

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Pacific Pipe Public Company Limited is committed to running the business and developing the corporation towards sustainability, with responsibility to the economic, social, and environmental systems to create value with all stakeholders. Therefore, the Company has set Sustainable Development Goals: (SDGs) of the United Nations that are relevant to the organizational context as a direction of operation, as well as strengthen the structure and management system to develop a sustainable organization, by referring to the environment, social, and governance framework (ESG Framework) which is designed for application to drive the organization to create benefits for the country's economy, society, and environment in a balanced and sustainable manner according to international principles.

ESG Framework

Economy - Creates economic growth and stability together with business alliances, business partners, and customers in a sustainable manner.

Society - Conducts business in a socially responsible manner and improves the quality of life of those involved through knowledge and safety.

Environment - Cares for the environment by using natural resources responsibly and generate maximum benefits.

The Company has established a sustainability working group consisting of representatives of various agencies in order to operate the corporate sustainability works of the Company continuously and effectively. This will help achieve success in accordance with the policy and sustainability objectives set by corporation. This will show that the Company is a corporation which conducts its business responsibly and with transparency and fairness, building trust with all groups of stakeholders as well as developing towards sustainable growth. The details are as published on the website. The operating guidelines are as follows:

1. Determine appropriate corporate sustainability guidelines and plans to be in line with the strategies and corporate policies
2. Supervise and review the corporation's sustainability performance and drive it to take action and create participation in the implementation of various projects under the framework of sustainable development with relevant agencies, both internally and externally.
3. Create a culture of sustainable development and communicate to the directors, executives, employees at all levels, trade partners, and related parties to acknowledge, understand, and aware of sustainable development.
4. Report sustainable development performance results and present to the Executive Risk Management and Sustainability Committee quarterly.
5. Prepare an annual sustainability report and disseminate to all groups of stakeholders for acknowledgment.

Reference link for sustainability policy : [https://www.pacificpipe.co.th/files/policy/](https://www.pacificpipe.co.th/files/policy/11%20sustainability%20policy_2026_th-en.pdf)

[11%20sustainability%20policy_2026_th-en.pdf](https://www.pacificpipe.co.th/files/policy/11%20sustainability%20policy_2026_th-en.pdf)

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company is determined to operate its business to develop sustainability and play a role in driving Thai society and the world community towards Sustainable Development Goals: (SDGs) of the United Nations. Furthermore, the Company is determined to build confidence for all stakeholders that the Company's operations are in line with international goals. In 2025, the Company has organized projects and activities related to sustainability in the dimensions of economy, society, and environment, which are consistent with 15 Sustainable Development Goals from a total of 17 goals.

United Nations SDGs that align with the organization's : Goal 1 No Poverty, Goal 1 No Poverty, Goal 2 Zero
sustainability management goals Hunger, Goal 2 Zero Hunger, 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 5 Gender Equality, Goal 6 Clean
Water and Sanitation, Goal 6 Clean Water and
Sanitation, Goal 7 Affordable and Clean Energy, Goal
7 Affordable and Clean Energy, Goal 8 Decent Work
and Economic Growth, Goal 8 Decent Work and
Economic Growth, Goal 9 Industry, Innovation and
Infrastructure, Goal 9 Industry, Innovation and
Infrastructure, Goal 10 Reduce Inequalities, Goal 10
Reduce Inequalities, Goal 11 Sustainable Cities and
Communities, Goal 11 Sustainable Cities and
Communities, Goal 12 Responsible Consumption and
Production, Goal 12 Responsible Consumption and
Production, Goal 13 Climate Action, Goal 13 Climate
Action, Goal 15 Life on Land, Goal 15 Life on Land,
Goal 16 Peace, Justice and Strong Institutions, Goal 16
Peace, Justice and Strong Institutions

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

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

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

The Company is committed to sustainable business operations through a robust governance mechanism, with the Sustainability Committee meeting on a quarterly basis to monitor progress and report performance to the Executive, Risk Management, and Sustainability Committee, as well as the Board of Directors, at every

session. Furthermore, the Company conducts a review of its sustainability targets at least once a year to ensure alignment with current circumstances and international standards. In the past year, the Company has performed a sustainability materiality assessment, which can be summarized as follows:

Sustainability Key Analysis

Step 1: Identifying sustainability issues The Company has determined the issues in the analysis into 3 areas, namely economic, environmental, and social aspects. These issues have affected shareholders and they have expectations from the Company's operations.

Step 2: Ranking of important issues The Company shall consider ranking the importance of each issue, which is done by measuring the importance from the Company and external stakeholders' point of views, which takes into account both the positive and negative effects of each issue on the economic, environmental, and social dimensions.

Step 3: Verifying data and reviewing key issues The sustainability working group has proposed issues in order of importance to report to management for consideration and to be presented in the annual report form 56-1 One Report and disseminate through the company's website. In addition, the Company has also assigned relevant departments and working groups to validate the accuracy and completeness of issues covering economic, environmental, and social dimensions, by reviewing key issues affecting key activities in the Company's value chain regularly every year. These information shall be used for planning policies, strategies, and operational plans including setting sustainability goals.

Assessment Results of Key Sustainability Issues in 2025

High	1. Sustainable Business Growth
High	2. Corporate Governance
High	3. Risk Management
High	4. Digital Transformation & Operational Efficiency
High	5. Product & Service Quality Enhancement
High	6. Human Capital Development
Medium	7. Occupational Health and Safety (OHS)
Medium	8. Human Rights & Labor Practices
Medium	9. Community Engagement & Development
High	10. Energy Efficiency
High	11. Greenhouse Gas (GHG) Emissions
Medium	12. Environmental Management

From the results of the assessment of important sustainability issues in the above table, the Company has grouped various issues in order to plan sustainability management in economic, environmental, and social dimensions for the year 2025 which can be presented in this report as follows:

Sustainability Management in the Economic Dimension

- Corporate governance towards sustainability
- Risk management in business operations
- Product quality and service improvements through innovation and technology

Sustainability Management in the Environmental Dimensions

- Greenhouse gas management
- Garbage, waste and pollution management
- Responsible energy and resource management

Sustainability Management in the Social Dimension

- Enhancement of human resource potential and human rights
- Occupational health and safety at work
- Participation in the development of communities and society

You can view the full details of our business drive towards sustainability at <https://www.pacificpipe.co.th/TH/TH/investor.html#publications> (Topic Investor Relations > Corporate Governance > Other Important Information).

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

The Pacific Pipe Public Company Limited operates its business in accordance with its vision **“Your Partner for Total Solutions”**, which can be defined that **we are committed to driving business growth to improve the industry through quality products and services. This can be achieved through up-to-date innovations and willingness to become a strong partner of stakeholders in all dimensions to drive towards sustainable development together** through the implementation of 5 main activities as follows:

Smart Procurement

- Sufficient supply of raw materials for product manufacturing
- Control the quality of raw materials to meet standards
- Develop relationships with manufacturers

Smart Production

- Manufacture products and control their quality to meet standards
- Reduce environmental impact
- Employ up-to-date production technology

Smart Distribution

- Manage warehouses and distribution centers efficiently with up-to-date communication and technology

Smart Delivery

- Precise, fast, and accurate shipping process
- Reduce the impact of shipping on the environment and communities

Smart Service

- Provide honest and accurate product and service information
- Receive comments, suggestions, and complaints about products and services
- Set reasonable and fair prices

The Company has set guidelines for conducting business to deliver sustainable value to relevant stakeholders in accordance with good corporate governance principles. It also conducts business with ethics in parallel of managing important sustainability issues that takes into account the stakeholder groups according to their roles and impacts, which will lead the Company to grow according to sustainability goals in economic, social, and environmental dimensions in the future.

Business value chain diagram



3.2.2 Analysis of stakeholders in the business value chain

To conduct the Company's operations sustainably, it is essential to gain the cooperation, participation, and support from stakeholders that are affected both positively and negatively from the Company's operations through 5 main activities which cover both internally and externally of the corporation. The Company therefore pays attention to all groups of stakeholders by providing communication channels for listening and exchanging information, both official and unofficial, to assess and respond to expectations appropriately, including using the information to develop or improve work processes in various parts of the Company as well as creating a bond to improve the relationships with stakeholders, which can be summarized as follows:

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Employees	• Monetary and non-monetary welfares • Career opportunities, advancement, and compensation • Competence development • Work safety • Equality and non-discrimination treatment	• Promote good working environment, health care, and workplace safety • Fair treatment and respect for human rights • Performance evaluation of 2 times/year and feedback process • Training courses to educate and develop employee skills • Monetary and non-monetary programs and benefits for employees • Communication of business goals, policies, and useful news	• Others • Channels for receiving suggestions, opinions, and complaints through the Company's complaints system throughout the year • Organize surveys on corporate satisfaction and loyalty at least once a year • Ensure that there are both online and offline internal communication channels, including consistent social media throughout the year. • Organize training courses and seminars according to the company's training plan • Formulate CEO Town hall in VDO format quarterly • Organize employee engagement activities as planned throughout the year
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Customers	- Products and services are of high quality and standard. - The products are diverse and complete. - Accurate, complete, on-time delivery - Proper implementation and maximum efficiency - Knowledge about the products and various related standards	- Adopting technology and innovation to develop products and services to meet the needs of customers - Produce products and provide quality services - Manage the transportation system to be efficient - Supervise and manage inventory to respond to customer needs promptly. - Provide knowledge and suggestions related to products and services through various activities and channels in an accessible and efficient manner	- Others - Conduct customer satisfaction surveys twice a year - Meet with customers regularly to improve products and services as well as provide useful information to develop the business jointly. - Organize training courses to educate customers continuously throughout the year - Provide opportunities for customers to visit factories and production processes throughout the year - Communicate news and information, listen to suggestions, and receive complaints through the Company's online channels
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Suppliers	- Joint business development with good and stable operating results consistently - There is a good, transparent, and auditable procurement system - There is equality in conducting business, which is fair and does not discriminate - Receive payments on time and in full	- There are fair policies and practices regarding procurement under the Company's Code of Conduct - An efficient, transparent, and verifiable procurement system - Have an anti-corruption policy in place	- Others - Organize visits to business partners at least once a year - Organize supplier assessment at least once a year - Organize meetings with partners regularly throughout the year to plan purchase orders - Channels for receiving suggestions, opinions, and complaints through the Company's complaints system throughout the year
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Community • Society • Others • Environment	• Emphasis on environmental quality preservation • Operate a business that does not cause any impact to the communities • Place importance on complaints and suggestions by the communities fairly and communicate explanation to communities for acknowledgement promptly • Promote participation in activities that are beneficial to community development	• Improve the production process to be environmentally friendly with noise, waste, water, and air pollution controls • Improve the environment of the factory to be clean and safe both internally and externally. • Share the Company's knowledge and specializations for various institutes and departments regularly • Provide resources and various equipment that are beneficial to the communities and society	• Others • Build a network and appoint a Community Relations Working Group to meet with community representatives regularly throughout the year • Participate in transferring business knowledge to community enterprises continuously throughout the year • Provide knowledge to institutions and agencies on a regular basis throughout the year • Cooperate with the education sector and provide continuous knowledge sharing every year • Open channels for suggestions, comments, and complaints throughout the year
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
- Investors or investment institutions - Shareholders	- Make dividend payments regularly - Continuous and stable business growth - Govern with good corporate governance	- Prepare annual report 'Form 56-1 One Report' - Clarification of business results through the Company and the stock exchange's websites - Manage performance according to strategic plans under appropriate risk management. - Development of channels for accessing complete information for the convenience of investors - Achieved an 'Excellent' rating in Corporate Governance Assessment (5 Star CGR)	- Annual General Meeting (AGM) - Others - Open year-long channels for information inquiries through the website, investor relations emails, and call center regularly
External stakeholders			
Government agencies and Regulators	- Comply with rules, regulations, laws, and policies of relevant regulatory bodies. - Cooperate in providing requested information promptly and accurately.	- Report performance and provide truthful information accurately and promptly - Cooperate and support various projects of government agencies - Strictly comply with the rules, regulations, laws, and policies of relevant regulatory bodies.	- Others - Report business results and performance - Participate in government activities and projects continuously
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Financial institution	- Operate the business in accordance with the goals or the investment plan - Make loan repayments per the agreed terms and specified time	- Manage the Company's performance under appropriate risk management - Follow the investment plan	- Others - Hold meetings to exchange information and news that are beneficial to business operations regularly throughout the year - Negotiate conditions for using the credit limit according to the appropriate cycle
External stakeholders			
Competitors	Conduct business with transparency under fair trade and competition	Conduct business with transparency and fairness under free market competition	- Others - Hold joint meetings between organizations and related associations as appropriate to the occasion - Channels for receiving suggestions, opinions, and complaints through the Company's complaints system throughout the year

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Others : Occupational Safety, Health, and Working Environment

The Company is a leader in the major steel pipe manufacturing industry in Thailand. The Company is aware of the importance of occupational health, safety and environment to be applied in operations, focusing on the participation of personnel and stakeholders to create continuous development. The details are in the Occupational Safety, Health, and Working Environment policy, which the company has announced on the website at <https://www.pacificpipe.co.th/TH/about.html#policy>

Reference link for environmental policy and guidelines : https://www.pacificpipe.co.th/files/policy/1.%20pap-i-qs02-sdsh-001_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AD%E0%B8%B2%E0%B8%8A%E0%B8%B5%E0%B8%A7%E0%B8%AD%E0%B8%99%E0%B8%B2%E0%B8%A1%E0%B8%B1%E0%B8%A2%20%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%9B%E0%B8%A5%E0%B8%AD%E0%B8%94%E0%B8%A0%E0%B8%B1%E0%B8%A2%E0%B9%81%E0%B8%A5%E0%B8%B0.pdf

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

Review of environmental policies, guidelines, and/or goals : Yes

over the past year

As a member of the steel pipe manufacturing industry, which has an impact on the environment through pollution, industrial waste, and the use of natural resources, the Company is committed to managing the environment systematically by applying the ISO 14001: 2015 standard for a sustainable environment. The operations are as follows.

1. Greenhouse gas management by evaluating the organization's current carbon emissions in each scope to set carbon emissions reduction targets and plan through concrete campaigns on an ongoing basis.
2. Management of garbage, waste, and pollution by creating operating rules based on the three R's: Reduce, Reuse, and Recycle. Segregation of waste enables it to be managed and disposed of more effectively and efficiently.
3. Responsible energy and resource management by promoting energy efficiency and maximizing benefit. Previously, various activities such as public relations campaigns on energy and water conservation, as well as activities to raise awareness of the value of resource use in both online and offline formats, as well as changing, improving, and changing again various energy and resource-related devices, such as changing the light fixture to High Bay LED were undertaken, and the factory is also certified as a Green Factory and modernization of machinery, etc..

The company has the following environmental goals:

- By 2027, greenhouse gas emissions per unit of production will be 20% lower than in the baseline year (B.E. 2563).

- Increase green area by 20 percent by 2027
- The amount of electricity per ton consumed decreases every year.
- Water usage is less than 80 cubic meters / person / year
- Control the amount of waste (industrial waste) generated to ensure compliance with the requirements of the industrial waste and underutilized materials management by the amount of industrial waste per ton of production per year steadily decreasing every year.

3.3.2 Environmental operating results

Information on energy management

Energy management plan

In its current state, the country is confronted with energy issues, which is a significant problem that has a major impact on the country's society and environment. As a result, the Company has implemented an energy management system and valuable resources to be applied within the corporation in order to contribute to sustainable environmental development. The Company recognizes the importance of energy conservation and it is the responsibility of all employees to work together to manage energy in a sustainable manner. As a result, the Company has devised an energy conservation strategy, which is available on the Company's website at [https://www.pacificpipe.co.th/files/policy/14 energy conservation%20policy_th-en.pdf](https://www.pacificpipe.co.th/files/policy/14%20energy%20conservation%20policy_th-en.pdf) to serve as a guideline for energy operations, promoting energy efficiency and maximizing benefit. Previously, various activities such as public relations campaigns on energy and water conservation, as well as activities to raise awareness of the value of resource use in both online and offline formats, as well as changing, improving, and changing again various energy and resource-related devices, such as changing the light fixture to High Bay LED were undertaken, and the factory is also certified as a Green Factory and modernization of machinery, etc.

The company's energy management plan : Yes

- Evaluate the corporation's current energy usage in order to establish targets for energy reduction and various values.
- Appoint a person to be responsible of planning for energy conservation and reduction, including water and fuel usage.
- Implement the work according to the plan and follow up on it.
- Analyze and amend the action plan by summarizing the performance and comparing it to the objectives.

Reference link for company's energy management plan : https://www.pacificpipe.co.th/files/policy/14%20energy%20conservation%20policy_th-en.pdf

Setting goals for managing electricity and/or oil and fuel

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

management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2021 : purchased electricity for consumption 73.87 kWh/ton of production	2025 : Reduced by 2% or 57.00 kWh/ton of production

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2025, the company was able to reduce electricity consumption by 16% compared to the base year (2021) and communication efforts to promote energy and environmental awareness were carried out according to the plan, achieving 100%. The company has also been certified under the Green Industry Program at Level 3. And received the White Flag with a Green Star, reflecting the company's commitment to conducting business in accordance with corporate governance principles. The company adheres to management standards with transparency and accountability towards the environment, elevating industry standards towards sustainability.

Diagram of Performance and outcomes of energy management



Green Industry Program at Level 3



White Flag with a Green Star

Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	789,068.04	772,282.00	680,955.00
LPG (Kilograms)	9,510.00	12,114.00	12,771.00

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	18,238,848.00	16,002,916.00	17,137,600.00

Information on water management

Water management plan

The Company's water management plan : Yes

- Evaluate the corporation's current energy usage in order to establish targets for energy reduction and various values.
- Appoint a person to be responsible of planning for energy conservation and reduction, including water and fuel usage.
- Implement the work according to the plan and follow up on it.
- Analyze and amend the action plan by summarizing the performance and comparing it to the objectives.

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	2021 : Water withdrawal 8.91 Baht/ton of production	2025 : Reduced by 5% or 3.50 Baht/ton of production

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, water usage can be reduced by 38% compared to the base year (2021). And public relations communication. campaign to promote energy and environment to be 100% in accordance with the plan

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	41,668.00	35,914.00	37,982.00
Water withdrawal by third-party water (cubic meters)	41,668.00	35,914.00	37,982.00

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	41,668.00	35,914.00	37,982.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

The Company is cognizant of the value of waste and garbage management. As a result, the Company works to enhance waste management, particularly the management of industrial waste and underutilized materials, by establishing operating rules based on the three R's: Reduce, Reuse, and Recycle. Segregation of waste enables it to be managed and disposed of more effectively and efficiently, hence minimizing the environmental impact in accordance with the Company's aims.

Waste Management Targets

- Assess the current volume of waste and refuse within the organization to establish waste reduction targets.
- Waste and Refuse Reduction Goals.
- Appoint a project person-in-charge to develop plans for waste volume control and waste reduction.
- Implementation and Monitoring of the action plan.
- Performance Review and Gap Analysis for plan refinement.

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	2024	2025 : Reduced by 1%	• Other : Manage waste from the manufacturing process to reduce it.

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

- Able to separate waste according to work instructions 100%
- Reduce the amount of sewage or unwanted scrap materials produced by <1% / Tons produced.
- Reduce the amount of all waste by <1% / Tons produced

Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	14,137,135.00	12,368,978.00	14,178,194.00
Total non-hazardous waste (kilograms)	12,921,630.00	11,385,927.00	12,506,654.00
Total hazardous waste (kilograms)	1,215,505.00	983,051.00	1,671,540.00

Waste management: Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	2,647,485.00	6,083,801.00	7,367,320.00
Reused/Recycled non-hazardous waste (Kilograms)	1,431,980.00	5,100,750.00	5,695,780.00
Reused/Recycled hazardous waste (Kilograms)	1,215,505.00	983,051.00	1,671,540.00

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company acknowledges the critical nature of climate change issues. The Company has set rules for greenhouse gas management operations (Carbon Footprint) in a responsible manner in order to contribute to ecosystem protection, mitigate global warming, and repair the natural environment on a continuous basis. Additionally, the Company has encouraged employees to understand the corporation's and products' carbon footprints and to collect data for the purposes of calculating, monitoring, reporting, and verifying greenhouse gas emissions or reabsorption, resulting in a plan for continuously implementing GHG reduction activities in the corporation and products in accordance with international standards. The Company has designed the following procedure for managing greenhouse emissions in accordance with internationally recognized norms and frameworks, which include the United Nations Sustainable Development Goals:

1. The target of greenhouse gas emissions per unit of production is reduced by 20 percent by 2027 compared to the baseline year (B.E. 2563).
2. Measures
3. In terms of carbon footprint preparation and evaluation, the Company calculates the quantity of greenhouse gas emissions from various operations in the form of carbon dioxide equivalent trees, taking into account the three major components:
Calculation of carbon footprint (direct emissions) from organizational activities, such as the combustion of corporate machines, car use (owned by the Company), the use of chemicals in wastewater treatment and leaks from processes or activities, etc.
Calculation of carbon footprint from energy indirect emissions, which is the acquisition of energy for usage in the corporation, such as electric power, thermal power, and steam power, etc.
Part 3 Other indirect carbon footprint calculations, employee travel in non-corporate vehicles, trips to on-site seminars, the use of materials, equipment, etc.
4. Enhancements to resource efficiency

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

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

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-3	2020 : Greenhouse gas emissions 12,982.92 tCO ₂ e	2024 : Reduced by 5% or 12,333.77 tCO ₂ e in comparison to the base year	2027 : Reduced by 20% or 10,386.34 tCO ₂ e in comparison to the base year

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes

management

As a result of the Company's attention on greenhouse gas reduction, the total corporate greenhouse gas emissions (CFO) in 2024 were 11,628.00 tons of CO₂eq, a 9.80% increase over the 2020 base year (12,982.92 ton of CO₂eq), and the indicators of greenhouse gas emissions from the Company's operations were carbon intensity, expressed as a percentage of greenhouse gas emissions per unit of product generated (kgCO₂eq/EQ), is used as a proxy for corporate performance in lowering greenhouse gas emissions.

The Company places a high priority on mitigating environmental impacts. In this regard, we have been certified for the Carbon Footprint for Organization (CFO) by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). Furthermore, the Company has conducted a Carbon Footprint of Products (CFP) assessment for our core products to evaluate and monitor greenhouse gas emissions throughout the entire product life cycle. The data obtained is utilized to continuously improve production process efficiency. Currently, the CFP certification and registration for these products are under review by the aforementioned authority.

Diagram of Performance and outcomes of greenhouse gas management





Pacific Pipe receives Carbon Footprint of Product (CFP) Certification from TGO

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	13,098.00	11,797.01	11,628.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,102.00	2,109.35	1,222.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	8,990.00	7,895.43	8,573.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	2,006.00	1,792.23	1,833.00

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : ECEE Company Limited

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

The Company prioritizes the control and management of the working environment by implementing comprehensive pollution control measures covering air quality, lighting, noise, heat, chemicals, and dust. These measures ensure full compliance with relevant laws and regulations. Furthermore, the Company continuously monitors, inspects, and improves its environmental management to prevent and mitigate impacts on the environment and stakeholders. In line with this commitment, the Company was officially certified as an 'Eco-Industrial Town' for the 2025 fiscal year. This recognition was presented by the Industrial Estate Authority

of Thailand (IEAT), the Ministry of Industry, and the Federation of Thai Industries at the ECO Innovation Forum 2025. Such an achievement reflects the Company’s dedication to industrial development that harmoniously balances environmental stewardship and sustainable community well-being.

For further details on environmental inspection results, please refer to the full 'Driving Business for Sustainability Report' at <https://www.pacificpipe.co.th/TH/TH/investor.html#publications> (Investor Relations > Corporate Governance > Other Important Information)."

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

Other environmental audit results.

Other Environmental Assessment Results

No	List	Indicators			Measurement results 2025		
		Parameter	Standard rate	Unit	ALL MEASUREMENT POINTS	Compliant	Non-compliant
1	Air pollution from chimneys	Zn	-	-	Measurement not conducted because there was no production at PM1 in 2025 due to a temporary factory shutdown for renovation.		
		TSP	320	mg/m3			
		NO2	690	ppm			
		SO2	700	ppm			
		ZnO	-	mg/m3			
		CO	400	ppm			
2	Light intensity	Opacity value	10	%	284	245	39
		Light intensity	100-500	Lux			
3	Sound	Leq 24 hrs.	70	dB(A)	9	6	3
		noise	10	dB(A)	9	3	6
		Sound 8 hours.	85	dB(A)	37	19	18
		Noise dose	85	dB(A)	30	21	9
4	Heat	Moderate work	32	°C	4	4	0
		Light work	34	°C	22	17	5
5	Chemicals	Ammonia	50	ppm	0	0	0
		Chloride as NH3	35	ppm	0	0	0
		Chloride as Cl2	-	ppm	0	0	0
		Toluene	200	ppm	4	4	0
		Iron Oxide Fume	5	mg/m3	17	17	0
		Oil Mist	5	mg/m3	14	14	0
		Xylence	100	ppm	5	5	0
6	Dust	Total dust	15	mg/m3	33	33	0
		Small dust (2.5 microns)	0.05	mg/m3	0	0	0
		PM10	0.12	mg/m3	0	0	0
		Zinc oxide	5	ppm	6	6	0

3.4 Social sustainability management

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

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

The Company places a high value on human resource development since it recognizes that the corporation can grow based on the potential and abilities of its employees. As a result, the Company is committed to continuously developing human resources through various processes and strictly adhering to the principles of human rights in accordance with Thai labor standards set by the Ministry of Labor, including emphasizing fair labor practices without discrimination in terms of employment, compensation, promotion, and development. There is no discrimination based on gender, age, educational institution, religion, ethnicity, color, or physical impairment or disadvantage, and, most significantly, the Company attempts to prevent sexual violations or harassment, as well as infringement of copyright or intellectual property rights. The Company's human rights and employment policies are available on the Company's website at <https://www.pacificpipe.co.th/TH/about.html#policy>

In addition, the Company places great importance on care management of occupational safety, health, and working environment to ensure that the Company is providing services and carrying out various activities in order to raise the Company's labor standards. This includes the employees' quality of life, better and safer working environment that is not harmful to health both physically and mentally, fair treatment that is in accordance with related laws and regulations. This is a way for the Company to show commitment and comply with the aforementioned objectives continuously. Moreover, the Company is determined to be a manufacturer of quality, safe, and environmentally friendly steel pipes. The details of the safety, health, and environment policy are displayed on the website <https://www.pacificpipe.co.th/files/Safety, Occupational Health and Environment Policy.pdf>

The Company has utilized the results of its Carbon Footprint for Organization (CFO) and Carbon Footprint for Product (CFP) assessments as a framework for enhancing production processes. Furthermore, the Company encourages its business partners to improve their environmental performance by reducing resource consumption and greenhouse gas emissions throughout the supply chain, aimed at elevating sustainable business operation standards across the partnership.

Reference link for social and human rights policy and : https://www.pacificpipe.co.th/files/policy/15%20human%20rights%20and%20labor%20practices%20policy_tn-en.pdf

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, Others : Thai Labour Standard - Labour Corporate Social Responsibility (TLS 8001-2020)

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

Review of social and human rights policies, guidelines, and/ : Yes

or goals over the past year

The Company has prioritized the responsibilities to communities and society on a continuous basis, particularly in regard to living together with the communities and society through good communication and participation in activities, with the goal of fostering a positive relationship and understanding between the Company and the communities in order to ensure that the Company's business operations will have no negative consequences, but instead support the communities and society to grow sustainably in accordance. Including care management of occupational safety, health, and working environment to ensure that the Company is providing services and carrying out various activities in order to raise the Company's labor standards. This includes the employees' quality of life, better and safer working environment that is not harmful to health both physically and mentally. The operations are as follows.

1. Create participation between the company, community, and society by using the company's resources, knowledge, and expertise to create maximum value. Through various projects such as "PAP: Providing Knowledge to Society" Project and "PAP Providing Happiness to Sustainable Society" Project on a continuous basis every year.
2. Compliance with the relevant laws, regulations, requirements, and rules of safety and environmental management.
3. Prevent and reduce the risk of workplace hazard by establishing a safety, occupational health, and working environment committee to increase lighting, improve landscaping, and reduce blind corners in the production area.
4. Create and promote employees to be conscious of workplace safety for employees. The company has organized training to educate employees in Awareness, Risk Assessment, and the methods of assessing the management system in terms of occupational health and safety (Internal Audit Training). Employees who have passed these trainings will be able to work appropriately and will receive a certificate for a trainee in various courses.

The company has the following social objectives:

- Assessment of employee engagement with the corporation and employee satisfaction have results of more than 80%
- The turnover rate is less than 10%.
- Employees have undergone continuous development, with over 70% completing their designated Training Roadmap.
- The Company achieved a 20% year-on-year reduction in the employee Injury Frequency Rate (IFR).
- The Company consistently promotes safety consciousness among personnel through annual initiatives.
- The overall average customer satisfaction score across all dimensions exceeded 88%
- There were no labor disputes or human rights violations involving employees, customers, or local communities during the past year.
- The Company's business operations were conducted in strict compliance with all applicable laws and regulations.

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

While the Company is currently in the process of developing a comprehensive Human Rights Due Diligence (HRDD) framework, a formal Human Rights Policy has been established to affirm our commitment to upholding and promoting respect for human rights and human dignity for all individuals. Furthermore, this

policy aims to prevent human rights violations across all of the Company's business activities, as well as throughout the business value chain involving our business partners.

3.4.2 Social operating results

Information on employees and labor

The Company prioritizes human capital development alongside respect for human rights, recognizing them as critical factors for production efficiency, operational safety, and the quality of our steel pipe products. Fair labor practices and continuous skill enhancement not only mitigate operational risks but also build stakeholder confidence, while strengthening the Company's competitive advantage and supporting long-term sustainable growth.

Employees and labor management plan

The Company has created implementation guidelines of human resource management operations to set as a standard for all departments to follow and to drive effective personnel management as follows:

- Structural design based on the appropriateness of administration in relation to the Company's goals and business strategy
- Fair and effective recruitment and selection of personnel. The process was designed and the method was selected in order to hire employees who has the qualifications and attitudes as the corporation set
- Organize personnel promotion and development by setting plans for human resource development from the executive level up to the operational level. This is in order to enable progress and promote ethical employees in relation to the goals of the corporation.
- Fair compensation management with a clear salary structure and in line with the labor market. There are both monetary and non-monetary forms of return. This is achieved by using a fair and transparent performance appraisal system.
- Encourage employee interaction activities by creating a balance between work and good relationships between the corporation, colleagues, and executives

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

- Work under the human rights principles following to Thai labor standards and social responsibility of Thai businesses (UTCC. 8001-2020) of the Ministry of Labor strictly.
- Implement human rights and labor policy to be a guideline in the corporation.
- Provide knowledge and understanding of human rights and human resource development at the executive level.
- Create and promote a good working environment.
- Promote employee potential and skill development for career advancement.
- Create a conscious culture among employees through shared value corporation continuously.

Setting employee and labor management goals

Does the company set employee and labor management : Yes
goals

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Promoting employee relations and participation	employee satisfaction	-	2026: employee satisfaction have results of more than 80%
• Employee training and development	Employee training hours	-	2026: over 70% Training Roadmap.
• Others : The turnover	The turnover rate	-	2026: The turnover rate is less than 10%.
• Migrant/foreign labor • Non-discrimination	Complaint	-	2026: There is no labor conflict or human rights abuse
• Others : The number of employee work-related injuries	The employee Injury Frequency Rate (IFR)	-	2026: Decreased by 20% year-on-year to 37.21.

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

The Company is committed to human resource management based on the principles of equity and human rights. We focus on building a learning organization while ensuring the safety and well-being of our employees, which are fundamental to driving sustainable business growth. Key performance highlights for 2025 are as follows:

- **Employment and Equality:** As of December 31, 2025, the Company employed a total of 823 personnel. We strictly adhere to fair recruitment practices with zero tolerance for child or forced labor (100% compliance). Furthermore, we actively support social inclusion through the employment of persons with disabilities.
- **Human Capital Development:** The Company successfully enhanced workforce capabilities, achieving an average of 25.81 training hours per person per year, surpassing our target of 25 hours. This encompasses over 400 curricula in both functional and soft skills.
- **Occupational Health and Safety:** We uphold international standards and are certified with ISO 45001:2018. Our safety initiatives led to a significant reduction in Lost Time Injuries (LTI), decreasing to 19 incidents in 2025.
- **Employee Engagement and Corporate Values:** Our internal surveys reflected strong organizational health, with Employee Engagement at 83.39% and Employee Satisfaction at 81.76%, both exceeding the 80%

target. We also launched the "FAST" core values (Forward thinking, Agile, Satisfy, Teamwork) to foster a future-ready culture.

- **Social Responsibility and Recognition:** Recognized as an "Eco-Industrial Town," the Company continues to empower local communities through flagship CSR programs, including "PAP: Knowledge for Society" and "PAP: Share Happiness for Sustainable Society."
- **Human Rights and Legal Compliance:** Throughout 2025, there were no labor disputes, no significant legal violations, and no recorded human rights infringements.

The following sections provide detailed performance data and initiatives:

Diagram of performance and outcomes for employee and labor management



Certificate of Recognition: Supporting Eco-Industrial Town Development at the 'Eco-Excellence' Level

Employee and labor management: Employment

Under the principle of human rights, the Company has a method for recruiting, selecting, and treating employees equitably. The Company has recruited and carefully considered employees in accordance with the corporation's employment policy. The recruitment process is based on qualifications, skills, knowledge, abilities, and a good attitude that is appropriate to the position and shared values of the corporation, as demonstrated by the administration of three types of tests, namely general knowledge, knowledge related to that job function, personality and attitude, and finally an interview by the position's department in collaboration with human resources officers. During the past year, the Company has recruited and considered employing people in accordance with the Company's growth objectives.

The Company had 823 employees as of 31 December 2025, with an average age of 38 years and 8 years of employment

Hiring employees

	2023	2024	2025
Total employees (persons)	855	796	823
Male employees (persons)	679	617	641
Female employees (persons)	176	179	182

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	1	1
Total number of employees with disabilities (persons)	0	1	1
Total male employees with disabilities (persons)	0	1	1
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 ⁽¹⁾	No	No	No

Remark : ⁽¹⁾ The Company has provided concessions for disabled persons in accordance with the Act on Promotion and Development of the Quality of Life of Disabled Persons B.E. 2550, Section 35, every year.

Employee and labor management: Remuneration

The Company has a reward management program that utilizes the remuneration management policy as the primary tool for recruiting and retaining personnel, both in monetary terms and through a variety of non-monetary activities. The monetary remuneration is determined by the employee's well-being as income increases through performance reviews that include key performance indicators (KPIs) and Competency (Knowledge, Skills, and Attributes), and there is a proposal for employees to partake in exams for promotions. For non-monetary remuneration, there will be a component that motivates employees to grow their careers, gain knowledge, and develop skills in responsible work through training activities, both internal and external. There is a suitable atmosphere and basic utilities required for operation, as well as the coordination of employee relations activities to foster a relationship between employees and the Company. Additionally, the Company will assist employees in relieving stress associated with their job responsibilities.

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	27,509,629.04	24,316,975.52	19,174,061.83
Total male employee remuneration (Baht)	21,848,147.38	17,186,230.93	13,496,776.28
Total female employee remuneration (Baht)	5,661,481.66	7,130,744.59	5,677,285.55

Employee and labor management: Employee training and development

Training

The Company continuously plans employee training by collaborating with internal departments to develop in-house training programs and source external courses. Furthermore, the Human Resources department conducts a Gap Analysis to design training programs using various tools such as Training, Coaching, On-the-Job Training, Mentoring, Media Training, and activities to Close Gap Competency, ensuring employees possess the knowledge, skills, and abilities expected by the organization.

In 2025, the Company consistently organized and sent employees to training sessions to develop their potential, knowledge, and abilities. The training hours averaged 25.81 hours/person/year, meeting the target of 25 hours/person/year. In 2025, the Company categorized employee training as follows:

1. Human Resources Management Development: 6 courses, such as fundamental courses including Corporate Governance, Product Knowledge, Safety, ISO 9001:2015, Corporate Information, and the Personal Data Protection Act (PDPA), etc.
2. Marketing Personnel Development: 6 courses, such as Product Inspection and Receiving Requirements, Products and Procurement Processes, Credit Consideration Policy, Representative and Branding, and Product Knowledge, etc.
3. Operations Personnel Development: 344 courses, such as Product Quality and Sorting, Packing Standards, Machine Control Techniques, Special Pipe Production Techniques, Roller Mold Assembly and Disassembly Techniques, Hoist and Electric Crane Operation Techniques, and Quality Problem-Solving Techniques, etc.
4. Finance, Strategy, and Central Administration Development: 9 courses, such as AI in the Workplace, Internal Control and Auditing Knowledge, Basic to Intermediate Microsoft Excel, Risk Management, and Effective Communication, etc.
5. Cross-functional and Safety Training: 49 courses, such as Fire Drill and Evacuation Training, Electrical Work Safety, First Aid and Life Support, and Energy Conservation Awareness, etc.

Employee Development

The Company has planned a framework and rules to ensure that the potential is utilized effectively to support main operational performance and career progression.

- **Provide comprehensive and equitable career path** plans for employees based on their positions and the difficulty of the jobs. This process entails identifying skill levels for each job category and utilizing them to develop a compensation structure.
- **In terms of promotion system**, after employees have completed the knowledge, skill, and competence development system suited to their positions, the Company will allow employees to apply for promotion tests to ensure employees at all level could be promoted based on the Company's requirements.
- **Recruitment and succession plans of top executives:** Prior to considering outsiders for the Company's executive positions, internal employees will be considered first, as the Company believes that being an executive requires knowledge, abilities, experience, and a true understanding of the Company's business. They also shall be honest people with excellent ethics. The Company will assign challenging assignments and conduct performance reviews during the recruiting process, as well as compel them to study and complete various duties within the corporation in order to improve leadership abilities and expertise in all areas.

In 2025, a total of 19 employees were promoted, representing 2.32% of the total workforce. The promotions are categorized by level as follows:

- Staff Level: 8 persons
- Operational Level: 11 persons

	2023	2024	2025
Average employee training hours (hours / person / year)	18.94	25.38	25.81
Training and development expenses for employees (baht)	3,744,059.60	1,976,888.60	577,455.76

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

The company operates as follows:

1. Compliance with the relevant laws, regulations, requirements, and rules of safety and environmental management.
 - Assess occupational health and environmental management system to follow all applicable safety and environmental laws, regulations, requirements, and regulations annually, or when current or new regulations are implemented.
 - Improve and correct the Company's policies, requirements, regulations, or guidelines in accordance with the above assessment.
2. Prevent and reduce the risk of workplace hazards.
 - Formulate a safety, occupational hygiene, and work environment committee to have a responsibility to develop plans and methods to reduce hazards and occupational health and work environment risks, as well as to control, prevent, and assess risks in accordance with applicable laws, regulations, and requirements.
 - Add lightning and reduce blind corners around the production area and warehouse in order to reduce the risk of hazards caused by insufficient lightning.
 - Adjust traffic landscape, routes, and symbols within the factory area and warehouse according to international standards. This includes painting the traffic line, designing parking area, and installing traffic signs in order to prevent and control the dangers of traffic in the Company's area.
 - Measure work environment. Employ a certified external agency to measure the work environment (light, noise, heat, chemicals) to ensure that the Company's work environment is appropriate according to the law and safe for employees within the corporation.
 - Review and rehearse emergency prevention and suppression plans at least 1 time a year.

3. Create and promote employees to be conscious of workplace safety.

The Company has implemented effective occupational health and safety policy by educating employees in the methods of management system requirements (Awareness Training), the methods of risk assessment (Risk Assessment Training) and the methods of assessing the management system in terms of occupational health and safety (Internal Audit Training). Employees who have passed these trainings will be able to work appropriately and will receive a certificate of a trainee in various courses. The Company also has a process for the occupational hygiene and safety management assessment in order to review and improve continuously.

The Company has been certified by ISO 45001:2018 (Occupational health and safety management systems) from TUV NORD (Thailand) Ltd., which is an occupational health and safety management system standard. The goal is to reduce and control the hazards of employees, including increasing the efficiency of

business operations for safety and promoting corporate image of responsibility towards employees and society. In the past year of 2025, the Company has organized various activities in order to create and promote safety awareness as follows:

- Provide training courses on safety, occupational health, and work environment, with a total of 8 courses, with 387 employees attending and passing the training.
- Returning home safely and far from danger” project, which is an activity that the Company has continued to cooperate with Thai Health Promotion Foundation. Organize activities before the long holiday such as Songkran Festival and New Year Festival to send employees home safely from travel hazards and intoxication from alcohol and drugs.
- The quality of lighting and noise hazards in every factory are inspected and improved as required by law, and the health of employees in general diseases, vision quality and hearing are continuously checked every year.
- Organize 5S activities to improve working conditions to be orderly, promote safety, increase work efficiency, reduce the risk of accidents that may occur, as well as promote cooperation among employees and instill systematic work discipline.

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases) ⁽²⁾	40	24	19

Remark : ⁽²⁾ The Company has set a target for the Incident Frequency Rate (IFR) to continuously decrease every year, by setting a target of at least 20% reduction compared to the previous year. For 2024, the Company has an IFR rate of 40.54, which is a decrease of 0.66% from 2023. The Company has set a clear and tangible action plan to reduce accidents.

Employee and labor management: Employee engagement and internal employee groups

The purpose of the employee engagement survey and employee satisfaction with the corporation is to research and analyze the data to develop and enhance people management activities. The Company has conducted a survey on the topic by using a questionnaire for all Company employees without collecting personal information in order to obtain the most genuine opinions and suggestions. The HR department will collect and evaluate data in order to provide the executives with a development strategy to improve human resource operations. They have presented the survey results to the Company's personnel in order to demonstrate the Company's sincerity and good intentions.

In 2025, the Company established new shared values and corporate culture to guide business operations in meeting the needs of both internal and external stakeholders as follows:

1. **F - Forward thinking:** Having a broad vision, identifying future opportunities, preparing for change, and driving the organization with innovation and new technology.
2. **A - Agile and Adaptive:** Being agile, adapting quickly, and remaining ready for all situations.
3. **S - Satisfy Customer Needs:** Aiming for maximum satisfaction and deeply understanding customer needs.
4. **T - Teamwork and multi-tasking:** Working together with unity and performing diverse tasks to achieve common goals.

The Company communicated and organized activities to raise awareness and understanding of these values through various channels and public relations media, such as the Company's Line Official Account, posters, and computer wallpapers. Additionally, Q&A activities were held for employees to share real-life applications of these values and provide feedback on behaviors aligned with the corporate culture on a continuous basis.

The Company conducted an employee engagement and satisfaction survey, with the following results:

- Employee Engagement: 83.39%

- Employee Satisfaction: 81.76%

The Company will analyze the survey data to improve various dimensions reflected in the results, aiming to maintain employee engagement and satisfaction above the target of 80%.

Regarding the employee turnover rate, the figure stood at 11.75%. Although the turnover rate in the current year has decreased compared to the previous year, it remains above the Company's target of less than 10%. Consequently, the Company must develop additional action plans for 2026 to achieve the established turnover rate target.

Throughout 2025, there were no labor disputes or reported human rights violations in the Company's business operations. Nevertheless, the Company has established systematic policies and guidelines for prevention, mitigation, and remediation to address potential future cases. This includes providing accessible grievance and whistleblowing channels for employees, business partners, and all stakeholder groups, with a fair and transparent handling process that ensures whistleblower protection. Furthermore, the Company has guidelines for appropriate remediation for affected parties and for improving work processes and preventive measures to prevent recurrence, supporting sustainable business operations with respect for human rights.

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	129	118	96
Total number of male employee turnover leaving the company voluntarily (persons)	91	87	67
Total number of female employee turnover leaving the company voluntarily (persons)	38	31	29
Proportion of voluntary resignations (%)	15.09	14.82	11.66
	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, Others : 5S Committee , Safety Committee

Information about customers

Customer management plan

Company's customer management plan : Yes

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

The Company places importance on and is committed to continually developing products and services to meet the needs of all groups. This can be achieved by leveraging technology and modern innovations to design production and business processes that enhance efficiency, increase productivity, reduce waste, save time and costs, improve safety, and minimize environmental impact, as follows.

1. Study and understand the needs of each group of customers.
2. Explore the processes in the corporation's value chain to identify gaps in efficiency improvements.
3. Assign responsible persons for each department to assess risks and opportunities. in both business dimensions and operation
4. Employ technology and innovation to enhance efficiency in the value chain processes.
5. Establish policies and guidelines for systematic customer data management, covering the collection, use, and disclosure of data in compliance with relevant laws. Access rights are strictly restricted to authorized personnel, with appropriate data security measures implemented to prevent unauthorized access, use, or disclosure.

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)
• 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 • Other : Continuously employ technology to increase efficiency in production processes and services every y	Satisfaction	-	2025: The overall customer satisfaction rating is more than 88%.

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, The Company is committed to elevating Customer Relationship Management (CRM) through the integration of end-to-end digital technologies in sales and service processes. These initiatives enhance operational speed, accuracy, and transparency. A key highlight is the development of the Customer COA Online system, designed to facilitate seamless access to information and quality certifications. The Company's key actions are as follows:

1. **Service and Sales Structure Development:** In collaboration with expert consultants, the Company has implemented an integrated CRM system and expanded its digital communication channels. By adopting Marketing Automation and Sales Process Automation, we have streamlined workflows, reduced redundancies, and improved response times. These tools also empower data-driven decision-making through advanced analytics.
2. **Robotic Process Automation (RPA) Implementation:** The Company has developed RPA systems to automate debt settlement processes and enhance sales management within the Modern Trade segment. This focus on automated data management ensures accuracy, transparency, and auditability while minimizing human error and processing time. As a core component of our Digital Transformation roadmap, RPA strengthens our competitive edge, supports business scaling, and drives long-term sustainable growth.
3. **Customer COA Online System:** We have launched an online platform for customers to request and receive Certificates of Analysis (COA) seamlessly. This system elevates the customer experience by providing rapid and verifiable access to product data. By transitioning from traditional coordination to a

systematic digital format, we have increased transparency, improved internal operational efficiency, and reinforced trust in our quality standards.

The Company provides comprehensive product catalogs and technical information via its official website. (<https://www.pacificpipe.co.th/TH/download.html>) Our steel pipe products strictly adhere to the Thai Industrial Standards (TIS) and other relevant international benchmarks. Every product undergoes rigorous quality control and inspection by expert engineers. We also consistently communicate product knowledge and updates through social media channels to ensure customers receive high-quality products that precisely meet their specific requirements. Furthermore, the Company received no complaints or incidents regarding the violation of customer data privacy during the past year.

Diagram of performance and outcomes of customer management



Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction ⁽³⁾	Yes	Yes	Yes

Remark : ⁽³⁾ The average total customer satisfaction is 89.7%.

Information on community and society

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Education, Sports and recreation, Occupational
the company over the past year health, safety, health, and quality of life,
Disadvantaged and vulnerable groups

The Company has prioritized the responsibilities to communities and society on a continuous basis, particularly in regard to living together with the communities and society through good communication and participation in activities, with the goal of fostering a positive relationship and understanding between the Company and the communities in order to ensure that the Company's business operations will have no

negative consequences, but instead support the communities and society to grow sustainably in accordance. The Company promotes engagement between the organization, communities, and society by leveraging its resources, knowledge, and expertise to create maximum value. These efforts are realized through various initiatives, such as the 'PAP: Providing Knowledge to Society' and 'PAP: Providing Happiness to Sustainable Society' projects, which are conducted on a continuous basis every year.

Setting community and social management goals

Does the company set community and social : Yes
management goals

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Zero complaints	0	-	2025: 0
• Others : Carry out projects that improve cooperation between the Company, communities, and society continuo	Continuously every year	-	2025: Continuously every year

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

The Company promote participation in communities and social development by considering surrounding communities which are close to the Company and can be potentially affected directly by the Company's operations. These include Kobe Community (Suksawat 80), Tha Sai Community (Samut Sakhon), and Samut Sakhon Industrial Estate. Furthermore, the Company prioritizes on supporting and developing a high quality life in Thailand's society without discrimination. The Company also supports as much as it could to help bring communities and society towards sustainable growth. Throughout 2024, the Company has completed the following projects and activities:

- In collaboration with the Samut Sakhon Industrial Estate Office, the Company provided financial support for the "Eco – Green Network Project, Fiscal Year 2025." The objective was to enhance the satisfaction of government agencies, entrepreneurs, and surrounding communities, while strengthening the corporate CSR image. The project focused on building good relationships and confidence, as well as collaboratively preventing and mitigating various impacts among the community, entrepreneurs, industrial estate developers, and relevant local authorities.
- In collaboration with the Samut Sakhon Industrial Estate Office, the Company provided financial support for the "CAR & ECO: Let's Zero Together Project 2025 – Planting to Reduce for a Sustainable Future." This initiative involved planting mangroves and seedlings, as well as forest restoration to conserve upstream

forests and establish wildfire barriers. The project aimed to promote environmental conservation awareness within society and foster positive relationships between the Company and the community.

- In collaboration with the Industrial Estate Authority of Thailand (IEAT), the Company provided financial support for the "Royal Kathin Robe Offering Ceremony 2025" at Wat Sutharuedee Wanaram in Surat Thani Province. This participation aimed to promote awareness of preserving fine traditions and demonstrate commitment to Buddhism for honor and prosperity. Additionally, the activity served to strengthen good relationships between the Company and the industrial estate developers.

2.1. "PAP: Providing Knowledge to Society" Project

The Company has continuously implemented the "PAP: Providing Knowledge to Society" project, aiming to transfer knowledge, experience, and expertise in business management and the steel pipe industry to the educational, professional, and social sectors. This is conducted alongside building cooperation with business partners, professional associations, and business networks, which helps enhance the understanding of selecting and using standardized steel pipes. These efforts increase confidence in product quality and the Company's image as an industry expert. Furthermore, the project facilitates the exchange of information and feedback from actual users, which is utilized to develop products, production processes, and services to meet market demands, supporting stable business growth and long-term sustainability. The Company has implemented social knowledge-sharing initiatives through collaborations with 6 organizations, conducting 17 training sessions with a total of 2,416 participants. Additionally, 8 social responsibility projects were supported to foster sustainable shared value within the community.

2.2 PAP Project: Providing Happiness to Sustainable Society

The Company implements the "PAP Sharing Happiness for Sustainable Society" project, aiming to create shared value between society, business partners, and business operations through the promotion of health, quality of life, and efficient resource utilization. This is conducted alongside building cooperation with government agencies, educational institutions, and business partners. The project helps strengthen good relationships, trust, and stakeholder engagement throughout the value chain, reflecting socially and environmentally responsible business operations. These efforts support the corporate image, business sustainability, and stable long-term growth together with partners.

Joined with the Khok Kham Subdistrict Cultural Council, Mueang Samut Sakhon District, to provide financial support for the "Khok Kham Mini Marathon" event. This was to promote social awareness of the benefits of exercise for good health and served as an activity to build good relationships between the Company and the community.

Furthermore, the Company operates its business in harmony with the community for sustainability and has been certified as an "Eco-Industrial Town," which emphasizes the sustainable co-existence of communities and factories. Details are as disclosed in the Environmental section.

Diagram of performance and outcomes in community and social management





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