is of the same nature and in competition with the Company, nor shall they be partners or directors of a legal entity that operates in a similar and competitive business, whether for their own benefit or that of others, unless such involvement has been disclosed to the shareholders' meeting prior to their appointment.</p> <p>7. Directors shall demonstrate leadership, a broad vision, and independence in decision-making for the utmost benefit of the Company and its shareholders. They must uphold integrity, ethics, and comply with the principles of good corporate governance and business ethics.</p> <p>8. Directors shall not hold directorships in more than 5 other listed companies.</p>	

**Information on the development of directors**

**Development of directors over the past year**

**Details of the development of directors over the past year**

List of directors	Participation in training in the past financial year	History of training participation

List of directors	Participation in training in the past financial year	History of training participation
<p>1. Mr. CHAKKRIT PARAPUNTAKUL (Chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2017: Ethical Leadership Program (ELP)</li> <li>• 2004: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Beyond Compliance: What Thai SEC new strategic plan means for the next level of Listed Companies</li> <li>• 2017: Board Matters and Trends (BMT)</li> <li>• 2005: Audit Committee Program (ACP)</li> </ul>
<p>2. Mr. SURACHAI CHETCHOTISAK (Director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2003: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: All Transformation &amp; AI Agents</li> </ul>
<p>3. Mr. PHISIT DACHANABHIROM (Director, Independent director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2007: Director Accreditation Program (DAP)</li> <li>• 2005: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2005: Audit Committee Program (ACP)</li> </ul>
<p>4. Mr. SUPAKIT ASSAVACHAI (Director, Independent director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2004: Director Accreditation Program (DAP)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
5. Mrs. JAMJUREE SIROVETNUKUL (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: Director Certification Program (DCP)</li> <li>• 2004: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2004: Audit Committee Program (ACP)</li> </ul>
6. Mr. WITTAWAT WETCHABUTSAKORN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: All Transformation &amp; AI Agents</li> <li>• 2025: TLCA CFO Professional Development Program (TLCA CFO CPD) No. 1/2025: "Economic Update for CFO"</li> <li>• 2025: TLCA CFO Professional Development Program (TLCA CFO CPD) No. 5/2025: "Accounting System Implementation" (Session 1)</li> <li>• 2025: TLCA CFO Professional Development Program (TLCA CFO CPD) No. 5/2025: "Accounting System Implementation" (Session 2)</li> <li>• 2025: TLCA CFO Professional Development Program (TLCA CFO CPD) No. 6/2025: "Green Bonds and Sustainable Benefits"</li> </ul>
7. Mr. CHOT CHETCHOTISAK (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: All Transformation &amp; AI Agents</li> </ul>

## Information on the evaluation of duty performance of directors

## Criteria for evaluating the duty performance of the board of directors

### Board of Directors Evaluation

To comply with good corporate governance principles, the Company requires the Board of Directors to conduct self-assessment to be applied in monitoring the performance of the Board of Directors on a regular basis. The Company adopted the self-assessment forms for the Board of Directors, subcommittees and individual directors including the Chief Executive Officer according to guidelines of the Stock Exchange of Thailand.

The Company conducts the evaluation of the Board of Directors and subcommittees in the formats of self-assessment of individual directors and self-assessment of the Board as a whole on an annual basis. This is to consider and summarize performance to identify issues, obstacles as well as improvement guidelines while the Company set out evaluation guidelines by using assessment forms for both the Board as a whole and individual directors. Results from the evaluation will be applied to enhance duty performance as well as other related activities of the Board of Directors to be more effective in the future.

The Company prepares Self-Assessment Form of the Board of Directors every year to be used in evaluating performance of the Board of Directors as a whole. The form includes the following topics:

- Structure and qualifications of the Board
- Duties, roles and responsibilities of the Board
- Meeting of the Board
- Director Duty Performance
- Relationship with the Management
- Self-Development of Directors and Executive Development
- Knowledge of good corporate governance and sustainable development

For the process of Board performance evaluation for the Board as a whole, different ratings are assigned with standard descriptions so that the Board of Directors is able to compare results of the evaluation of each topic or compare results from different years easily. Descriptions of each rating are as follow.

- 0 = Strongly disagree or no action taken on the matter
- 1 = Disagree or limited actions taken on the matter
- 2 = Agree or sufficient actions taken on the matter
- 3 = Mostly agree or satisfactory actions taken on the matter
- 4 = Strongly agree or excellent actions taken on the matter

The evaluation criteria are calculated as a percentage of the full score for each item, as follows:

- More than 90% = Excellent
- More than 80% = Very Good
- More than 70% = Good
- More than 60% = Fair
- Less than 60% = Improvements Needed

### Performance Evaluation of Subcommittees

The Nomination and Remuneration Committee prepares Self-Assessment Form for Subcommittees every year to evaluate the performance of subcommittees as assigned by the Board of Directors for each subcommittee as a whole namely, Audit Committee, Nomination and Remuneration Committee, Corporate Governance and Sustainable Development Committee, Risk Management Committee and Executive Committee on a yearly basis. This is to apply results from the performance evaluation to support the Board of Directors duties and the Company's business conduct covering all relevant dimensions. Note that each subcommittee will jointly determine self-assessment criteria to be suitable for their duties and responsibilities.

For the process of Board performance evaluation for subcommittees as a whole, different ratings are assigned with standard descriptions so that the subcommittees are able to compare results of the evaluation of each topic or compare results from different years easily. Descriptions of each rating are as follows:

- 0 = Strongly disagree or no action taken on the matter
- 1 = Disagree or limited actions taken on the matter
- 2 = Agree or sufficient actions taken on the matter
- 3 = Mostly agree or satisfactory actions taken on the matter
- 4 = Strongly agree or excellent actions taken on the matter

The evaluation criteria are calculated as a percentage of the full score for each item, as follows:

- More than 90% = Excellent
- More than 80% = Very Good
- More than 70% = Good
- More than 60% = Fair
- Less than 60% = Improvements Needed

### **Performance Evaluation for Individual Directors**

The Board of Directors requires performance evaluation for individual directors and all directors have prepared Self-Assessment Form of the Board of Directors and Sub-Committees for Individual Directors containing the following topics:

- Structure and qualifications of directors
- Meeting of the Board of Directors
- Roles, duties and responsibilities

For the process of performance evaluation for individual directors, different ratings are assigned with standard descriptions so that all the directors are able to compare results of the evaluation of each topic or compare results from different years easily. Descriptions of each rating are as follows:

- 0 = Strongly disagree or no action taken on the matter
- 1 = Disagree or limited actions taken on the matter
- 2 = Agree or sufficient actions taken on the matter
- 3 = Mostly agree or satisfactory actions taken on the matter
- 4 = Strongly agree or excellent actions taken on the matter

The evaluation criteria are calculated as a percentage of the full score for each item, as follows:

- More than 90% = Excellent
- More than 80% = Very Good
- More than 70% = Good
- More than 60% = Fair
- Less than 60% = Improvements Needed

Note that for the performance evaluation processes of the Board, subcommittees and individual directors, Company Secretary will be responsible for sending assessment forms to every director to evaluate their performance at the end of every year as well as gathering reports to summarize results to present to the meeting of the Board of Directors to acknowledge and discuss regularly every year.

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

The results from the performance evaluation of the Board of Directors and subsidiaries as well as evaluation of individual directors in 2025 are shown below.

Board Evaluation Results	Average Score	Rating
Self-assessment results of the Board of Directors as a whole	99.21	Excellent
Self-assessment results of each sub-committee as a whole	96.98	Excellent
Self-assessment results of individual directors of the Board and subcommittees	97.08	Excellent

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

### Performance Evaluation of the Highest-Ranked Executive (Chief Executive Officer)

The Company requires the Chief Executive Officer (CEO) to conduct self-assessment and delegated the Nomination and Remuneration Committee to regularly conduct performance evaluation for the highest-ranked executive or the Chief Executive Officer (CEO) to be the framework for the audit of performance of the CEOs duties on an annual basis.

This is to consider and summarize performance as well as identifying issues, obstacles and improvement guidelines while the Company adapted from evaluation guidelines from the Stock Exchange of Thailand to its context. Results from the evaluation will be applied to enhance duty performance as well as other related activities of the CEO to be more effective in the future.

Performance Evaluation Form for the Chief Executive Officer consists of the following topics:

- Leadership
- Performance measurement that reflects Companys results
- Strategy execution
- Planning and financial & non-financial performance
- Relationship with the Board of Directors and Management
- Management and internal & external relationship
- Knowledge on business and industry
- Knowledge on good corporate governance and sustainable development Evaluation results are in the percentage of full score of each topic per following.

The evaluation criteria are calculated as a percentage of the full score for each item, as follows:

- More than 90% = Excellent
- More than 80% = Very Good
- More than 70% = Good
- More than 60% = Fair
- Less than 60% = Improvements Needed

The results from the performance evaluation of the CEO in 2025 are shown below:

Board Evaluation Results	Average Score	Rating
Self-assessment results of the CEO	99.21	Excellent

### Information on meeting attendance and remuneration payment to each board member

## Meeting attendance and remuneration payment to each board member

### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 6  
 past year (times)  
 Date of AGM meeting : 30 Apr 2025  
 EGM meeting : No

#### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. CHAKKRIT PARAPUNTAKUL (Chairman of the board of directors, Independent director)	5	/	5	0	/	0		/	
2. Mr. SURACHAI CHETCHOTISAK (Director)	6	/	6	1	/	1		/	
3. Mr. PHISIT DACHANABHIROM (Director, Independent director)	6	/	6	1	/	1		/	
4. Mr. SUPAKIT ASSAVACHAI (Director, Independent director)	6	/	6	1	/	1		/	
5. Mrs. JAMJUREE SIROVETNUKUL (Director, Independent director)	6	/	6	0	/	0		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
6. Mr. WITTAWAT WETCHABUTSAKORN (Director)	6	/	6	1	/	1		/	
7. Mr. CHOT CHETCHOTISAK (Director)	6	/	6	0	/	0		/	
8. Mr. Sorat Vanichvorakij (Director)	1	/	1	1	/	1		/	
9. Mrs. WANSUDA THANASARANART (Director, Independent director)	1	/	1	1	/	1		/	
10. Mrs. PORNPAN TECHARUNGCHAIKUL (Director)	1	/	1	1	/	1		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. CHAKKRIT PARAPUNTAKUL (Chairman of the board of directors)	5/5 (100.00%)	N/A	N/A
2. Mr. SURACHAI CHETCHOTISAK (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. PHISIT DACHANABHIROM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mr. SUPAKIT ASSAVACHAI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. JAMJUREE SIROVETNUKUL (Director)	6/6 (100.00%)	N/A	N/A
6. Mr. WITTAWAT WETCHABUTSAKORN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mr. CHOT CHETCHOTISAK (Director)	6/6 (100.00%)	N/A	N/A
8. Mr. Sorat Vanichvorakij (Director)	1/1 (100.00%)	1/1 (100.00%)	N/A
9. Mrs. WANSUDA THANASARANART (Director)	1/1 (100.00%)	1/1 (100.00%)	N/A
10. Mrs. PORNPAN TECHARUNGCHAIKUL (Director)	1/1 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>100.00%</b>	<b>100.00%</b>	<b>N/A</b>

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

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

#### Policy for Directors Remuneration

The Company has clearly and transparently established directors remuneration policies covering both short-term and long-term policy to offer compensation that is commensurate with knowledge, abilities, experience, duties, scope of roles and responsibilities, individual performance as well as expected benefits from each director in accordance with long-term strategies and goals of the Company including short-term and long-term corporate performance and compensation of directors in other companies in the same industry. Directors remuneration policy is approved by shareholders and the Nomination and Remuneration Committee will consider the remuneration to be competitive with the industry peers to be able to attract and retain qualified directors and consistent with the Company's performance.

#### Criteria for Directors Remuneration

The Nomination and Remuneration Committee will deliberate the payment of directors remuneration and propose to the Board of Directors meeting for approval before presenting to the Annual General Meeting of Shareholders for approval by adhering to the following criteria:

1. The Companys operating performance and size of business by comparing with directors remuneration of other listed companies in the Stock Exchange of Thailand for the similar type, size and sector.
2. Knowledge, abilities, experience, duties, scopes of roles and responsibilities including individual performance of each director.
3. Expected benefits from each director.
4. Reasonable rate that is sufficient to retain quality directors.

#### **Remuneration Policy for the Highest-Ranked Executive (Chief Executive Officer)**

Remuneration policy of the Chief Executive Officer will be deliberated on a yearly basis in accordance with principles and policies imposed by the Nomination and Remuneration Committee. Remuneration shall be attractive consistent with scope of work, responsibilities, duties and performance of the Chief Executive Officer including operating performance, profit growth in the past year and overall economic conditions in line with strategic objectives, key goals and long-term interests of the organization. Moreover, remuneration will be benchmarked against peers of the similar industry of the same level to be proposed to the Board of Directors for approval before the Management takes further actions. Besides, the Nomination and Remuneration Committee has a duty to monitor performance of the Chief Executive Officer on a regular basis.

#### **Criteria in Remuneration Payment for the Highest-Ranked Executive (Chief Executive Officer)**

The Board of Directors assigned the Nomination and Remuneration Committee to evaluate performance of the highest-ranked executive or the Chief Executive Officer and determine criteria for performance evaluation of the Chief Executive Officer to be proposed to the Board of Directors for approval by adhering to the following criteria.

1. The Companys operating performance and size of business by comparing with directors remuneration of other listed companies in the Stock Exchange of Thailand for the similar type, size and sector.
2. Knowledge, abilities, experience, duties, scopes of roles and responsibilities including individual performance of each director.
3. Expected benefits from each director.
4. Reasonable rate that is sufficient to retain quality directors.

Remuneration of the board of directors <sup>(7)</sup>

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. CHAKKRIT PARAPUNTAKUL (Chairman of the board of directors, Independent director)</b>			<b>540,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	75,000.00	0.00	75,000.00	No	
Audit Committee (Chairman of the audit committee)	105,000.00	360,000.00	465,000.00	No	
<b>2. Mr. SURACHAI CHETCHOTISAK (Director)</b>			<b>110,000.00</b>		<b>0.00</b>
Board of Directors (Director)	110,000.00	0.00	110,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Investment Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
<b>3. Mr. PHISIT DACHANABHIROM (Director, Independent director)</b>			<b>690,000.00</b>		<b>N/A</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	90,000.00	0.00	90,000.00	No	
Audit Committee (Member of the audit committee)	120,000.00	480,000.00	600,000.00	Yes	
Nomination and Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>4. Mr. SUPAKIT ASSAVACHAI (Director, Independent director)</b>			<b>660,000.00</b>		<b>0.00</b>
Board of Directors (Director)	85,000.00	0.00	85,000.00	No	
Audit Committee (Member of the audit committee)	115,000.00	460,000.00	575,000.00	Yes	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>5. Mrs. JAMJUREE SIROVETNUKUL (Director, Independent director)</b>			<b>430,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	
Audit Committee (Member of the audit committee)	90,000.00	280,000.00	370,000.00	Yes	
Corporate Governance and Sustainable Development (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>6. Mr. WITTAWAT WETCHABUTSAKORN (Director)</b>			<b>105,000.00</b>		<b>0.00</b>
Board of Directors (Director)	105,000.00	0.00	105,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainable Development (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>7. Mr. CHOT CHETCHOTISAK (Director)</b>			<b>80,000.00</b>		<b>0.00</b>
Board of Directors (Director)	80,000.00	0.00	80,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>8. Mr. PRINN MUENSUKSAENG (Member of the subcommittee)</b>			<b>0.00</b>		<b>0.00</b>
Corporate Governance and Sustainable Development (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>9. Mr. Sorat Vanichvorakij (Director)</b>			<b>20,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	20,000.00	0.00	20,000.00	No	
<b>10. Mrs. WANSUDA THANASARANART (Director, Independent director)</b>			<b>85,000.00</b>		<b>0.00</b>
Board of Directors (Director)	20,000.00	0.00	20,000.00	No	
Audit Committee (Member of the audit committee)	30,000.00	35,000.00	65,000.00	No	
<b>11. Mrs. PORNPAN TECHARUNGCHAIKUL (Director)</b>			<b>20,000.00</b>		<b>0.00</b>
Board of Directors (Director)	20,000.00	0.00	20,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
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Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	665,000.00	0.00	665,000.00
2. Audit Committee	460,000.00	1,615,000.00	2,075,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	0.00	0.00	0.00
5. Corporate Governance and Sustainable Development	0.00	0.00	0.00
6. Risk Management Committee	0.00	0.00	0.00
7. Investment Committee	0.00	0.00	0.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,880,000.00	1,695,000.00	1,125,000.00
Other monetary remuneration (Baht)	2,680,000.00	1,680,000.00	1,615,000.00
Total (Baht)	4,560,000.00	3,375,000.00	2,740,000.00

Remark: <sup>(7)</sup> \*\* Note that directors remuneration is benefits paid to the Companys directors according to section 90 of the Public Limited Companies Act B.E.2535 (1992) (excluding salary and related benefits paid to directors who also hold executive positions at the Company). There is no remuneration for directorship in subsidiaries. 1. Directors who are executives or employees of the Company are not entitled to remuneration as directors in the Board of Directors or subcommittees except for meeting allowances. 2. Non-executive directors who hold positions in other subcommittees are not entitled to remuneration as directors in other subcommittees besides remuneration as members of the Board of Directors or the Audit Committee. 3. Compensation pension / bonus

#### Remunerations or benefits pending payment to the board of directors

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

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes

companies	
Mechanism for overseeing subsidiaries and associated companies	: Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	: The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The company appoints representatives as directors, executives, or persons with controlling authority in its subsidiaries and associates based on its shareholding proportion. These appointments are approved by the Board of Directors. Individuals appointed as directors, executives, or persons with controlling authority in subsidiaries or associates are responsible for acting in the best interests of those entities while ensuring alignment with the parent company's policies. Additionally, they oversee that subsidiaries have regulations regarding related-party transactions that are consistent with those of the parent company. They also ensure proper data collection and accounting records, enabling the parent company to audit and consolidate financial statements on time. Furthermore, they are responsible for establishing an appropriate and effective internal control system and ensuring that all transactions comply with relevant laws and regulations. They also ensure the timely and accurate disclosure of material information by subsidiaries. Details are provided in Attach 2: Information on the Positions of Directors, Executives, and Persons with Controlling Authority in the Company, Subsidiaries, and Associates.

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

### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

#### Operations for conflict of interest prevention over the past year

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

#### Prevention of conflicts of interest.

The Company is committed to conducting business with transparency, fairness, and accountability. Therefore, it has a policy regarding conflicts of interest based on the principle that any decision to enter into a transaction must be made to protect the best interests of the Company and its shareholders, and to avoid actions that may lead to conflicts of

interest. It requires directors or executives who are involved in or have an interest in a transaction under consideration to inform the Company of their relationship or interest in such transaction, and they must not participate in the consideration or have the authority to approve that transaction, which includes connected transactions. Intercompany transactions and situations that create conflicts of interest. In 2025, the policy and guidelines for preventing conflicts of interest were reviewed and revised, and subsequently disseminated to directors, executives, and employees as follows:

### **Policy for conflict of Interest**

The Group is committed to conducting business with integrity, transparency, fairness, and accountability. Any decision to enter into a transaction must be made to protect the best interests of the Group and its shareholders, without seeking personal gain or benefit for related parties, and avoiding actions that may lead to potential conflicts of interest with the Group.

In 2025, The Company monitors the implementation of conflict of interest prevention as stipulated in the business ethics. The Governance and Sustainable Development Department develops learning materials and tests regarding policies and guidelines. Preventing conflicts of interest. in e-learning format for directors, executives, and employees to review their understanding and practices to be observed. The training content covers avoiding any actions that may lead to conflicts of interest with the company and not operating businesses that compete with the company. 100% of directors, executives, and employees participated in the policy and guideline review. Preventing conflicts of interest. mentioned above.

### **Guidelines for preventing conflicts of interest.**

1. Directors, executives, and employees should avoid any actions that may lead to conflicts of interest with the Group and refrain from any actions that are contrary to the Group's interests or that seek personal gain or benefit for related parties.
2. Not to use or allow others to use one's position, directly or indirectly, to seek benefits from the Group.
3. In the event that directors, executives, employees, or related parties participate in or hold shares in any business that may have interests or create conflicts of interest with the Group, they must report it in writing to the Central Audit Department.
4. In the event that directors, executives, employees, or family members serve as directors, partners, or advisors in other companies or business organizations, such positions must not conflict with the interests of the Group and their direct duties within the Group.
5. In cases that fall under the definition of connected transactions as stipulated by the Stock Exchange of Thailand and the Securities and Exchange Commission, the principles, methods, and disclosure requirements for connected transactions of listed companies must be strictly adhered to.

In 2025, the Company investigated cases that could lead to conflicts of interest for the Group as follows:

- Cases where a company director or senior executive (Chief Level) was an employee or partner of an external auditing firm used by the Company within the past 2 years.

Audit results: *-No such case-*

- Cases where company directors and senior executives (Chief Level) are involved in transactions that constitute conflicts of interest.

Audit results: *-No such case-*

### **Number of cases or issues related to conflict of interest**

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

## Prevention of the use of inside information to seek benefits

### Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes  
inside information to seek benefits over the past year

In 2025, the Company implemented measures to prevent the misuse of inside information as follows:

1. Directors and senior executives at the Chief Level are required to prepare and submit reports on their securities holdings, including those of their spouses and minor children, to the Securities and Exchange Commission (SEC). Such reports must be submitted through the Company Secretary within 30 days from the date of appointment. Any changes in securities holdings must be reported within 3 business days from the transaction date. The Company also reports such information to the Board of Directors on a quarterly basis.
2. The Company imposes a Blackout Period during which directors, Chief Level executives, and employees who have access to material inside information, including their spouses and minor children, are prohibited from trading the Companys securities. This restriction applies for a period of 1 month prior to the financial statement disclosure and until 1 business day after the financial statements have been disclosed to the Stock Exchange of Thailand (SET).
3. The Company also establishes a Silent Period applicable to directors, executives, and employees who are involved with material inside information. During this period, they are prohibited from disclosing any information regarding the Companys financial performance to both internal and external parties for 1 month prior to the financial statement disclosure to the Stock Exchange of Thailand (SET).
4. In addition, directors and Chief Level executives are required to notify the Board of Directors or designated persons at least 1 day in advance prior to any trading of the Companys securities.

### Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

### Operations in anti-corruption in the past year

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

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

In 2025, the Company remained committed to conducting its business with transparency, integrity and zero tolerance for corruption. The Company continued to enhance and strengthen its anti-corruption framework to ensure alignment with good corporate governance principles and applicable regulatory requirements.

The Company undertook the third revision of its Anti-Corruption Policy and Guidelines to ensure greater clarity, rigor, and suitability in response to the evolving business environment. The revised policy was approved by the Board of Directors at its Meeting No. 5/2025 held on August 14, 2025. The policy serves as a framework and practical guideline for directors, executives, and employees at all levels. It has also been communicated to relevant stakeholders to ensure strict adherence.

In terms of risk management, the Company conducted a corruption risk assessment through meetings of the Anti-Corruption Working Committee, comprising representatives from various business functions. This process ensured that corruption risks were comprehensively identified across key operational areas, enabling the establishment of appropriate internal control measures commensurate with the level of risk within each function.

The Company places strong emphasis on communication and training to foster awareness among personnel at all levels. Anti-corruption training is mandatory for all new employees as part of the orientation program, and participants are required to pass a knowledge assessment prior to commencing their duties. For existing employees, additional relevant training programs were organized throughout the year to reinforce understanding and continuously enhance awareness.

With respect to monitoring and evaluation, the Company regularly oversees and reviews compliance with the Anti-Corruption Policy, particularly in relation to approval processes and disbursement procedures, to ensure adherence to established regulations and control measures. The results of such monitoring and evaluations are reported directly to the Audit Committee on a quarterly basis for acknowledgment, recommendations, and appropriate follow-up actions.

Furthermore, the Company continues to participate as a member of Thailand's Private Sector Collective Action Against Corruption (CAC) and successfully obtained its first certification renewal in the third quarter of 2025. This achievement reflects the Company's ongoing commitment to conducting business with transparency, accountability, and strong corporate governance practices.

### Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

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

The Company recognizes whistleblowing as an important mechanism for promoting a transparent and accountable corporate culture. All new employees are informed, from the commencement of their employment, of their rights and the available whistleblowing channels. Reports may be submitted through the Human Resources Department, the Internal Audit Department, or the Company Secretary, allowing employees to select the channel they consider most appropriate with confidence.

The Company reports a summary of complaints and whistleblowing matters to the Audit Committee on a quarterly basis for acknowledgment, recommendations, and oversight of progress. Updates on case status, case closure, and cumulative statistics are also provided to ensure continuous and systematic governance.

In 2025, the Company further enhanced its whistleblowing channels to increase accessibility, diversity, and security. Clear, transparent, and auditable procedures for receiving, reviewing, and following up on complaints were established. In addition, formal Whistleblower Protection measures were implemented to ensure that individuals who report concerns or cooperate in investigations in good faith are protected from retaliation, discrimination, or any adverse consequences, whether direct or indirect.

### Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

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

### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHAKKRIT PARAPUNTAKUL (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. PHISIT DACHANABHIROM (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. SUPAKIT ASSAVACHAI (Member of the audit committee)	5	/	5	5/5 (100.00%)
4 Mrs. JAMJUREE SIROVETNUKUL (Member of the audit committee)	4	/	4	4/4 (100.00%)
5 Mrs. WANSUDA THANASARANART (Member of the audit committee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of the audit committee

For the fiscal year ended December 31, 2025, the Audit Committee of RS Public Company Limited performed its duties as assigned by the Board of Directors with due care, transparency, and in accordance with good corporate governance principles. The Committee placed emphasis on overseeing the effectiveness of the internal control system, the accuracy and reliability of the financial statements, risk management, compliance with applicable laws and regulations, as well as supervising the performance of the external auditor and the Internal Audit Unit.

During 2025, the composition of the Audit Committee was revised during the year following the Company's organizational restructuring in order to align with good corporate governance principles and to enhance oversight effectiveness in accordance with the Company's business context. Following such restructuring, as of April 30, 2025 the Audit Committee comprised 4 Independent Directors.

All members of the Audit Committee possess qualifications in accordance with the Audit Committee Charter and comply with the requirements and best practices for audit committees as prescribed by the Securities and Exchange Commission (SEC), as well as relevant laws and regulations. At least one member has sufficient knowledge, understanding, or experience in accounting or finance to review the reliability of the Company's financial statements.

### Audit Committee Meetings

In 2025, the Audit Committee convened five meetings, with all members attending 100% of the meetings held during the year, including newly appointed members who attended all meetings since their appointment.

The Audit Committee also held meetings with senior management, the external auditor, and the Internal Audit Unit.

In addition, the Committee arranged a private session with the external auditor without management present in order to reinforce independence from management and provide the external auditor with an opportunity to freely report key issues identified during the audit, as well as observations and recommendations beneficial to the Company's corporate governance and internal control system.

### **Performance of the Audit Committee**

The Audit Committee performed its duties independently within the scope of responsibilities assigned by the Board of Directors. The key activities undertaken during the year are summarized as follows:

#### **1. Review of Financial Statements**

The Audit Committee reviewed the quarterly and annual financial statements for 2025, which were reviewed and audited by the External Auditor. The Committee discussed and sought clarification from management and the External Auditor regarding the accuracy and completeness of the financial statements and the adequacy of disclosures.

The Audit Committee concurred with the External Auditor that the financial statements submitted to the Stock Exchange of Thailand were fairly presented in all material respects in accordance with financial reporting standards, with adequate and appropriate disclosures, as reflected in the External Auditor's report submitted to the Board of Directors and shareholders.

#### **2. Internal Control and Internal Audit**

The Audit Committee reviewed the adequacy of the Company's internal control system by monitoring internal audit results and recommendations from the Internal Audit Unit in accordance with the internal control evaluation guidelines prescribed by the SEC.

The Audit Committee concurred with the Internal Audit Unit that the Company's internal control system is adequate and appropriate for the nature of its business and that there were no material deficiencies. The Internal Audit Unit performs its duties independently. The Committee also reviewed the annual internal audit plan and evaluated the adequacy of resources, independence, and performance of the Head of Internal Audit.

#### **3. Risk Management**

The Audit Committee reviewed the appropriateness and adequacy of the Company's risk management system. Meetings were held with management of the Company and its subsidiaries to receive updates on key risk management developments. The Committee also provided recommendations to enhance the effectiveness of the risk management process in response to changing business conditions and risk factors.

#### **4. Compliance with Laws and Regulations**

The Audit Committee supervised and monitored the Company's compliance with the Securities and Exchange Act, regulations of the Stock Exchange of Thailand, and other applicable laws, while promoting the enhancement of good corporate governance practices and the implementation of the Company's anti-corruption policy throughout the organization.

In 2025, the Company successfully obtained the first renewal of its certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for a period of three years, effective from 1 December 2025 to 31 December 2028. The Audit Committee assigned the Internal Audit Unit to review the implementation of anti-corruption measures and fraud risk assessments, as well as to continuously monitor compliance with the Company's Anti-Corruption Policy and Guidelines.

The Audit Committee reviewed transactions with related parties and transactions that may give rise to conflicts of interest to ensure that such transactions were conducted in compliance with regulatory requirements and were reasonable, transparent, and in the best interests of the Company. Management conducted such transactions in accordance with the related party transaction policy approved by the Board of Directors.

The Audit Committee is of the opinion that the related party transactions reviewed were conducted in the ordinary course of business under normal commercial terms, and were fair, reasonable, and not detrimental to the Company or its shareholders as a whole.

#### **5. External Auditor**

The Audit Committee considered the appointment, reappointment, and termination of the external auditor based on performance evaluation, audit scope, experience, expertise, credibility, and adequacy of resources, as well as the appropriateness of the proposed audit fee.

The Committee also reviewed the qualifications and independence of the external auditor to ensure compliance with the regulations of the SEC.

In addition, the Audit Committee held one meeting with the external auditor without management present to discuss key matters arising from the audit, as well as to review the annual audit plan and the auditors independence in performing audit duties.

#### **6. Reporting**

The Audit Committee reported its performance and recommendations to the Board of Directors at least four times during the year, covering duties and responsibilities stipulated in the Audit Committee Charter. These included the review of financial reports, internal control and internal audit systems, risk management oversight, corporate governance practices, compliance with applicable laws and regulations, consideration of related party transactions or potential conflicts of interest, the selection and recommendation of the external auditor, and the preparation of the annual Audit Committee Report.

Overall, the Audit Committee is of the opinion that it has adequately performed its duties and responsibilities in accordance with the Audit Committee Charter, with due care, competence, and independence, for the best interests of the Company.

#### **7. Review of Public Disclosure**

The Audit Committee reviewed the Companys disclosure of information to the public in accordance with the requirements of the Stock Exchange of Thailand, to ensure that such disclosures were accurate and fair to all shareholders.

In performing its duties within the scope of authority, the Audit Committee may invite executive directors, management, or relevant persons to provide information or attend meetings in order to discuss or respond to the Committees inquiries. The Audit Committee performs its duties within the scope of authority and responsibilities assigned by the Board of Directors, while the Board of Directors remains directly responsible for the Companys operations to shareholders, stakeholders, and the public.

### **Information on summary of the results of duty performance of subcommittees**

#### **Meeting attendance and the results of duty performance of subcommittees**

#### **Meeting attendance of Executive Committee<sup>(8)</sup>**

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SURACHAI CHETCHOTISAK (The chairman of the executive committee)	5	/	5	5/5 (100.00%)
2 Mr. WITTAWAT WETCHABUTSAKORN (Member of the executive committee)	5	/	5	5/5 (100.00%)
3 Mr. CHOT CHETCHOTISAK (Member of the executive committee)	5	/	5	5/5 (100.00%)
4 Mrs. PORNPAN TECHARUNGCHAIKUL (Member of the executive committee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Executive Committee

In 2025, the Executive Committee held a total of 5 meetings. All 4 Executive Directors attended every meeting, representing 100% attendance. Key matters considered were as follows:

1. To implement the policies of the Board of Directors, in compliance with laws, conditions, regulations, and the company's articles of association.
2. To consider, prepare, recommend, and define policies, and to review the company's vision, mission, organizational values, and business strategies for submission to the Board of Directors. To define business plans, management authority, and annual operating budgets and annual expenditure budgets for submission to the Board of Directors for approval.
3. Implement business plans and strategies in accordance with the policies and business guidelines approved by the Board of Directors.
4. To have the authority to approve matters related to the general administration of the company, including establishing organizational structure and management, covering all details of selection, training, employment, and termination of the company's employees and executives.
5. To consider and approve any borrowing or credit applications from financial institutions, including acting as a guarantor or making payments or expenditures for the company's normal business transactions, such as payments for investments and various operations, provided that the amount for each item does not exceed 15% of total assets (TA).
6. To consider and approve the opening of deposit accounts with domestic financial institutions, including the designation of authorized signatories for withdrawals from the company's deposit accounts.

7. To consider and approve the annual salary increase budget or salary adjustment for employees and the payment of annual bonuses to the company's employees in positions not higher than that of the Chief Executive Officer.

Remark: <sup>(8)</sup> \*The Board of Directors Meeting No. 2/2025 on April 30, 2025, resolved to appoint Mr. Chot Chetchotisak as an Executive Director.  
<sup>(9)</sup> \*\*Mrs. Pornpan Techarungchaikul resigned from her position, effective July 1, 2025.

### Meeting attendance of Nomination and Remuneration Committee<sup>(9)</sup>

Meeting Nomination and Remuneration : 2  
 Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PHISIT DACHANABHIROM (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. SUPAKIT ASSAVACHAI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mrs. JAMJUREE SIROVETNUKUL (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee held a total of 2 meeting, which considered the following important matters:

1. Consider the remuneration criteria for determining the remuneration of the Company's directors, Executive Committee, Chief Executive Officer, and executives, and has established fair methods and remuneration criteria are in accordance with appropriate policies, Based on performance, success in achieving goals, and key performance indicators, as well as duties and responsibilities assigned, business results, the business environment, and factors that may affect the Company's operations and the overall economic situation appropriately and presented to the Board of Directors for consideration and approval at every Annual General Meeting of Shareholders.
2. Provide for self-assessment of the Board of Directors and all sub-committees, both collectively and individually, on an annual basis and report to the Board of Directors for acknowledgement, in order to use the assessment results to improve the performance and achieve the Company's objectives.
3. In the recruitment of directors, member of sub-committees, including the Chief Executive Officer, the Nomination

and Remuneration Committee Remuneration will be considered by taking into account qualifications, knowledge, abilities, skills, diverse experience, and leadership, as well as vision and positive attitude towards the organization, which is beneficial to the Company's operations, not limited to gender. It must also take into account the size of the structure and an appropriate composition of the Board of Directors in accordance with good corporate governance principles, as well as compliance with relevant laws, rules, regulations, and the situation, including providing opportunities for minority shareholders to participate in corporate governance by opening opportunities to propose agendas and nominate individuals to be directors replacing those whose terms expire in advance each year for the Annual General Meeting of Shareholders, for consideration by the Board of Directors and submitted for approval at the Annual General Meeting of Shareholders.

4. Ensure that the succession planning policy is reviewed and presented to the Board of Directors.

Remark: <sup>(9)</sup> \*The Annual General Meeting of Shareholders for the year 2025 resolved to appoint Mrs. Jamjuree Sirovetnukul as a new director, replacing Mrs. Wannasuda Thanasaranart, whose term had expired. Consequently, Mrs. Jamjuree Sirovetnukul did not attend the 1st Nomination and Remuneration Committee Meeting, which was held on February 28, 2025.

#### Meeting attendance of Corporate Governance and Sustainable Development<sup>(10)</sup>

Meeting Corporate Governance and Sustainable Development (times) : 4

List of Directors	Meeting attendance of Corporate Governance and Sustainable Development			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. JAMJUREE SIROVETNUKUL (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mr. WITTAWAT WETCHABUTSAKORN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mr. PRINN MUENSUKSAENG (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Corporate Governance and Sustainable Development

In 2025, the Corporate Governance and Sustainability Development Committee held a total of 4 meetings. All 3 members of the committee attended every meeting, representing 100% of the total meeting attendance. The following key topics were considered.

- Review the company's and subsidiaries' corporate governance policy for implementation within the organization, ensuring alignment with the CGR program criteria by the Thai Institute of Directors (IOD), the self-assessment criteria for anti-corruption by Private Sector Collective Action Against Corruption (CAC), and the Corporate Governance Code of the Securities and Exchange Commission (SEC).
- Consider and approve the corporate governance action plan for 2025, review past performance, and make improvements in corporate governance to ensure the company achieves an "excellent" rating for corporate governance, maintaining this status for six consecutive years in the Corporate Governance Report (CGR) for listed companies in 2025. The company has also been selected for the Thai Sustainable Investment (THSI) list for 4 consecutive years.
- Review the environmental, social, and governance (ESG) management policies, approve service quality management goals and policies, compliance with regulations, respect for human rights, and fair labor practices.
- Approve the sustainability performance across all ESG dimensions to be disclosed in the 56-1 e-One Report.

Remark: <sup>(10)</sup> *\*\*At the Board of Directors Meeting No. 2/2025 held on April 30, 2025, a resolution was passed to appoint Ms. Jamjuree Sirovetnukul as Chairman of the Corporate Governance and Sustainable Development Committee, replacing Mr. Wittawat Wetchabussakorn, who was redesignated as a member of the Corporate Governance and Sustainable Development Committee. In addition, \*\*Mr. Prinn Muensuksang was appointed as a member of the Corporate Governance and Sustainable Development Committee. Consequently, both directors did not attend the Corporate Governance and Sustainable Development Committee meeting held on February 28, 2025.*

#### Meeting attendance of Risk Management Committee<sup>(11)</sup>

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SUPAKIT ASSAVACHAI (The chairman of the subcommittee, Independent director)	0	/	0	N/A
2 Mr. PHISIT DACHANABHIROM (Member of the subcommittee, Independent director)	0	/	0	N/A
3 Mr. WITTAWAT WETCHABUTSAKORN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Risk Management Committee

In 2025, the Risk Management Committee held a total of 1 meeting. All 4 risk committee members attended every meeting, representing 100% attendance, and considered the following key matters:

1. The Risk Management Committee established a risk management framework and reviewed risk factors, potential risks, and their impacts to develop an annual risk management plan to systematically and standardly mitigate risks,

covering economic, corporate governance, financial, social, environmental, information technology risks, compliance

risks, and corruption risks, as well as managing emerging risks.

2. The Risk Management Committee oversaw the management of significant risks to assess risks, consider setting Key Risk Indicators (KRIs), and risk management plans to enable the company to manage risks systematically and within

acceptable organizational levels.

3. The Risk Management Committee monitored, evaluated, and provided recommendations on risk management to

ensure that management implemented timely control or mitigation measures for potential risks, in alignment with enterprise-wide risk management, internal control systems, and good corporate governance.

4. Considered and approved the preparation of the annual enterprise risk assessment for 2025, ensuring alignment

with the company's business operations, strategic plans, and objectives.

Remark: <sup>(11)</sup> \*At the Board of Directors meeting No. 2/2025 held on April 30, 2025, it was resolved to appoint Mr. Supakit Asawachai as Chairman of the Risk Management Committee, replacing Ms. Pornpan Techarungchaikul, who changed her position to Risk Management Committee Member, and to appoint \*\*Mr. Pisit Dachanabhirom as a Risk Management Committee Member. Consequently, both aforementioned directors did not attend the Risk Management Committee meeting held on February 28, 2025.

## Meeting attendance of Investment Committee<sup>(12)</sup>

Meeting Investment Committee (times) : 4

List of Directors	Meeting attendance of Investment Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SURACHAI CHETCHOTISAK (The chairman of the subcommittee)	4	/	4	4/4 (100.00%)
2 Mr. WITTAWAT WETCHABUTSAKORN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mr. CHOT CHETCHOTISAK (Member of the subcommittee)	3	/	3	3/3 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of Investment Committee

In 2025, the Investment Committee held a total of 4 meetings. All 3 Investment Committee members attended every meeting, representing 100% attendance. Key matters considered were as follows:

1. Consideration of investments in new businesses, joint ventures, joint trading activities, joint investments, financial liquidity management, as well as the management of the investment portfolio of the company and its subsidiaries, including both tangible and intangible assets, both domestically and internationally.
2. Consideration of investments under the company's approval authority (and reporting to the Board of Directors, with the authority to approve acquisition or disposition transactions not exceeding 10% of the asset value (and connected transactions with a transaction size less than 1 million Baht and less than 0.03% of the net asset value (calculated from the latest financial statements). In cases exceeding the Investment Committee's approval framework, approval shall be sought at the Board of Directors' meeting, proceeding according to the criteria for acquisition or disposition transactions and/or connected transactions of the Stock Exchange of Thailand.
3. Consideration and establishment of policies, criteria, strategies, objectives, and investment plans to comply with or adhere to government regulations, criteria, announcements, etc., under the provisions of the Public Limited Company Act, the Securities and Exchange Act, and/or any other relevant laws, and in accordance with the resolutions of the Board of Directors.
4. The Investment Committee is responsible for performing its duties with responsibility, due care, and integrity, and must comply with laws, the company's objectives, articles of association, resolutions of the Board of Directors' meetings, as well as resolutions of shareholders' meetings.
5. Oversight of good governance, transparency, and the prevention of conflicts of interest related to investment transactions.
6. Review and adjustment of the investment policy framework and investment plans to suit changing circumstances for submission to the Board of Directors for consideration and approval, and to proceed as approved.
7. Monitor, review, and evaluate investment performance, and regularly report investment progress to the Board of Directors.

Remark: <sup>(12)</sup> \*The Board of Directors Meeting No. 2/2025 on April 30, 2025, resolved to appoint Mr. Chot Chetchotisak as an Investment Committee

# Corporate Sustainability Policy

## Information on policy and goals of sustainable management

### Sustainability Policy

Sustainability Policy : Yes

#### Policy for sustainability

RS Group is committed to creating a sustainable future with the concept of Sustainable Life Enriching, which includes inspiring (Inspire) Preventing negative impacts (Prevent), strengthening relationships with stakeholders (Connect), and creating equal access opportunities (Access) through a variety of products and services that are ready to sustainably elevate all dimensions of life for people and pets. The company is committed to operating under good corporate governance principles, considering responsibility and co-creating value between the company and all stakeholders throughout the business chain, and integrating the management of various sustainability issues into its operations across all sectors, covering all business groups and aligning with the company's short-term and long-term business strategies, aiming towards truly enhancing sustainable development.

#### Strategy for sustainability

The company has taken sustainability issues identified by stakeholders and analyzed them in conjunction with best practices from various regulatory bodies. Sustainability development has been integrated into the operational process (In Process), which has been approved by the Corporate Governance and Sustainable Development Committee, to consider and define the framework, establish long-term strategies, and proceed towards the operational planning process.

The Corporate Governance and Sustainable Development Committee has approved business strategies that align with the organization's vision, goals, and values. A strategic framework has been established for management to support the company's commitment to continuous and sustainable business growth, as well as to build and maintain relationships with stakeholders including employees, customers, partners, shareholders, regulatory bodies, and communities, by reducing negative environmental and social impacts and increasing positive impacts throughout the business process.

#### Pillars of sustainability (Three Pillars of Sustainability) and operational framework

Covering environmental, social, and corporate governance and economic dimensions, including:

##### 1. Enhance health and wellbeing

- Business ethics
- Good corporate governance policy
- Complaints and whistleblowing
- Enterprise-wide risk management
- Green supply chain management
- Research and innovation development
- Cybersecurity

##### 2. Contribute to social investment

- Comprehensive human rights protection
- Knowledge development and transfer to society
- Customer satisfaction development
- Employee potential development

##### 3. Protect our planet: Raising awareness and participation in environmental care

- Save energy
- Nature conservation

- Greenhouse gas reduction
- Systematic waste management



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

### Sustainability management goals

Does the company set sustainability management goals : Yes

### Setting financial and non-financial performance targets or indicators for the Company.

#### Key Strategies

The short-term goal for 2024-2025 is "Enhance in all dimensions" through three operational strategies, namely:

#### 1. Enhance health and wellbeing

The Company is one of the successful companies recognized as a case study in adapting to rapid innovative changes to maintain leadership in today's fast-paced business world. It is a source of pride that we are not merely an entertainment media provider that inspires, but also a direct channel for customers, offering products that meet consumer needs, and continuing to operate stably during crises, while committed to improving operational efficiency in all aspects.

##### Operational guidelines

- Monitor the sustainability performance of partners.
- Support the creation of trade partnerships to foster joint innovation.
- Promote projects to create careers and income for people in society.
- Develop team knowledge and capabilities to drive revenue generation from products that consider sustainable development.

##### Goals

- Reduce the level of customer product claims to no more than 1 percent.

- Maintain customer satisfaction scores at no less than 95 percent.
- Increase the number of partners assessed for sustainability by no less than 50 percent.
- Maintain corporate governance assessment scores at no less than 100 percent.

## 2. Contribute to social investment

The Company always considers that a business can grow sustainably only on the foundation of a good society. Therefore, it prioritizes social operations. The Company's responsibility is not limited to its internal society or employees but also extends to external society, including partners, customers, communities, and the overall social condition of the country. This encompasses fair treatment and care for employees, personnel development within the organization, employee health and safety, public benefit operations, and the acceptance of complaints, as well as mechanisms to protect whistleblowers.

### Operational guidelines

- Deliver knowledge to students and the general public.
- Support/donate to community charities to jointly create a better quality of life.
- Promote the establishment of a learning organization by developing both online and offline courses to enhance employee efficiency.

### Goals

- Create and promote career-providing projects for people in society, benefiting no less than 10,000 individuals.
- Promote and publicize careers with a business value of no less than 10,000,000 Baht.
- Enhance employee potential by creating and transferring knowledge through training, not less than 10 hours/person/year.

## 3. Protect our planet: Foster awareness and participation in environmental care.

The Company recognizes that the world's population is currently increasing, which is one of the causes of extensive use of natural resources and energy, impacting humans and the overall ecosystem. Therefore, the Company supports and promotes awareness that energy and resource consumption is a matter close to home, and it is everyone's duty to cooperate in conserving and utilizing them most efficiently. Used resources should also be brought back into the production process for reuse, which addresses the ongoing resource scarcity crisis and fosters sustainable growth.

### Operational guidelines

- Promote the 5R concept through various projects.
- Adjust business processes to reduce environmental impact.
- Instill a sense of social responsibility in employees and stakeholders.

### Goals

- Reduce landfill volume by 10 percent from the base year.
- Reduce water and electricity consumption by 10 percent from the base year.
- Promote the use of environmentally friendly packaging by no less than 20 percent.
- Instill environmental awareness through various activities, with no less than 2 projects per year.

## Supporting strategies

### **Good corporate governance and share value for all: Good governance from within to share common value externally.**

The Company is committed to operating under good corporate governance principles as a core driver for sustainable development, with a clear goal of "balanced growth" across economic, social, and environmental dimensions. This involves considering responsibility and creating shared value between the Company and all stakeholders throughout the business chain. A systematic approach is used to identify key stakeholders and integrate their expectations into operations across all sectors, covering all business units and aligning with the Company's business strategies.

Furthermore, there is appropriate monitoring and communication with all stakeholder groups, with an emphasis on nurturing and building relationships with key stakeholders, including shareholders, employees, customers, partners, government, communities and society, to create shared value and achieve balanced growth together.

Operational guidelines

- Manage good corporate governance structures at all levels of the company.
- Promote good corporate governance both within the organization and with relevant stakeholders.
- Building understanding and awareness through relevant training.
- Sharing knowledge and experience from excellent operations with people in society.
- Building networks with internal and external experts.
- Promote sustainable development as an integral part of the organization's operations.
- Extending training results into practical application, measuring performance, and continuously developing sustainable processes.
- Disclose sustainable development performance transparently and in accordance with international reporting guidelines.

Goals

- "Excellent" corporate governance assessment results from the Thai Institute of Directors Association.
- "Full Score" from the Shareholder Meeting Quality Assessment Project by the Thai Investors Association.
- "Listed in SET ESG Ratings for Sustainable Stocks" as a listed company with at least 50 percent sustainability assessment results in all dimensions.
- "Certified as a member" of the Private Sector Collective Action Against Corruption (CAC)

The long-term goal by 2030 is to transform RS Group into an organization of the future, strong in all aspects, ready to drive the Company by transitioning to renewable energy sources, a circular economy and carbon neutrality, while also achieving its core mission: "Enhance all dimensions of people's lives." and pets sustainably, and participate in supporting the United Nations Sustainable Development Goals (UN SDGs)."

United Nations SDGs that align with the organization's sustainability management goals	: Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 13 Climate Action, Goal 13 Climate Action, Goal 14 Life below Water, Goal 14 Life below Water, Goal 15 Life on Land, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 16 Peace, Justice and Strong Institutions
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**Information on review of policy and/or goals of sustainable management over the past year**

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

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

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

The Company reviews its short-term and long-term sustainability management policies and goals. These were considered and approved at the 1/2025 meeting of the Corporate Governance and Sustainable Development Committee and subsequently reported at the 1/2025 meeting of the Board of Directors. It is noted that there were no material changes in the past year 2025.

## **Information on impacts on stakeholder management in business value chain**

### **Business value chain**

#### **Managing impacts for stakeholders in the business value chain**

Understanding the sustainability needs of all stakeholder groups is another key factor contributing to the company's success, which will reflect to identify appropriate approaches for communicating with stakeholders and determining material issues, enabling the company to innovate, anticipate, and respond precisely, including the creation of new products and services for customers with diverse needs. The company also serves as a bridge connecting the chain supply throughout the entire value chain through business operations from upstream to downstream

#### **Concept for managing impacts of stakeholders in the business value chain**

Previously, the company focused on inspiring and enriching people's lives with creative and valuable entertainment, products, and services, employing a linear supply chain management approach that primarily emphasized economic management, such as cost reduction, revenue generation, and sales increase. Subsequently, the management process was adjusted to a network-based business value chain that considers sustainability issues alongside economic aspects in a balanced manner. This approach focuses on enhancing people's quality of life in all dimensions throughout the process from upstream, midstream, to downstream, thereby improving operational efficiency, reducing the risk of business disruption, protecting reputation and image, lowering business process costs, developing labor potential, and creating innovations that meet market demands, reflecting the value delivered to relevant stakeholders in each activity.

#### **Guideline for managing impacts of stakeholders in the business value chain**

1. Emphasize and declare the concept of integrating stakeholder impact management as part of operations across the entire organization.
2. Assess the scope, risks, and impacts of economic, social, and environmental issues throughout the business value chain.
3. Identify goals, target groups, action plans, strategies, and policies for managing stakeholder impacts in the business value chain.
4. Implement action plans by organizing appropriate activities for each stakeholder group.
5. Regularly measure and monitor performance, including reviewing and establishing corrective measures to continuously enhance work quality.
6. Communicate and disclose information regarding the company's sustainable business value chain management to various stakeholders accurately and transparently through appropriate channels.

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

#### **Policy for stakeholder analysis in the business value chain**

#### **Policy for stakeholder analysis in the business value chain**

#### **Policy for stakeholder analysis in the business value chain**

The Company is committed to managing stakeholders efficiently and fairly, by adopting a systematic approach to identify key stakeholders and integrate their expectations into operations across all sectors, covering all business units and aligning with the Company's business strategies, as well as appropriately monitoring and communicating with all stakeholder groups.

In 2025, the Company's Corporate Governance and Sustainable Development Committee reviewed stakeholder groups to ensure that throughout the business's value chain, the Company addresses various important issues comprehensively, in line with its business strategies for those periods, including short-term, medium-term, and long-term plans. The review covered all dimensions, whether direct or indirect, positive or negative impacts, for management that meets needs and is at an appropriate level, which will help reduce business risks and create opportunities for sustainable business growth.

### Concept for stakeholder analysis in the business value chain

With a commitment to sustainability as a crucial part of the Company's overall business strategy, the Company has primarily focused on the commerce business in the past. However, in 2025, the entertainment business fully resumed operations. The Company therefore expanded the scope of its operations in all dimensions to cover all business units, which involves understanding the sustainability needs of all stakeholder groups is another crucial factor contributing to the Company's success, which will reflect and demonstrate appropriate approaches for communicating with stakeholders and defining material issues, so that the Company can innovate, anticipate, and respond effectively and precisely, including creating new products and services for customers with diverse needs. The Company also serves as a bridge connecting the supply chain throughout the entire value chain through business operations from upstream to downstream.

### Guidelines for stakeholder analysis in the business value chain

Stakeholder analysis in the business value chain involves identifying, grouping, and understanding the expectations, needs, and impacts that the business has on relevant individuals or organizations, such as customers, employees, partners, shareholders, communities, or government agencies through various activities in the business value chain in order to manage relationships, reduce risks, and create sustainable business opportunities.

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>• Migrant workers</li> <li>• Employees</li> <li>• Expatriate</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and appropriate wages and compensation.</li> <li>• Provision of welfare benefits exceeding legal requirements.</li> <li>• Provision of training for knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Manage compensation payments aligned with the company's performance, both short-term and long-term, including performance measurement using the OKRs system.</li> <li>• Provide appropriate welfare benefits to employees, such as a provident fund, social</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Press Release</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Training / Seminar</li> <li>• Others</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>and work potential development.</p> <ul style="list-style-type: none"> <li>• Providing opportunities for career advancement to ensure life stability.</li> <li>• Management of a good and safe environment, in accordance with occupational health and safety principles in the workplace.</li> <li>• Consistent disclosure and communication of company information and management direction.</li> <li>• Job satisfaction and work-life balance.</li> <li>• Fair treatment of employees in accordance with human rights principles, without discrimination or prejudice.</li> <li>• Welcoming and providing opportunities</li> </ul>	<p>security fund, medical welfare, annual health check-ups, and special-priced food and beverages.</p> <ul style="list-style-type: none"> <li>• Promote and implement employee potential development, fostering fair career advancement.</li> <li>• Manage office spaces in accordance with occupational health principles, such as green areas, smoking areas, employee dining rooms, and various recreational corners.</li> <li>• Recruit and hire employees in accordance with human rights guidelines, emphasizing equality and diversity, without discrimination based on race, religion, skin color, or gender, and focusing on abilities aligned with the business model.</li> <li>• Provide channels for mutual communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Recreational Activities</li> <li>• Performance Appraisal</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	for employees of diverse genders.		
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Consumers</li> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Good pre-sales service with accurate and timely product information provided by staff.</li> <li>• Receipt of safe, quality products that meet control standards, are accurate, and delivered on time.</li> <li>• Transparent and timely tracking of order and delivery status.</li> <li>• Good after-sales service with product warranty and satisfaction guarantee.</li> <li>• Environmentally friendly production processes.</li> <li>• Diverse products that are up-to-date and meet customer needs.</li> <li>• Easy access to products through various</li> </ul>	<ul style="list-style-type: none"> <li>• Produce standardized and safe products</li> <li>• Promote production innovation that meets customer needs and is environmentally friendly</li> <li>• Deliver quality, accurate, and timely information, products, and services according to established standards</li> <li>• Provide information service personnel for both pre-sales and after-sales</li> <li>• Expand diverse, accessible, and efficient product distribution channels</li> <li>• Conduct customer satisfaction surveys</li> <li>• Implement measures to protect customer personal data</li> <li>• Establish channels for mutual communication</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Press Release</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	offline and online channels. • Appropriate product pricing and marketing promotion activities.		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Creditor</li> <li>• Suppliers</li> <li>• Business partners</li> <li>• Dealers</li> <li>• Tenants</li> <li>• Raw material processors</li> <li>• Lessors</li> <li>• Franchisor</li> <li>• Raw material distributors</li> <li>• Product distributors</li> <li>• Raw material manufacturers</li> <li>• Contractors</li> <li>• Subcontractors</li> <li>• Franchisee</li> <li>• Joint venture partners</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent, fair, non-monopolistic, non-discriminatory, and non-corrupt procurement</li> <li>• Provision of attractive, appropriate, and fair remuneration</li> <li>• Creation of shared value in long-term and sustainable business operations</li> <li>• Safety prevention in accordance with occupational health principles</li> <li>• Maintenance of mutual commitments and confidentiality in business operations</li> <li>• Fair contracting with all parties</li> <li>• Timely and accurate debt repayment</li> </ul>	<ul style="list-style-type: none"> <li>• Treat partners fairly, transparently, and accountably, without monopolistic or restrictive trade practices, and oppose all forms of corruption.</li> <li>• Establish fair contract terms and procurement remuneration.</li> <li>• Make timely payments according to agreed-upon terms.</li> <li>• Promote collaboration, innovation, and shared knowledge.</li> <li>• Maintain good relationships and mutual confidentiality.</li> <li>• Share a common goal of producing quality and safe products for customers.</li> <li>• Operate in accordance with occupational health and safety principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Press Release</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• ESG Performance Assessment</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Investors or investment institutions</li> <li>• Shareholders</li> <li>• Financial institution</li> </ul>	<ul style="list-style-type: none"> <li>• Good operating performance, with tangible, continuous, and stable growth.</li> <li>• Comprehensive sustainable development in all dimensions.</li> <li>• Security prices that reflect the company's true value.</li> <li>• Consistent dividend payments.</li> <li>• Good corporate governance, transparent, and verifiable.</li> <li>• Accurate, complete, and timely disclosure of information.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage operations to achieve stable and balanced growth in all dimensions, including economic, social, and environmental aspects.</li> <li>• Perform duties with integrity, and conduct all actions in accordance with corporate governance principles and ethics, without seeking personal gain or benefiting others by using any company information not yet disclosed to the public, and without engaging in any actions that may create a conflict of interest for the company.</li> <li>• Promote anti-corruption in all forms.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Press Release</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Analysts</li> <li>• Media</li> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with regulations, rules, and laws in all dimensions.</li> <li>• Providing information or undertaking various actions accurately, appropriately, and in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with laws and regulations</li> <li>• Oppose all forms of corruption</li> <li>• Provide information and good cooperation when requested by regulatory bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Complaint Reception</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Community</li> <li>• Thought leaders</li> <li>• Educational institution or academic agency</li> <li>• Society</li> <li>• Non-profit organization / NGOs</li> <li>• Standard organization</li> <li>• Independent entities</li> </ul>	<ul style="list-style-type: none"> <li>• Building community and social engagement and trust.</li> <li>• Proper prevention of environmental impacts in accordance with various control criteria.</li> <li>• Processes to enhance the quality of life for people in society.</li> <li>• Participation as part of the community and society.</li> <li>• Efficient shared resource utilization</li> </ul>	<ul style="list-style-type: none"> <li>• Create value and develop communities based on sustainable development principles through the dissemination of knowledge to people.</li> <li>• Control waste discharge to meet standard criteria.</li> <li>• Promote the improvement of business processes to reduce impacts on communities and the environment.</li> <li>• Efficient resource utilization and minimizing waste in production processes.</li> <li>• Support activities that consistently create value for society, communities, and the environment.</li> <li>• Listen to suggestions from surrounding communities to jointly find solutions for various complaints.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Press Release</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• Community and Social Needs Assessment</li> <li>• Provision of direct on-site assistance</li> </ul> </li> </ul>

## Information on organization's material sustainability topics

### Materiality Assessment and Identification of Sustainability Issues

### Materiality Assessment and Identification of Sustainability Issues

#### Materiality Assessment and Identification of Sustainability Issues

As stakeholders play a critical role in the Company's business operations, the Company provides opportunities for stakeholders to engage in dialogue, exchange views, and build mutual understanding. Their opinions and expectations are actively gathered to assess whether key issues are aligned, and to identify any consistencies or conflicts among them. This process aims to identify material issues that may have an impact on the business and reflect stakeholder

expectations across all dimensions of operations. It also ensures that the Company's assessment of stakeholders is not based solely on internal assumptions. To ensure effectiveness, engagement activities are conducted with clear structures, and specific responsibilities are assigned to designated personnel for each stakeholder group.

**Framework for stakeholder engagement and material issue analysis**

1. Classification and analysis by considering the relationship of stakeholders to business operations along with grouping key primary and secondary stakeholders to analyze direct and indirect risks and impacts, and appropriate channels for engagement in jointly defining sustainability issues.
  - Primary stakeholders are those directly connected to the Company and directly benefit from and are impacted by its operations, such as employees, shareholders, customers and partners.
  - Secondary stakeholders are those indirectly involved with the Company or the wider society, who receive indirect benefits or impacts from operations, including communities and society, as well as various regulatory bodies.
2. Listening to and engaging with all stakeholder groups throughout the supply chain through both online and offline communication channels, including regular face-to-face meetings by directly responsible officers. This also includes providing channels for suggestions and complaints, conducting surveys on needs, satisfaction, and engagement, organizing focus group discussions, meetings, and joint activities, in accordance with established processes and activities.
3. Analysis of expectations and both positive and negative impacts, in order to prioritize issues material to both the Company and its stakeholders.
4. Response, to establish appropriate and rigorous processes for responding to the needs and complaints of each group.
5. Communication, to disclose complete, sufficient, and timely information. Furthermore, processes are established to support and analyze the obtained data, leading to further development and improvement of internal processes.

In 2025, the Company focused on nurturing and building relationships with its top 3 primary stakeholder groups: customers, employees, and partners. Other secondary stakeholders included shareholders, government or regulatory bodies, and communities and society, all aimed at co-creating value and achieving balanced and sustainable growth together.

**Management for stakeholder relationship**

Once stakeholder expectations are understood, the Company has summarized approaches to meet those expectations, reflecting collaboration and co-creation of value between the Company and all stakeholders, reducing various operational risks, and also adding value to the business.

**Organization's material sustainability topics**

The company has identified its sustainability : Yes  
materiality topics

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

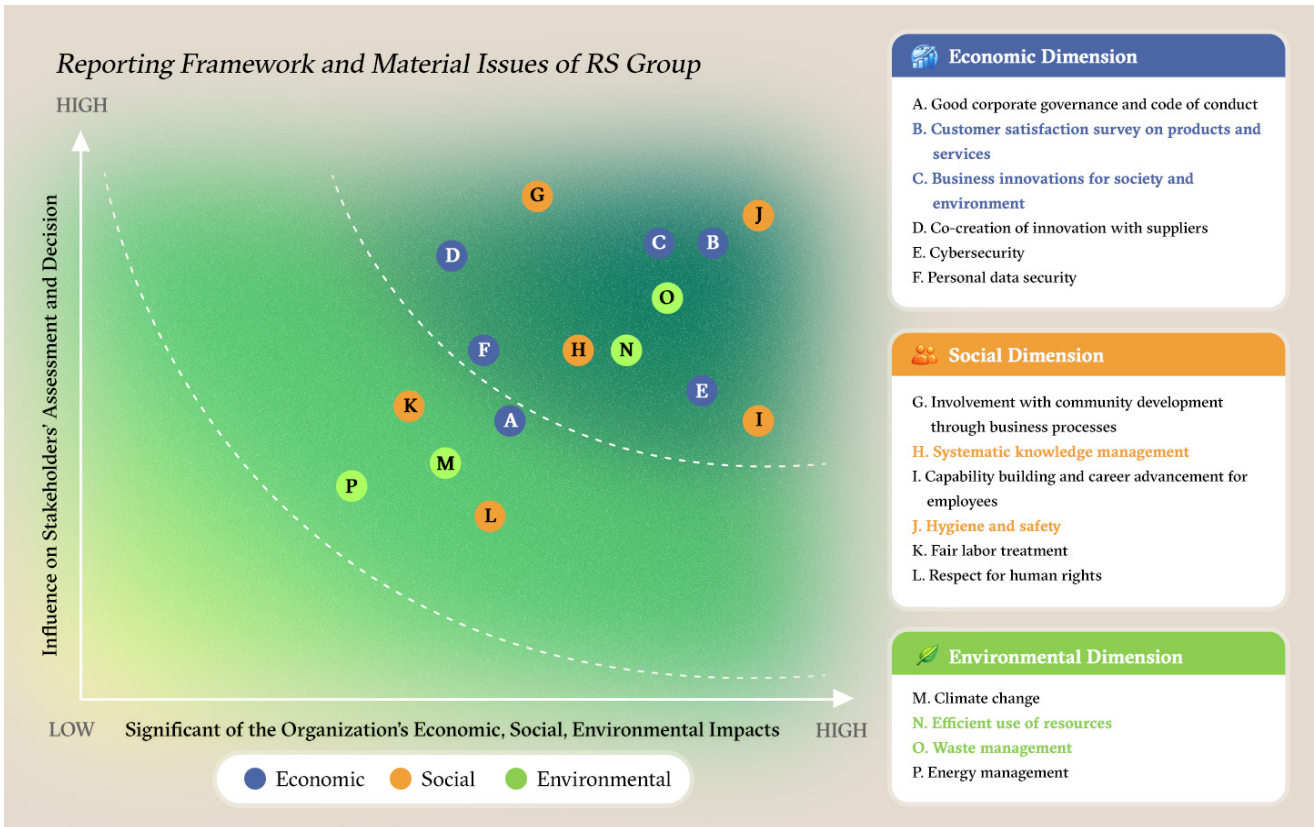
**Details of organization's material sustainability topics**

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
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The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Customer satisfaction survey on products and service	<ul style="list-style-type: none"> <li>• Customer / Consumer Responsibility</li> <li>• Others : response of SDGs No.3</li> </ul>
Occupational health and safety.	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Others : Response of SDGs No.12</li> </ul>
Systematic waster management	<ul style="list-style-type: none"> <li>• Energy Management</li> <li>• Water Management</li> <li>• Waste and Waste Management</li> <li>• Others : Response of SDGs No.13</li> </ul>

Reporting Framework and Material Issues and Value Chain Activities

Reporting Framework and Material Issues



Value Chain Activities

Value Chain Activities	Identification of Relevant Activities	Identification of Stakeholders
<b>Primary Activities</b> is a seamless integration of 5 main activities of the commerce business per following:		
<p><b>1) Human Insight &amp; Development</b> Listening to people for tangible development.</p> <p>Value chain starts with learning to understand needs and expectations of the people, directly and indirectly, then apply the insight for improvements to close the expectation gaps of how the organization address customer needs.</p>	<ul style="list-style-type: none"> <li>Customer segmentation to cover all market segments.</li> <li>Continuous collection of information, facts or customer behavior through diverse channels.</li> <li>Market and consumer behavior surveys, inquiries for sample groups or target groups, sales recording and reporting, customer complaint filing and field information.</li> <li>Analyses of diverse customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>Customers.</li> <li>Contractual parties / Researchers (in case of manufacturing our own brands).</li> <li>Suppliers / Business partners (in case of distributing brands from other manufacturers - Society, trending demand during those particular periods).</li> <li>Employees who accept purchase orders or customer complaints.</li> </ul>
<p><b>2) Sustainable Provision</b> Ensuring quality across processes from upstream to downstream in a sustainable manner.</p> <p>Management of factors of production or inbound logistics is considered activities that focus on supporting production inputs and relationship with suppliers, raw material vendors or factors of production for products and services.</p> <p>Operations covers activities that are related to turning raw materials or inputs into development of products and services available for distribution. This involves selection of manufacturing plants and product selection from business partners to be distributed through the Company's sales channels.</p>	<ul style="list-style-type: none"> <li>R&amp;D of products that address needs of diverse customers to remain up to date and meet safety standards.</li> <li>Procurement of quality raw materials and considerations of using local raw materials.</li> <li>Fair procurement and vendor selection processes without trade barriers, discrimination and fraud.</li> <li>Selection of plants that meet standards, comply with rules and alleviate impacts on communities and environment.</li> <li>Adoption of modern technology and incubation of innovation in effective raw material production and processing.</li> <li>Quality assurance and control for products to be up to specified standards.</li> <li>Safety concerns, reduction of waste in production process and mitigation of environmental impacts.</li> <li>Suitable packaging to maintain quality of products with the use of eco-friendly materials.</li> </ul>	<ul style="list-style-type: none"> <li>Contractual parties / Researchers (in case of manufacturing our own brands).</li> <li>Suppliers / Business partners (in case of distributing brands from other manufacturers).</li> <li>Local and foreign raw material manufacturers.</li> <li>Government agencies / regulators who supervise raw material standards.</li> <li>Employees responsible for sourcing and procurement of raw materials.</li> <li>Original equipment manufacturers.</li> <li>Employees working in production roles.</li> <li>Government agencies / Regulators who supervise raw material standards.</li> <li>Packaging manufacturers.</li> <li>Communities and society in the proximity of the plants.</li> </ul>
<p><b>3) Eco-Distribution</b> Delivering quality products and services to meet diverse demands.</p> <p>Warehouse management and product distribution or outbound logistics are activities and channels for product transportation and delivery to effectively reach customers or consumers.</p>	<ul style="list-style-type: none"> <li>Good locations convenient for logistics with overall management systems that are environmentally friendly.</li> <li>Adoption of modern technologies to manage purchase orders more efficiently.</li> <li>Efficient warehouse management to maintain product quality.</li> <li>Selection of logistics providers with standards and fair selection and procurement processes.</li> <li>Product transportation and delivery that are accurate, timely and with quality services.</li> </ul>	<ul style="list-style-type: none"> <li>Logistics providers.</li> <li>Employees working in warehouses.</li> <li>Warehouse owners or industrial estates where plants are located.</li> <li>Suppliers or contractual parties of warehouse management programs.</li> <li>Consumers.</li> <li>Customers/Distributors (through other channels not owned by the Company).</li> <li>Communities and society in proximity of warehouse.</li> </ul>
<p><b>4) Customer Accessibility</b> Accessing products and services across channels.</p> <p>Marketing and sales are activities related to purchasing decisions made by customers to conveniently access to products and services through a variety of channels.</p>	<ul style="list-style-type: none"> <li>Offline and online shops in multiple channels easily accessible by consumers.</li> <li>Proper product pricing and marketing campaigns.</li> <li>Accurate and complete product information offered to consumers via all communication channels.</li> </ul>	<ul style="list-style-type: none"> <li>Customers / Distributors (through other channels not owned by the Company).</li> <li>Employees with roles to provide product information/ sales team.</li> </ul>
<p><b>5) Customer Engagement</b> Integrating needs of customers in structured ways.</p> <p>After-sales services are activities that serve customers post-sales and listen to their voices to ensure maximum customer satisfaction.</p>	<ul style="list-style-type: none"> <li>Product warranty and satisfaction guarantee.</li> <li>Customer relationship management systems to accept comments and suggestions.</li> <li>Channels for complaints and whistleblowing</li> </ul>	<ul style="list-style-type: none"> <li>Customers / Distributors (through other channels not owned by the Company).</li> <li>Employees with roles to receive information from customers / after-sales team.</li> </ul>
<p><b>Support Activities</b> are secondary activities that support primary activities to attain goals with no less importance than primary activities. The Company organizes activities with prudence in compliance with proper management practices including human resource management, IT development, corporate image and communications management as well as finance and accounting system management.</p>		

## Information on sustainability report

### Corporate sustainability report<sup>(13)</sup>

Corporate sustainability report : Doesnt Have data

Remark: <sup>(13)</sup> The Company has prepared sustainability information as part of Chapter 3 of the 2025 Form 56-1 One Report.

### Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards standards or guidelines

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

The Board of Directors, Management and all employees of RS Public Company Limited (the Company) realize the importance and benefits of adopting standard risk management systems for our business administration by integrating risk management into strategy and business operations in all processes across the Company's supply chain that may be affected by changes in factors and business environment either internal or external. All business units are responsible for incident and risk identification, risk analysis, risk assessment on probability and degree of severity of impacts that may affect the Company's business as well as setting measures to limit, control and prevent those risks according to Risk Management Policy and Practices Manual issued by the Board of Directors. The Company attaches great significance to the Corporate Governance Code and applies 5 components and 20 principles from Enterprise Risk Management - Integrating with Strategy and Performance from COSO ERM 2017 (The Committee of Sponsoring Organizations of the Treadway Commission) for organization-wide compliance. Under this framework, business units take charge of risks specific to each unit by identifying possible key risk indicators (KRI) and formulating risk mitigation plans and reporting results to top executives twice a year. Then, the Management deliberates and defines risk appetite of the Company as well as supervising, tracking, continuously reviewing risk management processes and reporting results to the Risk Management Committee. The Risk Management Committee considers and provides recommendations on Risk Appetite Policy as proposed by the Management as well as overseeing, monitoring and improving risk management plans on a continuous basis to be in alignment with business conditions at present and in the future. Recommendations are to be made to be consistent with business goals and strategies before reporting to the Board of Directors. During the past year, the Company undertook the following actions according to the policy guidelines.

1. Cultivated a risk management culture for the whole organization (Enterprise Risk Management) by promoting knowledge and understanding as well as fostering a responsible mindset on risk management.
2. Set and reviewed processes, guidelines and rules related to risk management that are appropriate, efficient and international to monitor, control and mitigate risks.
3. Identified different types of risks in the organization to analyze, assess and prioritize risks before determining action plans to manage those risks. Monitored, assessed and reported risk status to the Board of Directors.
4. Identified Key Risk Indicators (KRI) by considering internal and external factors for both quantitative indicators such as revenue, profit/loss and increase in expenses, and qualitative indicators such as reputation, corporate image and customer satisfaction.
5. Established operational practices written for executives and employees adhere to the practice, in order to control and manage risks in regard to risk management processes.
6. Ensured that risk management conduct is monitored, audited and controlled to be in accordance with the policy.

Reference link to risk management policy and plan : [https://www.rs.co.th/category/policies\\_corporate\\_documents/](https://www.rs.co.th/category/policies_corporate_documents/)

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : Yes

## Information on ESG risk factors

### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

##### Risk 1 Risk from Reliance on Original Equipment Manufacturer (OEM) Arrangements

Related risk factors : Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

- Loss or damage from non-compliance of partners  
or  
counterparties

ESG risk factors : No

#### Risk characteristics

The Company relies on external manufacturers under the original equipment manufacturer (OEM) arrangement for the production of its products. This approach enables the Company to develop products and bring them to market in a timely manner. However, reliance on external manufacturers exposes the Company to risks relating to the control of manufacturing standards, the possibility that manufacturers may fail to deliver products in accordance with agreed schedules, Risk of changes in suppliers terms, including cost pricing and minimum order quantities, as well as the continuity of manufacturers operations, all of which may adversely affect the Companys supply chain.

#### Risk-related consequences

If the OEMs are unable to produce products in accordance with the specified standards, fail to deliver products on schedule, or lack continuity in their production operations, this may adversely affect the Companys ability to consistently meet customer demand, its brand image, and its long-term competitiveness.

#### Risk management measures

The Company manages its supply chain in a sustainable manner by adopting rigorous practices in the selection of manufacturers, including assessments of production capacity, financial condition, and raw material sourcing capabilities, supported by evaluation tools such as an Approved Vendor Checklist and a Supplier Code of Conduct. In addition, the Company diversifies its production orders among several leading manufacturers, builds relationships with new qualified manufacturers, and engages in close production planning with its manufacturing partners, and enters into manufacturing agreements with all suppliers for each product. These measures enhance cost control capabilities and mitigate risks associated with reliance on a single manufacturer.

##### Risk 2 Risk Relating to Reliance on Core Distribution Channels in the Commerce Business

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

ESG risk factors : Yes

#### Risk characteristics

The Company's commerce business relies heavily on its primary distribution channels—television home shopping and telesales—which together account for more than 20% of the total revenue of the commerce segment. As consumer purchasing behavior continues to shift toward digital platforms, there is a risk that these traditional sales channels may become less effective in reaching target customers. This shift may impact the Company's core revenue streams and limit the future growth potential of the commerce business.

**Risk-related consequences**

If the primary distribution channels—namely television home shopping programs and telesales—are unable to respond in a timely manner to changing consumer behavior, sales generated through the Home Shopping and Telesales channels may decline. This could result in a slowdown in the overall revenue of the commerce business, leading to risks related to cash flow, reduced competitiveness, and the potential loss of market share to other players operating in digital channels.

**Risk management measures**

The Company has adjusted its strategy to focus on effective customer relationship management through a comprehensive CRM system that encompasses data collection, demand analysis, and the offering of products tailored to the interests of each target segment. The Company also emphasizes targeted promotional offerings for high-value customers in order to maintain strong revenue per customer. In addition, the Company has developed and expanded additional sales channels, including the RS Mall website, mobile applications, LINE Official Account, Shopee, Lazada, and Content-to-Commerce channels, which integrate product offerings with content that aligns with the consumption behavior of today's digital consumers.

**Risk 3 Risk Relating to Media Industry Disruption Affecting the Television and Radio Businesses**

- Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
  - Changes in technologies

ESG risk factors : Yes

**Risk characteristics**

At present, the increasingly widespread and convenient access to the internet, together with lower access costs, has enabled consumers to use online platforms with ease. As a result, consumer viewing and media consumption behavior has changed significantly, with a continuous shift toward online channels. Consequently, advertising budgets have been increasingly allocated to rapidly growing online platforms. Meanwhile, traditional media, such as television and radio, have experienced a slowdown in growth in terms of audience/listener numbers and advertising revenue, which constitute the primary sources of income for The Company's television and radio business.

**Risk-related consequences**

Changes within the industry, together with shifts in consumer behavior toward increased use of online media, have led to a continuous decline in the audience and listener base of traditional media. In addition, advertisers have reduced their advertising budgets allocated to traditional media and further reallocated spending to online platforms. These developments directly affect the Company's ability to generate advertising revenue, which constitutes the primary source of income for its television and radio businesses.

**Risk management measures**

The Company has further strengthened its content offerings on traditional media, particularly news content, which represents one of the Company's key strengths, while concurrently enhancing the capabilities of its online news team to produce fresh, timely, and relevant content in response to consumers increasing consumption of news through digital channels. In addition, the Company has developed online content tailored to the specific formats of each platform, resulting in continued growth in both revenue and audience numbers.

The Company has also expanded content distribution to online platforms through collaborations with OTT service providers, enabling both new and existing programs to reach a broader audience. Furthermore, the Company has leveraged its content into on-ground events to enhance audience engagement and loyalty, while diversifying revenue streams through event organization, artist management, and sponsorship sales. At the same time, the Company continues to closely monitor consumer behavior and emerging media technologies in order to adjust its strategies and respond to changes in a timely and effective manner.

**Risk 4 Risk from Uncertainty in the Renewal of Radio Broadcasting Concessions**

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

**Risk characteristics**

The Company operates its radio business by producing programs under agreements with radio station license holders, typically with a term of two years. Contract renewals are subject to the discretion of the station owners or concession providers. If the Company does not receive a contract renewal or is presented with unfavorable new terms, such as increased fees or less optimal broadcast times, it may directly impact the continuity of its radio programming and related revenue streams.

**Risk-related consequences**

Failure to secure a contract renewal or receiving a renewal under disadvantageous terms may compel the Company to seek alternative stations or new broadcast times. This could lead to increased costs, disrupt programming continuity, and affect the ability to retain its existing listener base. As a result, advertising revenue, program popularity, and overall cost management could be negatively impacted.

**Risk management measures**

As the Company has consistently produced high-quality content that has gained popularity and cultivated a loyal audience base, together with its strict compliance with rental payment obligations and contractual terms, as well as the maintenance of strong and constructive relationships with concession providers, these factors have enabled the Company to earn trust and mitigate potential risks associated with contract renewals. In this regard, the Company has considered risk management measures to ensure the sustainability of its radio business by developing online listening channels through the Coolism Application and the website Coolism.net, both of which have demonstrated continuous growth in their listener base. Currently, these platforms record more than 1.5 million listeners per month. In addition to expanding listening channels beyond traditional radio broadcasting, these platforms broaden the Companys audience reach on a global scale, thereby reducing reliance on conventional radio channels and strengthening the Companys ability to generate stable and recurring revenue. Furthermore, the Company places strong emphasis on assessing the cost-effectiveness of its investments by evaluating the value of concession contracts in comparison with the benefits derived therefrom. If it is determined that the renewal of any contract would not generate returns that are commensurate with the investment, the Company may consider refraining from renewing such contract.

**Risk 5 Fraud and Corruption Risk**

Related risk factors : Operational Risk  
 • Corruption  
 ESG risk factors : Yes

**Risk characteristics**

Fraud and corruption constitute one of the Company's strategic risks that may have a severe impact on its business operations, both financially and non-financially. Such risks represent negative factors affecting operational efficiency, corporate credibility, and the Company's competitiveness.

### **Risk-related consequences**

If incidents of fraud occur within the organization, they may result in both financial impacts, such as loss of revenue, damage to assets, and unnecessary costs, as well as non-financial impacts, including harm to the Company's reputation, credibility, and corporate image, which may lead to a competitive disadvantage and adversely affect future business opportunities.

### **Risk management measures**

The Company places the highest priority on the prevention of and opposition to fraud and corruption by establishing clear policies and practices, such as a Code of Business Conduct and an Anti-Corruption Policy, and by consistently communicating these policies to employees at all levels to ensure awareness and compliance. The Company also promotes an organizational culture that emphasizes transparency, accountability, and integrity in all aspects of its operations.

In addition, the Company has joined the Thai Private Sector Collective Action Coalition Against Corruption (CAC) and was certified under the CAC program in 2022, with the certification renewed in 2025. The Company has also established channels for reporting information, providing suggestions, or lodging complaints related to corruption (whistleblower mechanism), which can be made directly through the Internal audit function or the Audit Committee. These measures are intended to encourage participation from all stakeholders in promoting transparency and integrity within the organization.

### **Risk 6 Climate Change Risk**

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

### **Risk characteristics**

Climate change - including global warming, seasonal variability, natural disasters, droughts, and severe flooding poses a significant threat to businesses across various sectors. RS Group, which operates a commerce business focusing on health and consumer products that rely heavily on agricultural raw materials and natural resources, may be directly affected by ongoing climatic changes. These impacts can disrupt raw material sourcing, manufacturing processes, as well as transportation and distribution systems.

### **Risk-related consequences**

Climate-related risks may result in increased procurement costs, reduced quality and quantity of agricultural outputs, production or delivery delays, and diminished competitiveness. In the long term, the Company may also face challenges in complying with future environmental regulations such as greenhouse gas emission standards which could increase operating costs.

### **Risk management measures**

The Company places strong emphasis on systematic environmental risk management and has implemented various measures, including:

- Improving production processes to enhance energy and water efficiency
- Sourcing raw materials from suppliers who manage resources sustainably
- Developing eco-friendly and recyclable packaging

- Monitoring and studying compliance strategies related to greenhouse gas reduction, such as the Thailand Voluntary Emission Trading Scheme (T-VETS)

RS Group is committed to conducting business under a sustainability-oriented approach, considering environmental impacts alongside the goal of delivering high-quality products and services to consumers.

**Risk 7 Risk related to product quality and safety.**

Related risk factors :

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

ESG risk factors : No

**Risk characteristics**

The Company's products are primarily in the categories of health, beauty, and pet care, which rely heavily on consumer trust in terms of quality and safety. Any issues related to substandard raw materials, contamination, or incorrect labeling may directly affect consumer safety. These risks are particularly significant when they arise from manufacturing partners whose operations may not be fully under the Company's control.

**Risk-related consequences**

Incidents involving product quality or safety can result in the loss of customer and business partner confidence, damage the brand image and reputation, and expose the Company to legal risks such as lawsuits or product recalls. These events may also negatively affect sales, reduce competitiveness, and increase the cost of issue resolution, including product returns, replacements, or compensation.

**Risk management measures**

The Company enforces strict quality standards at every stage, from raw material selection and production to logistics. It partners with certified manufacturers and suppliers and conducts quality checks in accordance with international standards such as GMP and HACCP. A comprehensive Quality Assurance and Quality Control (QA/QC) system is in place to ensure product readiness before market release. In the event of a product issue, the Company has implemented a structured product recall process and emergency response plan. Regular training is provided to staff on quality and safety standards, and consumer feedback is actively monitored to drive continuous product improvement. Additionally, the Company places strong emphasis on accurate labeling and transparent communication to ensure consumer safety and informed usage.

**Risk 8 Risk Relating to Inventory Management and Obsolete Inventory Costs**

Related risk factors :

Operational Risk

- Inventory risk

ESG risk factors : No

**Risk characteristics**

The Company is required to manufacture products in large volumes to achieve cost efficiency per unit and maintain sufficient inventory levels to support nationwide distribution. This may lead to inventory management risks, particularly for health and beauty products with an average shelf life of approximately three years. If these products cannot be sold within an appropriate timeframe or fail to align with market trends, there is a risk that they may become obsolete before being fully sold.

**Risk-related consequences**

Such risks may result in the Company having to record expenses for inventory obsolescence provisions or write-offs for products that cannot be sold before expiration. This could lead to revenue loss, increased inventory management costs, and negative impacts on cash flow and profit margins. In some cases, the Company may need to conduct promotions or discount sales to clear inventory, which could affect the brands long-term image.

### **Risk management measures**

The Company places strong emphasis on precise production planning and inventory management. Sales forecasts are thoroughly analyzed before initiating production, and market trends along with consumer behavior and negotiations with manufacturers to obtain appropriate production terms (minimum production quantities and unit costs) are regularly monitored to ensure product alignment with demand. The Company closely tracks remaining shelf life and sets specific criteria for evaluating products nearing expiration. For example, if a product has less than 18 months remaining and shows signs of declining order volume, it is reviewed by management for appropriate handling. Sales strategies such as promotions or marketing campaigns are also employed for near-expiry products to optimize inventory clearance and minimize waste.

### **Risk 9 Cybersecurity, Information Technology, and Data Protection Risk (Emerging Risk)**

Related risk factors :

#### Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

### **Risk characteristics**

The Company integrates information technology into all levels of its operations to enhance efficiency and support strategic goals. However, increasing reliance on digital systems inherently comes with heightened risks of cyber threats, which are growing in complexity, frequency, and potential impact. These include data breaches, malware attacks, and unauthorized system access for misuse of sensitive data. Such threats can disrupt business continuity and result in both operational and reputational damage.

### **Risk-related consequences**

Cybersecurity incidents may lead to system disruptions, data breaches involving sensitive internal or customer information, and violations of personal data protection laws. These events can result in loss of customer trust, reputational harm, financial penalties, and significant recovery and remediation costs. They may also undermine the confidence of partners and stakeholders in the Company's ability to safeguard critical information.

### **Risk management measures**

The Company places high importance on managing cyber risks by implementing a comprehensive security strategy from the infrastructure level. Advanced cybersecurity technologies are deployed alongside an annual cybersecurity action plan. The Company regularly reviews and updates its IT security policies and adopts global standards to strengthen its cyber resilience. Preventive, responsive, and recovery protocols are established to minimize potential impacts. In addition, the Company continuously builds internal cybersecurity capabilities, conducts regular training programs for employees and executives, and fosters an organizational culture of cybersecurity awareness. These initiatives aim to embed a strong cybersecurity mindset throughout the organization to mitigate risks and support long-term digital sustainability.

### **Risk 10 Risk of Dependence on Key Personnel**

Related risk factors :

#### Operational Risk

- Reliance on employees in key positions

ESG risk factors : Yes

### **Risk characteristics**

In the media and entertainment industry, the success of certain programs during specific periods may be closely associated with key personnel or presenters who possess distinctive characteristics and strong audience appeal. In particular, for Channel 8s news programs, such individuals play a significant role in attracting and retaining viewership. If audiences become more attached to specific individuals rather than the stations brand, any change in or loss of key personnel may adversely affect program popularity in the short term, while replacing personnel with equivalent expertise and recognition may require a considerable period of time.

**Risk-related consequences**

Changes involving key personnel may result in declining ratings and negatively impact the confidence of advertising agencies in their media buying decisions, potentially leading to reductions in advertising rates or revisions to contractual terms. Furthermore, excessive reliance on individuals may weaken the strength of the stations brand and diminish the Companys bargaining power over the long term.

**Risk management measures**

The Company places strong emphasis on ensuring business continuity by establishing a succession plan for key personnel, together with the systematic development and enhancement of the capabilities of the next generation of talent to prepare them for future roles and responsibilities. In addition, the Company promotes the strengthening of its news and production teams in terms of skills, expertise, and operational processes, in order to enhance the quality and diversity of content and support the continuous development of new program formats and content production. Furthermore, the Company is committed to reinforcing the strength of its channel brand and fostering long-term audience engagement, so as to ensure stable and sustainable business operations even in the event of changes in key personnel in the future.

**Risk 11 Risk Relating to Regulations and Notifications Issued by the Office of the National Broadcasting and Telecommunications Commission (NBTC)**

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

**Risk characteristics**

The Companys entertainment businessincluding its television and radio operationsis regulated by the Office of the National Broadcasting and Telecommunications Commission (NBTC), which has the authority to issue announcements, rules, and regulations that directly affect industry operators. Frequent regulatory changes or the issuance of new guidelines may require the Company to adapt its content management, cost control strategies, or business structure to comply with new legal requirements.

**Risk-related consequences**

If the Company is unable to adapt promptly to regulatory changes, it may face increased operating costs, reduced competitiveness or profitability, and may be forced to alter programming schedules or content on short notice. There is also a risk of regulatory penalties or license revocation in cases of non-compliance. Furthermore, uncertainties related to spectrum allocation or recall may affect the Companys future business plans and operational stability.

**Risk management measures**

The Company has established a dedicated legal department responsible for monitoring, supervising, and ensuring compliance with all applicable NBTC regulations. This team closely follows regulatory developments and promptly communicates relevant updates to management and internal departments to ensure readiness for any necessary strategic or operational adjustments. This proactive approach allows the Company to mitigate the impact of regulatory changes and ensure continued compliance in a dynamic legal environment.

**Risk 12 Risk Relating to Changes in and Compliance with Policies, Laws, and Regulations**

Related risk factors :

#### Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

#### **Risk characteristics**

As a publicly listed company on the Stock Exchange of Thailand (SET), the Company is subject to various laws, regulations, and requirements issued by regulatory bodies, covering areas such as business operations, disclosure obligations, and corporate governance. Any changes in relevant policies, laws, or new regulations especially those issued by government authorities or regulators such as the SEC or SET may require the Company to make timely adjustments. Failure to comply could lead to legal risks and negatively impact business operations and the Company's credibility.

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

Non-compliance with applicable laws or regulations may result in legal penalties, including fines, lawsuits, the suspension of certain activities, or, in extreme cases, delisting from the stock exchange. In addition to legal consequences, the Company could suffer reputational damage and a loss of trust among shareholders, investors, and business partners.

#### **Risk management measures**

The Company has established a compliance unit and an internal audit department responsible for monitoring legal and regulatory updates that may affect operations. These units develop action plans and compliance strategies to ensure readiness for any changes. The Company also regularly maintains and updates a legal and regulatory database covering all applicable laws, acts, and rules relevant to its operations and subsidiaries. Furthermore, the Company continuously reviews its corporate governance policies and business code of conduct, while providing training and communication to directors, executives, and employees to ensure widespread awareness and understanding of relevant regulatory changes.

#### **Risk 13 Risk Associated with the Expiration of the Digital Television Broadcasting License**

Related risk factors :

#### Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

#### **Risk characteristics**

The Company operates its television business through digital terrestrial television channel Channel 8 under a broadcasting license granted by the National Broadcasting and Telecommunications Commission (NBTC), which is scheduled to expire in April 2029. Accordingly, there is a risk that, in the event that no new license auction is conducted or the Company is unable to obtain a renewed license, the Company may not be able to continue operating its digital television business in its current form.

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

Such circumstances could adversely affect revenue from the television media business, brand recognition, and the role of the television channel as a primary platform for content distribution, as well as potentially impact the Company's operational structure and overall media strategy.

#### **Risk management measures**

To mitigate this risk, the Company places strong emphasis on content development as a core capability, focusing on creating high-quality content that can be distributed across multiple platforms without being dependent on any single platform (Platform-Agnostic Approach). At present, the Company has expanded its content distribution to digital platforms and various online channels in order to enhance audience reach and diversify risks associated with reliance

on the digital television business alone. In parallel, the Company closely monitors policy directions and regulatory developments of relevant authorities to ensure readiness and to appropriately adjust its business strategies in line with changes in the media industry

#### **Risk 14 Risk of Default on Debt Obligations**

Related risk factors :

##### Financial Risk

- Default on payment or exchange of goods

ESG risk factors : No

#### **Risk characteristics**

In 2025, the Company experienced a default on debt repayment to a financial institution due to constraints on cash flow and its financial position during that period. Such an event may expose the Company to risks relating to its financial credibility, as well as limitations on its ability to access funding from financial institutions in the future, which may adversely affect its liquidity management and business operations.

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

A debt default may result in the Company incurring higher financing costs, being subject to more stringent borrowing terms, or facing reductions in credit facilities from financial institutions. It may also adversely affect the confidence of stakeholders, including investors, business partners, and creditors. If such circumstances cannot be managed appropriately, they may adversely affect the Company's liquidity position and the continuity of its business operations.

#### **Risk management measures**

The Company has undertaken adjustments to its business strategy and financial structure by focusing on prudent cash flow management, cost control, and the realignment of its business portfolio to be consistent with the strategic direction and potential of its core businesses. In addition, the Company has considered various funding alternatives, including negotiations with financial institutions and business partners, in order to enhance liquidity and financial flexibility. The Company also closely monitors and assesses its financial position to prevent and mitigate the risk of future debt defaults.

#### **Risk 15 Liquidity Management and Funding Risk**

Related risk factors :

##### Financial Risk

- Insufficient sources of funding
- Liquidity risk

ESG risk factors : No

#### **Risk characteristics**

The Company's business operations require effective liquidity management and sufficient access to funding sources to support operations, meet debt obligations, and finance investments in accordance with its business plans. In the past, the Company faced multiple challenges, including economic conditions, overall purchasing power, and industry changes, which affected its revenue generation and cash flow. As a result, the Company defaulted on its debt obligations to financial institutions. The Company has experienced a default on debt repayment to a financial institution, which may adversely affect its ability to access funding from financial institutions or other borrowing sources, and may also result in more stringent financial conditions. Such circumstances may give rise to liquidity risks if the Company is unable to secure adequate funding in a timely manner.

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

If the Company encounters constraints in securing funding or is unable to manage liquidity adequately, it may be unable to continue its operations and may be adversely affected in its ability to meet debt repayments, financial

obligations, and necessary expenditures. Furthermore, such risks may undermine the confidence of financial institutions, investors, and other stakeholders, which could adversely affect the Company's overall financial condition and operating performance.

### **Risk management measures**

The Company has adjusted its business strategy by refocusing on its core businesses in which it has expertise and strong potential to generate stable cash flows. At the same time, the Company has long with implementing organizational restructuring to reduce operating costs restructured its business portfolio through the divestment or discontinuation of businesses that are not aligned with its strategic direction, in order to enhance liquidity and reduce unnecessary capital expenditures. In addition, the Company has considered various funding alternatives, including negotiations with financial institutions and business partners, to enhance financial flexibility. These efforts are undertaken alongside a careful review of investment plans and prudent cost control measures, aligned with cash flow levels and funding capacity in each period. The Company continues to closely monitor and manage its financial position to maintain financial stability and support the continuity of its business operations.

### **Risk 16 Risk of Failure to Achieve Revenue Targets**

Related risk factors :

#### Financial Risk

- Income volatility

ESG risk factors : No

### **Risk characteristics**

The Company's operations are subject to volatile economic conditions and an increasingly competitive business environment, as well as changes in consumer behavior and the evolving structure of the media and commerce industries. These factors may adversely affect the Company's ability to achieve its targeted total revenue, including advertising revenue, revenue from product sales, and revenue from other related businesses. In addition, external factors such as overall economic conditions, consumer purchasing power, and the level of price competition may impact the Company's revenue-generating capability in each period.

### **Risk-related consequences**

If the Company is unable to generate revenue in line with its targets, this may adversely affect its operating performance and profitability, as well as cash flows from operations. Such impacts could constrain the Company's ability to manage liquidity, meet financial obligations, and execute its business plans as intended. Furthermore, revenue volatility may undermine the confidence of investors and other stakeholders in the Company's potential and financial stability.

### **Risk management measures**

During the past year, the Company has refined its business strategy by placing greater emphasis on its core businesses in which it has expertise and the ability to generate sustainable revenue. The Company has also divested or discontinued businesses that are not aligned with its core strategic focus in order to reduce cost burdens and enhance the efficiency of resource utilization. In addition, the Company has implemented strict cost and expense controls to ensure alignment with actual revenue levels, while closely monitoring and evaluating operating performance so that business strategies and operating plans can be adjusted in a timely manner. Furthermore, the Company has managed its cash flow with financial discipline to maintain adequate liquidity and support ongoing financial stability.

### **Risk 17 Personal Data Protection (PDPA) Compliance Risk**

Related risk factors :

#### Operational Risk

- Systems or internal control system

ESG risk factors : Yes

### **Risk characteristics**

As the Group conducts business involving the collection, use, and disclosure of a significant volume of personal data of customers, business partners, and employees covering both general personal data and sensitive personal data across various channels and platforms, including both offline and digital systems, there is a risk that its operations may not fully comply with the requirements of the Personal Data Protection Act (PDPA).

### **Risk-related consequences**

If the Company fails to fully comply with the requirements of the Personal Data Protection Act B.E. 2562 (2019), or if a data breach occurs, it may adversely affect the confidence of stakeholders. In addition, the Company may be subject to civil, criminal, and administrative liabilities as prescribed by law.

### **Risk management measures**

1. Governance by the Data Protection Officer (DPO): The Company has assigned its Legal Department to serve as the Data Protection Officer (DPO), responsible for overseeing the Company's operations, providing guidance, and coordinating with the Personal Data Protection Committee (PDPC) in cases of inquiries or data breach incidents.
2. Policy Framework and Communication: The Legal Department, in its capacity as DPO, is responsible for establishing and regularly reviewing the Company's Privacy Policy to ensure it remains up to date, as well as communicating and advising relevant departments on changes in legal and regulatory requirements.
3. Operational Management: The Company assigns each business unit that handles personal data, together with the Information Technology (IT) function, as the primary parties responsible for ensuring data security in accordance with technical standards. The Legal Department provides oversight at the policy level and monitors compliance with applicable laws (Compliance Monitoring).

## **Information on business continuity plan (BCP)**

### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : Yes

### **Business Continuity Management Plan**

RS Public Company Limited recognizes that in today's highly volatile business environment—characterized by cyber threats, emerging diseases, natural disasters, and economic uncertainties—preparedness for unexpected disruptions is essential to maintaining the confidence of shareholders and stakeholders. The Company is committed to strengthening Business Resilience by designing robust infrastructure, technology systems, and operational processes that enable critical business functions to continue operating without significant interruption, even in cases of workplace inaccessibility or system disruption. The Company has established a structured crisis management framework to ensure timely and effective decision-making. Senior executives from key business units are responsible for assessing situations, determining strategic direction, and overseeing dedicated task forces in each functional area. This structure ensures that critical business functions can continue with minimal impact and that operations can be restored to normal conditions in a timely manner.

In the **Commerce Business (RS Mall)**, a key revenue driver, the Company has implemented a High Availability (HA) architecture for its customer service and sales systems (Call Center). This includes redundancy for both core servers and communication network lines (Redundant Link) with an automated Main/Backup synchronization. This setup eliminates Single Points of Failure and minimizes potential Downtime. Furthermore, to mitigate risks associated with site inaccessibility, the Company has established a high-security Virtual Private Network (VPN) to support a full-scale Work from Home (WFH) model. This allows personnel to handle calls and process orders seamlessly as if they were operating from the main office, ensuring uninterrupted service and sales generation.

For the **Media and Entertainment Business** under Channel 8, the Company has established backup broadcasting systems and flexible content production processes. Operations can be promptly shifted to remote production or alternate facilities to ensure uninterrupted delivery of news and entertainment content to audiences.

To ensure the effectiveness of the Business Continuity Plan, the Company conducts annual emergency drills and regular system stability tests. These exercises cover IT disaster recovery and various crisis scenarios. Lessons learned are systematically incorporated into process improvements to ensure that the plan remains up to date and aligned with evolving technologies and organizational structures.

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes  
policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

#### Policy for sustainable business value chain management

The Company is committed to creating a sustainable future with the "Sustainable Life Enriching" concept through diverse products and services to sustainably enhance all dimensions of human and pet lives. We are dedicated to operating under good corporate governance principles, considering responsibility and co-creating value between the Company and all stakeholders. This drives and integrates the business value chain to align with business strategies in the same direction to accommodate changes. Various aspects, including continuous revenue growth, along with supporting various projects integrated into each business model which considers three main dimensions: environmental, social, and governance, alongside balanced economic development and sustainable.

#### Concept for sustainable business value chain management

The Company prioritizes the production process from upstream to downstream, alongside promoting good business practices within the framework of responsible business operations and value chain management, covering all dimensions including environmental, social, and governance aspects. This focuses on key indicators such as product and service quality, cost management, operational lead time, and customer satisfaction, which helps increase opportunities, reduce risks, and enhance the business's competitiveness. The Company's executives and employees are considered crucial and share responsibility with business partners to ensure that all stakeholders in the business value chain receive maximum mutual benefits sustainably.

#### Guideline for sustainable business value chain management

1. Establishing clear policies and strategies.

- Integrate sustainability principles into procurement strategies and partner relationship management.
- Establish a partner code of conduct to serve as selection criteria covering environmental, social, and governance aspects.

2. Standardized partner assessment and selection

- Define qualifications for verifying legal compliance, financial status, and quality standards.
- Assess based on principles to consider environmental, social, and governance impacts.

3. Risk management and governance

- Assess risks to analyze and prioritize potential risks within the business value chain.
- Review partners periodically to cover all dimensions.

4. Capacity building and collaboration

- Develop partner development plans to enhance partners' capabilities in line with sustainability goals.
- Build a knowledge network to share technology with partners so we can grow together.

#### 5. Performance measurement and value creation

- Monitor positive impacts to promote, improve, correct, and adhere to as shared practices throughout the business value chain.
- Build trust and value for the brand to enhance value and foster long-term business loyalty.

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	1.00	1.00	1.00

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : [https://www.rs.co.th/category/policies\\_corporate\\_documents/](https://www.rs.co.th/category/policies_corporate_documents/)

### Information on key suppliers acknowledging compliance with the supplier code of conduct

#### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	1.00	1.00	1.00

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

#### Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

#### Additional explanation for research and development (R&D) expenses over the past 3 years

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes  
innovation culture

#### Sustainable development with partners

The company is committed to strengthening relationships with business partners and developing operational processes to create shared value with all stakeholders. This is achieved through supply chain management that considers environmental, social, and governance (ESG) issues, along with comprehensive risk management in collaborative business operations with partners. This approach will lead to the creation of long-term value throughout the supply chain and enhance competitive advantage. For this reason, RS Group has established a supplier code of conduct to define the direction for the sustainable business development of RS Group and its partners, and to set standards and guidelines for partners to study and apply in their collaboration with RS Group.

RS Group is committed to honesty and fairness towards its partners, treating all partners in the supply chain with procurement processes and contractual terms or agreements based on fair returns for both parties. It avoids bias or situations that could lead to conflicts of interest, upholds its duties to partners, and assists in knowledge transfer, capacity building, and aiming for the development of international operational standards. This is coupled with business ethics, labor practices and human rights, quality management, occupational health and safety, community development participation, and environmental preservation. Furthermore, it monitors, inspects, evaluates, and develops mutual business knowledge effectively. Nevertheless, RS Group intends to set operational standards higher than legally required, expecting to encourage partners to adopt responsible operational guidelines towards stakeholders equally and equitably, so that partners can grow sustainably alongside RS Group.

#### Business innovation policy for society and/or the environment

The company is committed to inventing and developing innovations that comprehensively cover products, services, and processes, capable of generating benefits, enhancing competitiveness, and creating added value for the company. This is done while considering potential impacts on communities, society, and the environment, and striving to create shared value between the company and all stakeholders in the best possible way.

### **Business innovation practices for society and/or the environment**

1. Analyze the company's operational processes in detail to create opportunities for development leading to the discovery and practical implementation of innovations.
2. Be open and encourage creative personnel within the company to propose various ideas that will ensure continuity in continuous innovation.
3. Promote and collaborate with the company's stakeholders, such as partners, to jointly develop innovations that are socially and environmentally responsible.
4. Promote knowledge acquisition through both internal and external training to foster mutual idea exchange.
5. Seek opportunities to form business partnerships with various sector entities, such as government agencies and educational institutions, that possess diverse expertise, to generate ideas for developing and expanding into innovations that are effective for the company's operations.

### **Performance in business innovation for society and/or the environment**

#### **The first time transitioning from a businessperson...to a "Health Buddy."**

ULife Health Buddy The new power of business partners, ready to be by your side at every stage of life. At a time when many are seeking health knowledge...ULife offers more than just information or products, as this represents a new dimension of care, achieved by elevating business partners to become professional "Health Consultants."

ULife aims to develop business partners into Health Buddies by enhancing their capabilities across 3 levels.

1. Foundation level: Understand holistic health through the longevity test an assessment covering 8 dimensions of life behaviors, including sleep, gut health, brain function, emotions, and more.
2. Specialist level: Proficient in using the Smart Pulse device to assess heart health, blood vessels, and stress levels within 13 minutes with just a fingertip touch.
3. Advanced level: Learn the principles of Lifestyle Medicine to help adjust behaviors and reduce the risk of NCDs (diabetes, hypertension, dyslipidemia), focusing on long-term health.

Not just knowing...but knowing deeply and providing genuine care. What makes ULife Health Buddy different is its core of attentiveness.

1. Possess in-depth knowledge in holistic health longevity and lifestyle medicine.
2. Utilize modern technology such as Smart Pulse a hospital-grade tool certified by Europe, America, Japan, etc., as convenient, safe, and painless.
3. Recommend only high-quality products under the beyond brand, which meets high standards.



### ULife AI assist workshop for business partners

ULife, under RS Group, organized the ULife AI assist workshop to share knowledge and techniques for using AI tools to create social media content. Over 150 business partners actively participated, both in-person and online. At this event, ULife was honored to host guest speaker Ajarn Amnuay Lertrungpanich, who shared valuable techniques and inspired professional AI usage.

During the workshop, participants were introduced to the ULife AI assist intrend marketing tool for modern business owners, which aids in thinking, writing, and planning for creating social media content. This tool simplifies life, drives efficient business growth, helps write posts faster and more effectively, assists in professional content planning, and enhances ideas for strategic business acceleration.



### Stem Cell Banking for Pets by HATO x PetGeneX

HATO, under Pet Medical Group within RS Group, in collaboration with PetGeneX, an expert in pet stem cell collection and cultivation, has launched 'Stem Cell Banking for Pets,' a service for storing pet stem cells. The launch event also featured an academic seminar titled "The Future of Pet Health Begins Here at HATO" to disseminate knowledge on pet stem cells.

Stem cell management is a highly potent technology for future disease treatment, possessing key properties in anti-inflammation and damaged tissue regeneration. If collected while the pet is healthy, the stem cells will be of the highest quality and highly compatible with the body. Furthermore, treatment is safer and more effective than using cells from other sources.

Highlights of HATO's stem cell storage service include convenience, safety, no surgery required, and suitability for all ages from birth to old age. 100% of the pet's own stem cells can be used to reduce the risk of cell rejection and are ready for future treatments such as degenerative joint disease, kidney disease, liver disease, skin conditions, post-surgical recovery, or to slow down age-related bodily degeneration, among others. This aims to help pets live long and stay with their families for many years.



## Information on innovation development benefits and research and development (R&D) expenses

### Benefits of innovation development

#### Financial benefits

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

#### Non-financial benefits

Does the company measure the non-financial : No  
benefits from innovation development?

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