

Sustainability Management in the Social Dimension

Summary of the Key Performance

Employees

100 %

Fair employee compensation



30 hours/person/year

15,793 baht/person/year

The number of training hours
Training cost



85.91 %

Survey of employee happiness in the organization



95 %

Satisfaction in employee training



Customers

91.94 %

The survey result in customer satisfaction



0 Case

The number of customers' complaints



0 Case

Consumer data privacy and protection



0 Case

The number of complaints about labor



Safety

0 Case

The number of employee, supplier & contractor occupational deaths



0 Case

The number of employee, supplier & contractor injury-related disability



0 Case

Accidents from gas or chemical leaks



0 Case

Lost time injury frequency rate (LTIFR)



Community and society

4.19 million baht
Local procurement of products and services



18 million baht
Local procurement of energy crop raw materials

171,982

Baht

Scholarship program



57,900 Baht

The company accepts interns from local universities

0 Case

Total number of cases or incidents leading to disputes with the community/society



0 Case

Total number of cases or incidents related to cybersecurity or customer data breaches

Social sustainability management

Social policy and guidelines

UAC Global Public Company Limited and its affiliated companies give precedence to and respect the fundamental human rights of which an individual shall have as specified in the Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work), and referred to the fundamental rights of which all humans are affirmed or protected not

to be discriminated just due to the differences in body, mind, race, nationality, religion, gender, language, age, skin color, education, social status or any other matters according to laws of each country.

To ensure that the business operations of UAC Global Public Company Limited and its affiliated companies respect and strictly comply with the human right law, therefore, the Company has established the policy and practical guideline of human rights to prevent the violation of human rights in all business activities of the Company, particularly with the employees, business partners, and local communities where UAC Global Public Company Limited and its affiliated companies operate.

Violation of Human Rights and Labor Complaints

In 2025, the Company did not do any violation of human rights and did not use labor of children under 18 years old. In the Company's employment and the partners' employment, there were not any labor complaints. Organizing a training course on Business and Employee Ethics, ensuring 100% employee participation and achieving passing scores above 80%.

Employees and Workers

The Company has monitored and assessed work performances according to laws, rules, and regulations in relation to human rights and treatment with workers in an equal and fair way. The Company has appointed the "Welfare Committee in the Workplace" according to the Labor Protection Act B.E. 2541 (1998) in all business areas in order to be a channel for control, supervision, consultation, and complaints among the Company and employees about welfares, benefits, or changes in different rules and regulations which affects the employees.

The Company has practiced according to the human right principle ranging from employment to care for all employees and personnel to get organizational engagement as the same family.

Workforce Planning and Recruitment

Workforce planning and recruitment was performed both inside and outside of the Company. Effective and timely human resource management is necessary and important for supporting expansion of the current business group. The Company determines strategies and plans in personnel recruitment by planning risk management of the organization

Operational Guidelines

1. The Company determines the organizational structure, workforce planning, employment model, recruitment, selection, appointment, and work transfer for screening capable employees suitably qualified to the job positions.
2. The Company has the policy in employment recruitment that timely responds to each division. In addition, the Company publicizes vacant job positions, and implement active job application through Job Fair / Job Post on online media and different channels.

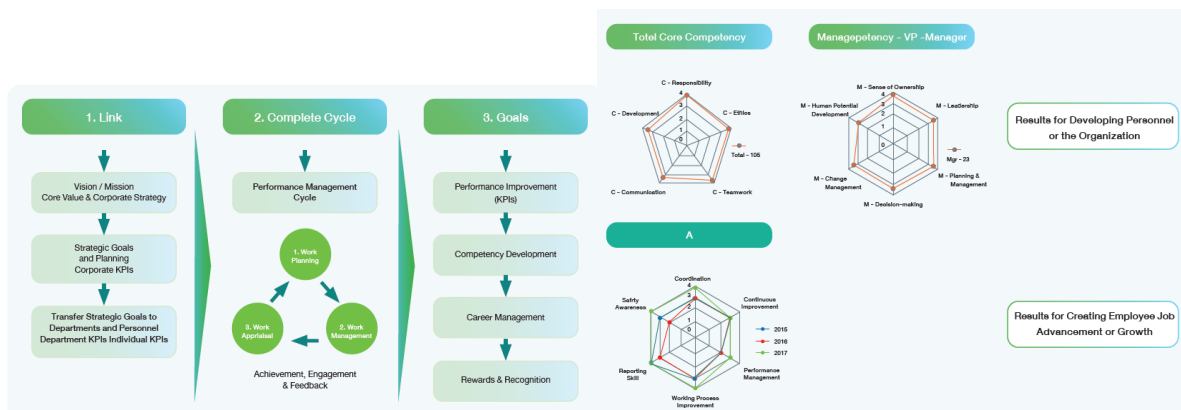
- The Company coordinates with the targeted universities to access job applicants according to the demand of the organizations, and visits the universities as special lecturers or organizes activities to give the Company's information and job descriptions to students.

Compensation Management

The Company has the policy for managing employee wages and compensation to be suitable with duties and responsibility as well as to motivate and retain qualified personnel to have encouragement for working more effectively. Therefore, job evaluation was performed with all positions in order to define job grades and salary structures for concrete payment of wages and compensation.

Performance Appraisal

The Company focuses on employee care and has the procedures for performance appraisal with transparency, fairness, and concrete criteria. The results of performance appraisal are analyzed for continuously organizing activities for employee potential development.



Employee Growth and Advancement Outcomes

Development of Essential Skills:

The assessment results help identify gaps in employees' skills or knowledge. Once these gaps are clearly identified, targeted training programs can be provided to strengthen those specific areas.

Career Development Planning:

Assessment data supports the creation of Individual Development Plans (IDPs), outlining the career pathways employees should follow to close skill gaps and progress in alignment with the organization's strategic direction.

Creating Promotion Opportunities:

By closing critical skill gaps, employees become better prepared for advancement within the organization. As they develop the required skills and competencies, they gain greater opportunities to move into roles with higher levels of responsibility.

Special Criteria for Work Promotion (High Potential and Fast Tract)

The Company has criteria for considering employee promotion according to career management together with specific necessary for higher position, suitable personality, and leadership skills for selection qualified employees to take higher positions.

Employee Training and Development

The Company continuously develop courses for employee development to create work professionals, knowledge and understanding in management, and skills and abilities necessary for increasing work effectiveness and coping with changes. Executives and employees at all levels are prepared to have necessary knowledge, ability, and skills in coverage with basic knowledge, functional skills, managerial / soft skills, leadership skills, and digital skills as well as attitudes and behaviors to be ready for coping with new changes arising in the future. In 2023, The Company arranged in-house and public employee training courses as follows.

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Employee Training and Development Programs

The company has categorized its employee development programs as follows:

1. Executive Programs

Designed to develop and enhance leadership skills among organizational leaders, focusing on strengthening their ability to manage teams, make effective decisions, and lead the organization toward success. Examples include:

- Future Finance: Transforming the Role of the CFO into a Digital Leader
- TLCA CFO Professional Development Program
- Executive Energy Program (EEP), Class 10
- Sustainable Business Advancement through the BCG Economic Model

2. Internal Training Programs

- Aimed at improving employees' skills, knowledge, engagement, safety awareness, and overall capabilities

- within the organization. These programs focus on enhancing work efficiency and aligning performance with the organization's quality indicators and goals. Examples include:
- Team Building "WE R UAC 2025"
- Strategic Thinking 2025
- Business Code of Conduct and Employee Ethics
- Personal Data Protection Act B.E. 2562 (PDPA)

3. External Training Programs

- Developed to broaden employees' knowledge, skills, and perspectives through learning from external experts. These programs emphasize professional growth in various areas. Examples include:
- Energy Transition and Climate Change Management (ETC 7)
- Advanced Corporate Carbon Footprint Assessment
- Mini Master in HR Management, Class 62
- Power Apps for Business

Benefits of training development can add value to the Company as follows:

- Positive impacts on the organization: Employees with more skills and knowledge can work more efficiently, allowing the organization to reduce costs and increase revenue.
- Strengthening competitive advantages: Having employees who are continuously trained helps the organization to be flexible and adaptable to changes in the market, leading to competitive advantages.
- Corporate leadership development: Training helps prepare executives and senior employees to have good management skills, allowing the Company to handle problems and challenges professionally.
- Employee retention and attraction: When the organization emphasizes employee training, employees are happy and feel that the organization cares about their development. Therefore, employees do not only change jobs but they also help attract talented people into the organization.
- Creating good organizational cultures: When all employees receive continuous training and development, systematic learning and development cultures are created, leading to good performance in the long term.

Enhancing Employee Relations and Engagement

The company conducts an annual survey on employee engagement and happiness in order to use the feedback to improve employee benefits and enhance overall engagement. The organization also

evaluates employee engagement and satisfaction twice a year through the Employee Engagement Survey. In 2024, the survey results showed that the company achieved an overall employee happiness score of 85.91% (Overall Engagement Score), compared to the target of 90%.

Employee Care Framework

The Company has an Employee Care Framework to set important guidelines according to the sustainability approach, and to drive the organization effectively with the Company's Core Value, WE R UAC in order to create a good and efficient working environment. This framework consists of many important factors as follows:

1. Creation of a safe environment: Having safe environment, both physically and mentally, is an important foundation for employees to feel confident and motivated to work.
2. Promotion of health and well-being: Support physical and mental health, such as organizing health promotion projects and ethics promotion projects, etc.
3. Skill and ability development: Organize training and developing skills necessary for work, including encouraging employees to learn and grow in their own careers.
4. Communication and listening: Create communication channels that allow employees to express their opinions, and listen to opinions from management freely, such as conducting an annual employee engagement survey twice a year.
5. Creation of motivation and recognition: Create a reward and recognition system for employees who perform work well in order to motivate employees to work with their fullest potential, such as giving awards for length of service, etc.

Welfares and Benefits

1. Health insurance and accident insurance	8.Right for a maximum of 12 days of vacation.
2. Dental care	9. Long service reward
3. Provident fund	10. Allowance
4. Annual health check-up	11. Travel allowance for off-site work
5. Things for visiting sick employees	12.Dental welfare of 2,000 baht per year (in addition to social security)
6. Employee uniform	13. Employees are entitled to sick leave, maternity leave, special personal leave, and other types of leave in accordance with applicable labor laws
7. House rent of the employee	

Activities for Creating Happiness and Employee Engagement (Happy Workplace)

The Company has the policy for employee health promotion by focusing on the employees to get good physical and mental health to be the basis for promoting a happy organization based on the principles of good organizational health (Happy Workplace). The activities are organized as follows.

1. Health Promotion Activities (Happy Body) : Activities for various exercise to collect the calories scores to meet the target of the organization
2. Ethics Promotion Activity (Happy Soul) : Training activity in ethics and moral teaching for guiding way of life
3. Relaxing Activities (Happy Relax) : Songkran Day's activity (bathing the Buddha image), Annual company party activity, Team-building activity, UAC Day's activity (empowerment of persons with disabilities)
4. Activities to promote kindness and taking care one another (Happy Heart) : Things for visiting the employee who is sick or gave birth., Give long service rewards to the employees with 10 years / 15 years / 20 years / 25 years of services.
5. Financial Promotion Activity (Happy Money) : To educate about finance, saving, debt management, and provident fund , Management for loan sources from reliable financial institutions to reduce the employee's debt and expense burdens.
6. Knowledge and Skill Promotion Activities (Happy Brain) : Promote employee trainings to increase knowledge and self-development.
7. Activities to promote love, unity, and generosity to community (Happy Society) : Promote the employees to participate in healing nearby communities CSR activities with the surrounding communities of each plant.
8. Family Promotion Activities (Happy Family) : Marriage allowance ,Ordination allowance, Death allowance, Allowance for accident insurance (in case of death), Fire allowance.

Child Labor

The Company strictly prohibits the employment of individuals under the age of 18 and ensures that no illegal labor is engaged at any stage of its operations. This commitment extends to all business partners and contractors, who are required to adhere to the same standards in order to uphold ethical labor practices throughout the supply chain.

Occupational Safety, Health, and Environment

The Company is aware that effective and safe production is an important factor for creating stakeholders' confidence in the production process. Therefore, the Company is strict in safety management among the employees and contractors by considering in communities and environment around the plants. The Company sets the guidelines for prevention of accidents or serious accidents such as arranging emergency response rehearsal at the Petroleum Production Plant and the Biogas Power Production Plant from Energy Crops for producing electric currents at the incidental site, and EMC/HO

help center according to laws of the Department of Labor Protection and Welfare. In addition, emergency cases were simulated and rehearsed according to the procedures, emergency response manual, and fire-prevention plan.

With commitment, the Company has operated business in compliance with the safety & operation excellence policy. Therefore, the Company sets safety values of “E2E” (Education, Enforcement, Emergency Plan Response) to become an organization with zero accident.

The Petroleum Production Plant was assessed for renewal of the occupational health and safety management system certificate (ISO 45001:2018) from Management System Certification Institute (MASCI) on October 30 – 31, 2025.

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation	Implement a fair and equitable performance evaluation system and ensure the timely disbursement of compensation.	-	2025: 100%
• Employee training and development	Employees shall undergo training programs as prescribed by the company, as mandated by law, and as required for their respective positions.	-	2025: 20 Hours / person / year
• Promoting employee relations and participation	The survey results of employee engagement	-	2025: 90%
• Child labor	The company does not engage in the employment of illegal child labor.	-	2025: 100%
• Safety and occupational health at work	Zero accident	-	2025: No injuries occurred, or only minor injuries not requiring first aid.

Compensation Management

Appropriate compensation management at each level is an important part to create engagement and move to high-performing organization. In each year, the Company conducts a benchmarking survey of

compensation and welfare among similar industries and the overall market in providing fair compensation for the employees.

The Company is committed with sustainable growth of all business groups according to the Company’s core value by effectively driving the organization together with core competency to develop employees’ knowledge and abilities, and promote job advancement for the employees to operate work effectively with happiness in work operation, and good quality of life.

Employees and Workers

In 2025 The Company has made a contribution to the Empowerment for Person with Disabilities Fund in the amount of 119,720 baht in accordance with the Act on the Promotion and Development of the Quality of Life of Persons with Disabilities B.E. 2550 (2007) and its amendments. The Company employs persons with disabilities in accordance with Section 33 and promoting careers in accordance with Section 35, determining that persons with disabilities will be employed in a ratio of 1 to 100 persons between normal and disabled persons in order to be a part in providing equal opportunities in accordance with the human rights policy.

* Compared to the number of employees of UAC Global PCL only because the subsidiary has fewer employees than the criteria for making contributions.

Employee Training

The company has continuously developed learning and development programs for employees to enhance their professionalism, management knowledge and understanding, as well as various skills and competencies. The training results are as follows:

Course	In-House Training	Public Training	Average Cost of Employee Training	The Average Training Hour	Goals for Training Hours	Average Post-test Scores of Every Course all year
184 Course	92 Course	92 Course	15,793 Baht	30 hours/ person/ year	25 hours/ person/ year	95 %

Employee Engagement Survey Results

In 2025, the Company conducted its annual survey on employee engagement and workplace happiness. The insights gained are used to enhance and improve employee welfare and benefits. In 2025, the voluntary turnover rate was 4.07%, a decrease of 0.22 % from the previous year. The employee engagement score was 85.91 %, based on two surveys conducted during the year. This result was below the Company’s target of 90 %. From the survey, the Company also obtained the overall employee happiness score as follows:

Round 1	Round 2	Average Score
87 %	84.83 %	85.91 %

Health and Safety in the Workplace

With commitment, the Company has operated work in accordance with the Safety & Operation Excellent Policy, leading to the safety values of “E2E” (Education, Enforcement, Emergency Plan Response) in order to become the zero accident organization.

Indicators	Target	Success		
		Y 2023	Y 2024	Y 2025
Health check-up of new employees before starting work	100%	100%	100%	100%
Annual health check-up of regular employees	100%	100%	100%	100%
The number of employee , supplier & contractor occupational deaths	0 case	0 case	0 case	0 case
The number of employee , supplier & contractor injury-related disability	0 case	0 case	0 case	0 case
The number of employee, supplier & contractor injury-related organ loss	0 case	0 case	0 case	0 case
Accidents from gas or chemical leaks	0 time	0 time	0 time	0 time
Lost time injury frequency rate (LTIFR)	0 case	0 case	0 case	0 case

Occupational Health, Safety, and Work Environment Activities

1. Firefighting Training Program
2. Basic First Aid Training Program
3. Confined Space Safety Training Program covering four roles: Permit Issuer, Supervisor, Attendant (Rescuer), and Authorized Entrant
4. Workplace Safety Training Program for employees, suppliers, and contractors

Occupational Safety, Health, and Working Environment Award

The White Factory Project and the Outstanding Model Establishment for Occupational Safety, Health, and Working Environment at the Provincial Level for the Year 2025, awarded to the PPP Plant and UAC Utilities Company Limited, reflect their strong commitment to operating as exemplary establishments with effective safety, hygiene, and environmental management practices.



Occupational Safety, Health and Working Environment Awards

กิจกรรมส่งเสริมสุขภาพ (Happy Body)



กิจกรรมส่งเสริมจริยธรรม (Happy Soul)



กิจกรรมด้านการผ่อนคลาย (Happy Relax)



กิจกรรมส่งเสริมความมีน้ำใจเอื้ออาทรต่อกันและกัน (Happy Heart)



กิจกรรมส่งเสริมด้านการเงิน (Happy Money)



กิจกรรมส่งเสริมความรู้ เพิ่มทักษะให้กับพนักงาน(Happy Brain)



กิจกรรมส่งเสริมให้พนักงานมีความรักสามัคคีเชื่อเพื่อต่อชุมชน (Happy Society)



กิจกรรมส่งเสริมด้านครอบครัว (Happy Family)



Safety Activities



Firefighting Training Program



Basic First Aid Training Program



Workplace Safety Training Program for employees, suppliers, and contractors



Confined Space Safety Training Program covering four roles: Permit Issuer, Supervisor, Attendant (Rescuer), and Authorized Entrant

Employee and labor management: Employment

Hiring employees

	2023	2024	2025
Total employees (persons)	106	121	122
Male employees (persons)	61	70	70
Female employees (persons)	45	51	52

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Total number of employees with disabilities (persons)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Employee and labor management: Remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	80,207,455.02	112,000,001.81	76,224,751.54
Total male employee remuneration (Baht)	N/A	N/A	40,183,313.43
Total female employee remuneration (Baht)	N/A	N/A	36,041,438.11

Employee and labor management: Employee training and development

	2023	2024	2025
Average employee training hours (hours / person / year)	45.00	59.00	30.00
Training and development expenses for employees (baht)	26,086.00	3,626,838.00	2,368,950.00

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

Safety, occupational health, and environment at work

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

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	N/A	N/A	7
Total number of male employee turnover leaving the company voluntarily (persons)	N/A	N/A	4
Total number of female employee turnover leaving the company voluntarily (persons)	N/A	N/A	3
Proportion of voluntary resignations (%)	9.43	4.96	5.74
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

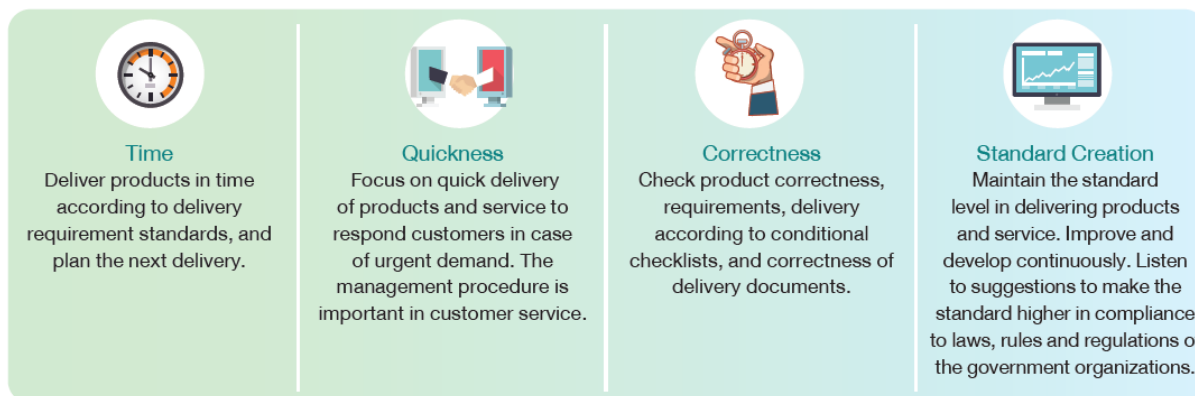
Information about customers

Customer management plan

Responsible Production and Service for Customers, and Communication of Product and Service Impacts to Customers/Consumers, Quality Control Systems, and Product Information

The company places great importance on its quality policy, demonstrating a strong commitment to excellence in the production and procurement of high quality products and services. We ensure accurate and timely delivery to customers and continuously develop our personnel to enhance their knowledge, expertise, and efficiency. This commitment aims to achieve service excellence and deliver outstanding customer experiences.

We emphasize fully meeting customer requirements to the best of our abilities, along with taking responsibility for every stage of the process—both before and after the delivery of products and services—under the ISO 9001:2015 Quality Management System. This approach has earned the company the trust of its customers, resulting in a consistent stream of orders as in the following procedures.



The Company has established a process for managing customer complaints in cases where issues are identified in the use of its products and services, in accordance with the requirements of the ISO 9001:2015 Quality Management System. Customers can report issues or complaints through the sales team, who will forward the matter into the investigation process. All relevant parties are invited to participate in a meeting to determine appropriate corrective actions and preventive measures to avoid recurrence. Upon completion of the actions, the Company will transparently report the results back to the customer and conduct follow up to ensure that the issue has been fully resolved.



Guidelines for Development and Response to Customer Feedback

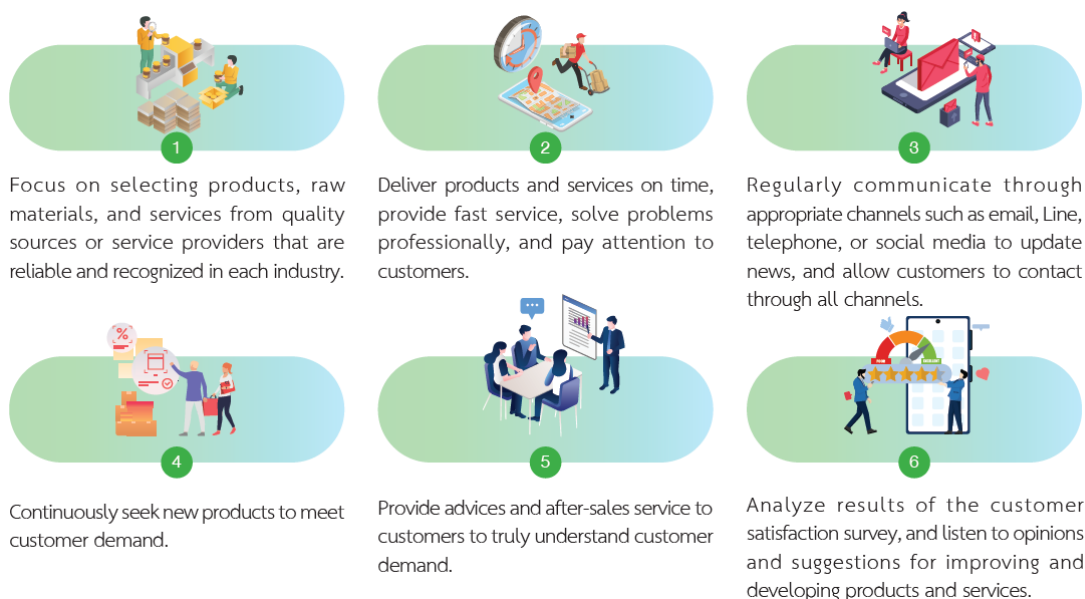
For the issues identified by customers as needing improvement, the company has established the following guidelines:

- The sales team, together with the relevant departments, will carry out the necessary improvements based on the feedback received.
- Follow-up actions will be conducted, including additional interviews or a Second Customer Satisfaction Survey after the corrective actions are implemented.
- The results and preventive measures to avoid recurrence will be reported back to the customer.

Protection of Customers' Personal Data

Customer Satisfaction Development and Relationship

The Company emphasizes customer relationship management, aiming for customer satisfaction, loyalty, and opportunities to increase business value in the long term by using data, technology, and various strategies to make customers feel engaged and have a good experience in using our products and services, which the sales team has been doing all along as follows.



Customer Data Privacy

UAC Global Public Company Limited and its subsidiaries are committed to conducting business ethically and recognize the importance of protecting the personal data of all stakeholders, including shareholders, customers, suppliers/manufacturers, employees, business partners, and individuals engaged in business interactions with the Company. We ensure that all personal data is safeguarded and processed in accordance with the Personal Data Protection Act B.E. 2562 (2019).

The Company's Personal Data Protection Policy (Privacy Notice) has been published on the Company's website. Additional information can be found at: [CG Policy and Document | UAC Global Public Company Limited](#)

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Responsible production and services for customers	Provide advices and after-sales service to customers.	-	2025: 100 %
• Communication of product and service impacts to customers/ consumers	A certificate of product quality analysis from the manufacturer is attached and provided to the customer with every product delivery.	-	2025: 100 %
• Development of customer satisfaction and customer relationship	Results of Customer Satisfaction Assessment	-	2025: More than 85%
• Consumer data privacy and protection	Incidents involving breaches related to the protection of customers' personal data.	-	2025: 0 Case

Annual Customer Satisfaction Survey 2025

The overall customer satisfaction score was 91.94%, which is higher than the target of 85%. This demonstrates the effectiveness of the Company's continuous improvement in product and service quality. All evaluation categories received scores above 90%, reflecting the Company's commitment to listening to the "voice of customers" through various communication channels and using the collected

insights to enhance product selection, service quality, and work processes to achieve the highest level of customer satisfaction.

To continuously enhance the quality of products and services, the Company conducts an annual customer satisfaction assessment based on four key evaluation criteria as follows:

- Product Quality Satisfaction (Quality)
- Delivery Performance Satisfaction (Delivery Performance)
- Satisfaction with Corrective and Preventive Actions (Corrective & Preventive Actions)
- Satisfaction with Sales and Company Service Support (Service & Support)



Complaint in Quality and Service

0 case

Partner Seminar Award

On 5 November 2025, Bangchak Group organized the 2025 Annual Partner Seminar under the theme “Core Connected: Building Our Future Through Procurement Center.” The event brought together more than 300 business partners of Bangchak Group. In this event, UAC Global Public Company Limited received the ESG Compliance Excellence Award (Gold Level).

Information on community and society

Community and social management plan

The UAC Group collaborates to set the main goals for sustainable development to create business grown and also support social and environmental development and growth in balance The Company operates business with community and social responsibility by focusing on reducing

environmental effects, avoiding operation with negative effects on quality of life of the communities around the entrepreneurs. Visit the website for more information at the Company’s official website

[CG Policy and Document | UAC Global Public Company Limited](#)

Employment and Skills Development

Procurement	Value of Procurement (Baht)
Local procurement of products and services	4,190,000
Local procurement of energy crop raw materials	18,000,000
The company accepts interns from local universities.	57,900

Education

The Company granted 113 educational scholarships to schools in communities surrounding its manufacturing facilities under the Public–Private Partnership (PPP) framework and provided financial contributions to four Child Development Centers, totaling THB 171,982.

Religion and culture

The Company regularly organizes and promotes employee participation in religious and cultural activities to preserve cultural heritage and social values, such as merit-making activities in accordance with local traditions and the organization of activities during major religious festivals.

Forestry and natural resources

Employees from the Mae-Taeng Plant participated in the “Rak Nam Rak Pa Rak Phaen Din” activity at Huai Chomphu Community Forest, Mae-Taeng Subdistrict, Mae-Taeng District, Chiang Mai Province, in August 2025.

Sports and recreation

The Company supports and promotes employee physical activity by setting a target of 5,000,000 kilocalories (kcal) burned. In 2025, the Company successfully achieved this target, with a total of 5,341,134 kcal burned through various activities. In addition, the Company continuously provides sports equipment and drinking water in the areas surrounding its manufacturing facilities.

Occupational health, safety, health and quality of life

The Company recognizes the importance of workplace safety for its employees, business partners, and contractors. As such, it regularly provides safety training and strives to become a safety driven organization with a goal of zero accidents. In addition, as part of the annual health check-up program, the Company has enhanced medical examinations by providing electrocardiogram (ECG) testing and abdominal ultrasound examinations to all employees at all levels on an equal basis.

Disadvantaged and vulnerable groups

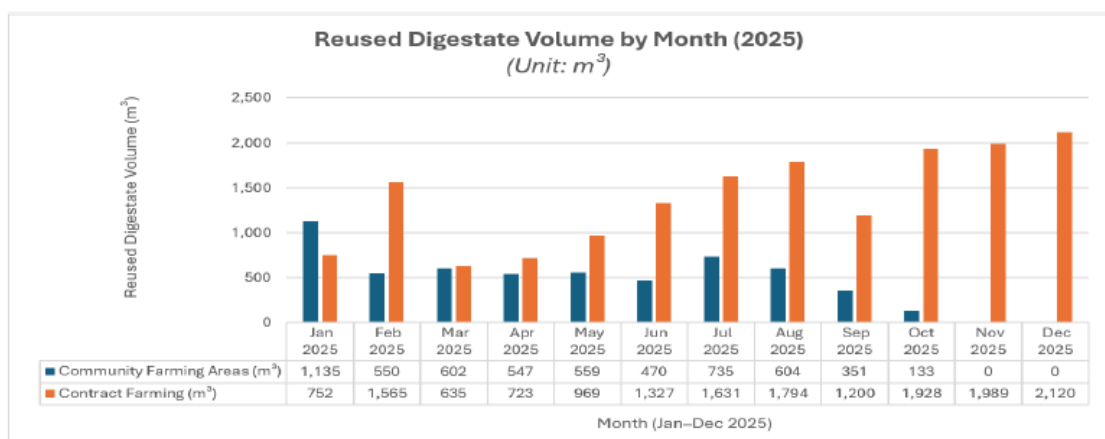
UAC supports career development by providing opportunities for persons with disabilities to utilize their potential to create livelihoods, generate income, foster self esteem, and improve their quality of life. This activity successfully generated income totaling THB 5,981.

Community and Social Engagement Activities

The Mae Taeng Factory has utilized fermented liquid, a by product derived from the biogas production process using energy crops, to support agricultural activities within the surrounding communities. The fermented liquid is provided to farmers cultivating sweet corn and Napier grass key raw materials that farmers can sell back to the factory in accordance with the factory's quality standards and criteria.

This initiative not only strengthens raw material security but also contributes to minimizing environmental impacts from the production process through effective waste management and efficient resource utilization.

- The total volume of fermented liquid donated amounts to 22,320 cubic meters per year.



Soil Improvement Substrate (SIS) Donation Project of the MT Plant

A total of 203,505 kilograms of SIS was donated to farmers growing Napier grass, helping them reduce expenses by 203,505 THB. As a result, farmers achieved better and higher quality yields, generating an income of 16,800 THB per rai per year. They were also able to supply more high quality Napier grass to the factory, amounting to 24 tons per rai per year.

This provided the factory with high quality raw materials, helping reduce production costs by approximately 2,000,000 THB.

No.	Project	Activity	Community engagement	Environmental impact outcomes
1	Project on Utilizing Fermented Liquid from the Biogas Production Process for Agricultural Use under Contract Farming	Using fermented liquid, a by product from the biogas production process, to irrigate agricultural plots for cultivating sweet corn and Napier grass	Farmers make use of the resources supplied by the factory and subsequently sell their produce back to the factory for use as raw materials in the production process	A by product management process has been implemented to ensure beneficial utilization, thereby reducing the use of chemical fertilizers and mitigating environmental impacts
2	A project to promote the utilization of renewable resources in accordance with Circular Economy principles, in partnership with farmers in community farming areas.	Promoting the maximized beneficial use of resources derived from the production process across the entire supply chain, including rice fields, vegetable cultivation areas, and other agricultural plots.	Farmers actively engage in the production of environmentally friendly raw materials, which helps lower their expenditure on chemical fertilizers and enables them to earn higher incomes.	Improving resource efficiency while reducing the use of chemical fertilizers across agricultural areas.





Sample images of CSR activities

Sustainable Supply Chain Management

The UAC Group is always committed to and focuses on sustainable business operations. Therefore, effective supply chain management is very important for the business. The work operation emphasizes the procurement process with transparency, accountability, and corporate governance according to the Sustainable Code of Conduct for Suppliers of UAC Group) for sustainable business development. In addition, relationship management in the collaboration with all relevant parties is also implemented to ensure smooth operations and effectively meet customer demand.

Moreover, the company also focuses on development of procurement staff's potential in terms of procurement knowledge and strategies to increase the Company group's business competitiveness. Furthermore, the Company continuously organizes seminars with suppliers, and emphasizes the Code of Conduct for Suppliers for sustainable business development together.

In 2025, the Company adapted to respond to situations that affect costs, prices, and ability to deliver work or products by working together and improving the working process with relevant internal and external stakeholders, as well as suppliers, so that the Company and the suppliers can operate work smoothly and meet customer needs.

Strategies in 2025

1. Increase the number of product and service groups that can be jointly procured in the UAC Group (share services).
2. Develop the capabilities of business partners by focusing on ensuring that all suppliers classified as Critical Tier 1 conduct ESG risk assessments. Enhance supplier capabilities by promoting their awareness of, and compliance with, the Group's Supplier Code of Conduct and sustainable development guidelines

3. Develop approaches for preparing procurement strategies to reduce cost by focusing on implementation and development together with the suppliers.
4. Select new technology to replace the existing systems.
5. Develop potential of the procurement employees.
6. Use more alternative country sourcing. The Company considers to source products such as equipment and spare parts used in plants that are produced in countries with lower production costs (low-cost country sourcing) but still maintaining product quality and standards in order to open up opportunities for competition and reduce costs in product sourcing.

Work Performance in 2025

No.	Indicator	Target	Result
1	Cost reduction in supply and service procurement per year.	8%	4.29 %
2	Supply and service procurement in accordance with specification and quality.	>95%	100%
3	Procurement aligned with the approved budget	100%	100 %
4	Survey results on satisfaction in related departments/organizations.	>85%	90.50 %
5	Violation of procurement ethics	0 Case	0 Case

Sustainable Supply Chain

The Company places importance and focuses on the development of the Company's business partners to grow sustainably together with the Company. Therefore, the Company has adopted Sustainable Supply Chain Management Framework of the UN Global Impact as a guideline for its operations with partners, and adheres to the principles of the environmental, social, and governance (ESG) operations to increase opportunities and reduce risks as well as to help improve business competitiveness.

The Sustainable Code of Conduct for suppliers, distributors, or sub-contractors of UAC Group are published on the Company's website. For more information, please visit the Company's website.

[Supply Chain Management | UAC Global Public Company Limited](#)

Process of Sustainable Supply Chain Management

1. Supplier Code of Conduct
2. Determine supplier categories and perform analysis of critical tier 1 suppliers

Main Targets

1. All suppliers are required to acknowledge and comply with the Supplier Code of Conduct.
2. All suppliers are encouraged to complete an ESG focused Online Self Assessment, with a target of 100% participation. Suppliers are required to undergo reassessment every two years.

3. All logistics service providers responsible for transporting chemical and petroleum products under the Group's main contracts must undergo transportation safety management assessments throughout the contract period, with performance evaluations conducted annually.
4. Priority is given to the procurement of environmentally friendly products and services.
5. Zero tolerance for fraud and corruption.
6. Procurement of goods and services is promoted to support local economic development, employment, and income generation.
7. Procurement activities are conducted with honesty, integrity, and fairness in accordance with the Company's good corporate governance principles.

In 2025, the Company implemented and advanced the UAC Group's Supply Chain Management practices by communicating and promoting these guidelines to all business partners. The Supply Chain Management framework covers the following key elements:

- Sustainability practices for suppliers and subcontractors
- Procurement Policy
- Supplier Code of Conduct, applicable to suppliers, manufacturers, and providers of goods, services, and raw materials
- UAC Group Purchaser Code of Conduct

Supplier Risk Assessment

The Company has set a comprehensive supplier risk management, covering environment, society, and governance (ESG) to determine management approaches that are consistent with appropriate risk levels by taking into account the main risks, namely economic risks, environment risks, social risks, occupational health and safety risks, and governance risks. In addition, the Company has set criteria for identifying, categorizing and assessing supplier risks to promote and develop the Company's suppliers by identifying, analyzing, and prioritizing risks through likelihood assessment and impacts.

Supply Chain Risk Analysis Process

1. Analysis of Key Business Partners

The company has established criteria for classifying types of partners. This enables systematic assessment and evaluation of partner related risks, as well as the development of appropriate procurement strategies. The results also serve as essential inputs for effectively evaluating risks associated with partners. The classification criteria divide business partners into two main categories as follows:

1.1 Key Suppliers

The criteria for identifying key suppliers are as follows:

- Suppliers whose products or services are critical to the production process and final products, such as raw materials used in manufacturing.

- Shipping service providers and primary logistics/transportation partners responsible for product delivery.
- Suppliers with limited availability in the market or those whose products have few or no substitutes.
- Suppliers with regular transactions, high purchasing value, and significant potential impact on the company's business operations and corporate reputation.
- Suppliers whose operational activities present medium to low levels of risk.
- Suppliers with medium to low purchasing value.

1.2 Non-Critical Suppliers are considered based on the following criteria:

- Suppliers whose operational activities involve moderate to low risk.
- Suppliers with moderate to low procurement value. The Company conducts supplier assessments through supplier self-assessment questionnaires (Pre-questionnaire) and/or on-site visits, as appropriate.

2. Supplier Risk Identification and Assessment

The Company identifies supplier risks by considering both internal and external risk factors. Supplier risk assessments are conducted annually on a continuous basis (at least once per year), covering the following risk factors:

1. Product and Service Risk – such as the risk of receiving substandard or non-compliant products.
2. Business Operation Risk – such as the risk of delayed delivery affecting the Company's operations or the risk arising from over-reliance on a limited number of suppliers.
3. Environmental Risk – such as the risk of chemical leakage during transportation.
4. Social Risk – such as the risk of community complaints due to improper operational practices.

Impact Assessment Criteria

The impact levels in each dimension are assessed based on the following criteria:

- Identification of financial impacts
- Identification of reputational impacts
- Identification of social impacts
- Identification of environmental impacts
- Identification of occupational health and safety impacts

3. Risk Mitigation Measures

- Establishing a supplier site visit plan
- Conducting internal audits
- Implementing corrective and preventive actions
- Improving the quality of products and services

Supplier Sustainability Performance

In 2025, the annual supplier risk assessment identified risks related to dependency on major customers in the Trading business, as well as risks associated with reliance on key product manufacturers (Principals). The company collaboratively implemented risk mitigation measures to ensure that these risks remain within acceptable levels and do not adversely affect business operations.

There were **no complaints** and **no violations of the Supplier Code of Conduct** reported among the supplier group in 2025. A total of **86% of suppliers** participated in the ESG capability assessment.

Table Showing the Proportion of Procurement of Goods and Services by Supplier Category, 2025

Type of Supplier	Number of Suppliers	Percentage of Total Suppliers
Critical Tier 1 Suppliers / Tier 1 Suppliers	117	83
Non Critical Supplier	24	17

Table Value of local procurement of products, services, and raw materials in 2025

Procurement	Value of Procurement (Baht)
Local procurement of products and services	4,190,000
Local procurement of energy crop raw materials	18,000,000

Supplier Sustainability Development and Support

The company is committed to promoting and enhancing the capabilities of its suppliers, emphasizing collaboration and mutual development to ensure sustainable growth. The key approaches are as follows:

1. Establishing collaborative business planning between the company and its suppliers to develop innovations or new projects that enhance sustainability performance for both parties.
2. Requiring suppliers to conduct sustainability self assessments to review their performance against the company's requirements and expectations.
3. Strengthening long term engagement and positive relationships through knowledge sharing activities such as supplier meetings for exchanging views, and inviting suppliers to serve as guest speakers to share expertise with company employees.

4. Enhancing suppliers’ financial liquidity and enabling business continuity by setting a payment term of no more than 30 days (subject to appropriate considerations).

Activities with Suppliers

In 2025, the company collaborated with its supplier, **LEO Global Logistics Public Company Limited**, to organize an internal training program for company employees titled “**Basic Knowledge for Importer and Exporter Course.**” Participants included employees from various departments such as Procurement, Sales/Account Executives, as well as staff from UAC Group subsidiaries involved in relevant operations.

The objective of the training was to enhance employees’ knowledge and understanding of import and export processes, enabling them to apply this knowledge effectively in their work. In addition, the activity served to strengthen positive relationships with UAC Group’s suppliers and support sustainable collaboration in future operations.

Number of Participants	Pre Training Understanding	Post Training Understanding	Comparison of Pre and Post Training Results
36	74 %	86.4 %	Increased by 12.4%

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

Cybersecurity and Personal Data Management

The Company is committed to sustainable development across environmental, social, governance, and economic dimensions. In this regard, the Company recognizes the importance of cybersecurity and personal data protection and promotes the adoption of modern technological systems as key enablers to support business operations and business expansion within the UAC Group. These efforts are aimed at strengthening trust among all stakeholders, while also enhancing cybersecurity resilience for customers, business partners, suppliers, and all related stakeholders.

Cybersecurity Risk Management Framework

The Company has established a cybersecurity risk management framework covering governance, risk identification, and the development of risk mitigation plans. The Company has also implemented backup systems and emergency response plans, including regular testing of system availability, data backup systems, emergency response procedures, and business continuity plans. In addition, the Company has established measures for prevention, monitoring and detection, response and recovery from cyber threats, as well as promoting a cybersecurity awareness culture throughout the organization. These practices are aligned with internationally recognized cybersecurity frameworks and standards.

Information Security Management Practices

- The Company establishes information technology security policies and guidelines and regularly reviews and updates them to ensure alignment with evolving situations and emerging risks. All business units are encouraged to strictly comply with such policies and practices.
- The Company effectively manages information technology operations and safeguards information and IT systems under three key principles: (1) Confidentiality of systems and information, (2) Integrity and reliability of systems and information, and (3) Availability of information and IT systems.
- The Company manages information technology assets through appropriate controls over the use and maintenance of assets and equipment to ensure they remain fully operational and protected against unauthorized access to assets or information.
- The Company implements confidential information management measures, including access control to company information and information systems based on necessity, importance, and data classification levels. Written confidentiality and non-disclosure agreements are also required for external parties handling the Company's confidential information.
- The Company manages network and communication security by implementing protection measures against cyber threats to information systems, including network intrusion prevention systems (Firewall and Endpoint Protection) and malicious software that may damage the Company's data. Detection, prevention, recovery measures, and continuous user awareness initiatives are also regularly carried out.

- The Company conducts quarterly Cyber Security attack simulations, including Malware and Phishing tests, within the organization to assess preparedness and enhance cybersecurity awareness among employees.
- The Company promotes a Cyber Hygiene Culture by conducting internal communications to raise awareness and improve the effective use of information technology systems. The IT Department publishes a monthly E-Newsletter focusing on cybersecurity threats and information security awareness for employees across the organization.
- The Company regularly organizes internal training programs on cybersecurity threats and the use of various software applications for employees. These programs are conducted annually by the IT Department, with at least 2–3 training courses per year, followed by assessments to evaluate employees’ understanding and knowledge after the training sessions.

Performance Results for 2025

Table 1: Number of Data Breach and Data Leakage Incidents

The number of incidents in data breach, unintentional disclosure, and data leaks		
0 Time	0 Time	0 Time
Year 2023	Year 2024	Year 2025

Table 2: Results of Cyber Security Awareness Testing for Employees in 2025

Description	Target	Results
Cyber Security Awareness in Malware	100%	98%
Cyber Security Awareness in Phishing	100%	97%

In 2026, the Company will continue conducting cyberattack simulations on an ongoing basis to strengthen cybersecurity awareness among all employees, with a target participation and awareness rate of 100%.

Personal Data Management

The Company places significant importance on personal data management and has established personal data protection manuals, policies, and guidelines to serve as operational frameworks for the collection, use, disclosure, and/or processing of personal data across the Group and its affiliated companies. These documents have been formally implemented since 2020. In addition, the Company has established a website cookie policy to govern the use of cookies on its websites.