



WORLD GREEN ECONOMY



Annual report 2025
(FORM 56-1 ONE REPORT)

Better World Green Public Company Limited

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Chairman Message

Message from the Chairman

In 2025, the Thai economy and the industrial waste management business will continue to face pressure from economic slowdown, commodity price volatility, and the impact of US trade protectionism and tariffs, affecting the country's manufacturing and export sectors. Under these circumstances, the Board of Directors recognizes its role in overseeing and strategically directing the organization with prudence, transparency, and a focus on creating long-term value for shareholders and investors.

The Board of Directors of Better World Green Public Company Limited places great importance on good corporate governance and strategic discipline, coupled with supporting management in implementing its core business of industrial waste management within a concrete ESG framework. The goal is to strike a balance between financial growth, social responsibility, and environmental protection, which are crucial factors in enhancing competitiveness and ensuring long-term sustainable returns.

Furthermore, the company's board places great importance on strict risk management and financial discipline to ensure the company is well-prepared to cope with fluctuations from external factors such as the economy, energy, and the environment. This also promotes transparent, verifiable, and fair business operations for all stakeholders, which is a crucial foundation for building confidence among shareholders, investors, and the capital market.

On behalf of the Chairman, I would like to thank our shareholders, investors, business partners, government agencies, and all employees for their unwavering support and contributions to the company's growth. The Board remains confident that, with its strong governance structure, clear strategic direction, and continued adherence to ESG principles, Better World Green Public Company Limited will be able to achieve stable growth and create sustainable value for our shareholders and investors in the long term.



Dr. Vicharn Vithayasai
Chairman



CEO Message

Message from the Chief Executive Officer and Managing Director

In 2025, Better World Green Public Company Limited faced significant strategic challenges and decisions amidst a volatile global economic climate stemming from US tariff policies that impacted Thai manufacturing and the long-term competitiveness of Thai industries. Nevertheless, the company maintained revenue stability and achieved some growth compared to 2024, driven by industrial waste management services and SRF fuel sales, coupled with the expansion to three new branches in provincial areas. This reflects the strength of its core business and the organization's adaptability.

Management prioritizes service quality and speed of customer access as crucial factors for sustainable business growth. The expansion to provincial areas was therefore a strategy to enhance operational flexibility, reduce logistical constraints, and improve the ability to respond more closely to customer needs, both in terms of retaining existing customers and acquiring new ones, thus supporting long-term revenue growth.

Beyond revenue growth, management prioritizes enhancing operational efficiency, cost management, and effective resource utilization, coupled with disciplined and appropriate financial cost management. This approach strengthens the cost structure, increases profitability, and enables the company to achieve stable net profit growth.

The company remains committed to conducting business within a tangible ESG framework, focusing on reducing landfill waste, increasing resource efficiency, minimizing community and environmental impact, and enhancing workplace safety standards and good corporate governance. These are fundamental to building trust and long-term value for shareholders and all stakeholders.

On behalf of the management team, I would like to express my gratitude to our shareholders, investors, business partners, and all stakeholders for their continued support and trust in the company's direction. I also thank all employees for their dedication and commitment, which are vital in driving the organization's continuous long-term growth and value creation.



Mr. Suwat Luengviriya
Chief Executive Officer and Managing Director



Philosophy

“We Are Concerned... for All Beings and Environment”

Vision

“Maintaining the balance of the environment for sustainability Ready to develop potential and service to excellence, transparency and fairness to partners and investors Responsibility to society and the public”

Mission



Corporate Culture



Important Financial Information

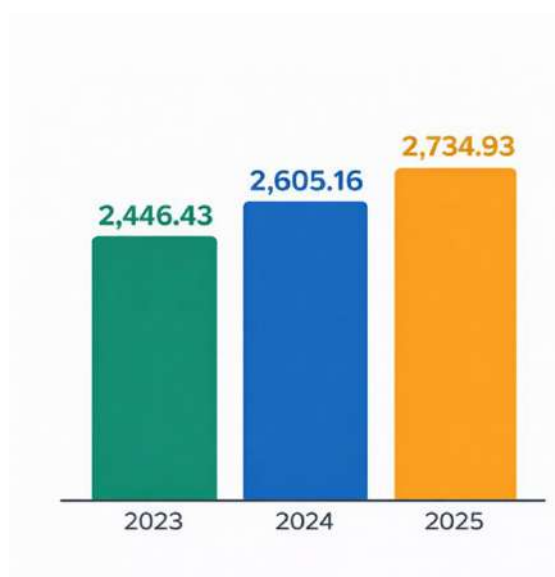
Summary of the Company's financial position and operating results and subsidiary

(Unit: Million baht)

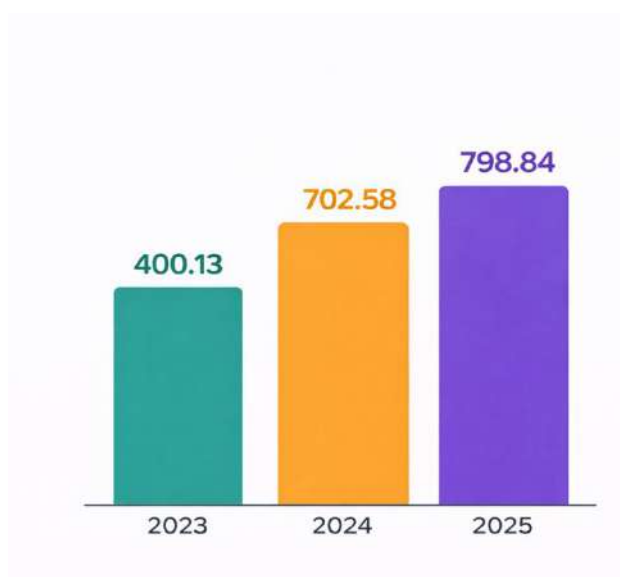
List	2023	2024	2025
Revenue from sales and services and construction	2,446.43	2,605.16	2,734.93
Gross profit	400.13	702.58	798.84
Gross margin	16.36%	26.97%	29.21%
Total assets	9,945.35	10,066.01	8,927.32
Total liabilities	4,340.96	4,065.38	2,095.64
Total shareholders' equity	5,604.40	6,000.63	6,831.68

(Unit: Million baht)

Revenue from sales, services, and construction work



Gross profit



(Unit: Million baht)

Income Statement			
List	2023	2024	2025
Revenue from services	1,557.87	1,698.62	1,866.11
Revenue from sales	830.79	883.28	868.82
Construction income	57.77	23.26	-
Total revenues	2,446.43	2,605.16	2,734.93
Service costs	1,418.39	1,212.17	1,381.48
Sales costs	592.33	669.61	554.62
Construction contract costs	35.57	20.81	-
Total cost	2,046.30	1,902.58	1,936.09
Gross profit (loss)	400.13	702.58	798.84
Profit from changes in investment status in a joint venture subsidiary.	-	39.17	-
Profit from the sale of investment in a joint venture.	-	-	569.46
Other income	62.63	36.26	25.66
Profit (loss) before expenses	462.75	778.02	1,393.95
Service expenses	30.66	33.22	40.73
Administrative expenses	260.51	267.24	283.10
Management benefit expenses	85.87	87.10	101.36
Total expenses	377.05	387.56	425.19
Profit (loss) from operating	85.71	390.46	968.76
Finance costs	210.53	203.95	174.58
Profit (loss) share of a joint venture using the equity method.	-	(6.47)	(4.32)
Profit (loss) before income tax	(124.82)	180.04	789.86
(Expenses) Income tax revenue.	(10.72)	(13.35)	(30.61)
Profit (loss) sharing attributable to the parent company	(164.62)	90.66	445.48
Basic earnings (loss) per share (Baht)	(0.034)	0.017	0.077
Weighted average number of common shares (shares)	4,909,505,895	5,354,347,920	5,753,113,680

(Unit: Million baht)

Statement of Financial Position (Million baht)			
List	2023	2024	2025
Total Circulatory Assets	2,906.52	3,482.36	2,515.82
Total Non-Circulatory Assets	7,038.83	6,583.65	6,411.50
Total Assets	9,945.35	10,066.01	8,927.32
Total Circulating Debts	1,545.28	2,436.20	1,090.04
Total Non-circulating Debts	2,795.68	1,629.18	1,005.59
Total Debts	4,430.96	4,065.38	2,095.64
Shareholders' Holdings	5,604.40	6,000.63	6,831.68

Growth Rate				
List	Unit of Measure	2023	2024	2025
Assets	%	15.89	1.21	(11.31)
Debts	%	35.58	(6.35)	(48.45)
Shareholders' Holdings	%	4.17	7.07	13.85
Income	%	(2.27)	6.49	4.98

Financial Ratio				
List	Unit of Measure	2023	2024	2025
Current Ratio	times	1.88	1.44	2.31
Debt to Equity Ratio	times	0.77	0.68	0.31
Debt to Asset Ratio	times	0.44	0.40	0.23
Gross Profit Margin Ratio; GP	%	16.36	26.97	29.21
Net Profit on Sale ; NP	%	N/A	6.22	22.80
Return on Equity ; ROE	%	N/A	2.87	11.83
Return on Assets ; ROA	%	0.93	1.67	7.99

Achievement award 2025

“Excellent”



Annual General Meeting AGM

The results of the assessment of the quality of organizing the 2025 Annual General Meeting of Shareholders (Annual General Meeting AGM) to preserve the legitimate rights of investors received 100 points, an “excellent” level, from the Thai Investors Association.



CSR-DIW Continuous Award 2025

“CSR-DIW Continuous Award 2025” as a promotion for the industry in the areas of social responsibility and Living together with the community sustainably from the Department of Industrial Works.

The “Gold Medal” Industrial Waste Management Factory Standard Award

In the category of landfilling of hazardous waste or unused materials from the Department of Industrial Works in 2025.



Received the Green Industry Level 4 (Green Industry Level 4 : Green Culture)

certification from the Department of Industrial Works, Ministry of Industry.



Certified and registered Carbon Footprint

for Organization or Corporate Carbon Footprint: COF from Thailand Greenhouse Gas Management Organization (Public Organization) which shows information and classify the causes of the organization's significant greenhouse gas emissions.

“Excellent”



Corporate Governance Report

Assessment of corporate governance of Thai listed companies or Corporate Governance Report (CGR) at the level of “Excellent” (Excellent CG Scoring)



ECO FACTORY for Waste Processor

award as an eco-industrial factory for waste management operators.

The “Gold Medal” Industrial Waste Management Plant Standard Award

In the category of industrial waste fuel production for use as fuel for power generation plants from the Department of Industrial Works in 2025.



Received the award of honor Sustainability Disclosure Award

for the year 2025 from Thaiptat Institute.



BWG passed the third recertification of the Thai Private Sector Collective Action against Corruption (CAC)



Key Improvement and Changes

Key Improvement and Changes in 2025

- Sale of 12 unfinished industrial waste-to-energy power plant projects to GWTE.
- Sale of an unfinished SRF fuel production plant to GWTE.
- Earth Tech Environment Public Company Limited's rating upgraded from BB+ to BBB.
- Better World Green Public Company Limited's rating upgraded from BB+ to BBB.
- Expansion of 3 branches to provincial areas.
- BWG is certified and registered for its Corporate Carbon Footprint (CCF) by the Thailand Greenhouse Gas Management Organization (Public Organization), which provides data and identifies the significant causes of greenhouse gas emissions within the organization.
 - BWG has received its 3rd renewal of certification under the Thai Private Sector Collective Action Against Corruption (CAC) project.

Key Improvement and Changes in 2024

- Waste Return Home Project to promote waste separation and environmental conservation by delivering waste to the company to be processed into a new usable product, namely “fuel substitute product” Solid Recovered Fuel (SRF) with suitable properties and components for generating electricity.
 - GWTE joint venture to develop 10 industrial waste power plant projects under Get Green Power Company Limited
 - GWTE joint venture to develop SRF fuel production projects under Circular Camp Company Limited
 - BWG Group has entered into a joint venture with Suntech Innovation Power to develop 2 industrial waste power plant projects
 - Better World Green Public Company Limited has received the TIS for its SRF waste fuel industrial products, the first in Thailand

Key Improvement and Changes in 2023

- BWG has been certified and registered in the Carbon Footprint for Organization or Corporate Carbon Footprint (CCF) from the Greenhouse Gas Management Organization. (Public Organization) which shows information and classify the causes of the organization's significant greenhouse gas emissions.
 - Certificate from the Director-General of the Department of Industrial Works. Because the group of companies Participate in helping to recover illegally dumped waste. In the area of Village No. 2, Phachi Subdistrict, Phachi District, Phra Nakhon Si Ayutthaya Province, with the objective of reducing the impact of contamination on the environment. Relief the suffering and damage that has occurred to the people and join in signing the declaration of intent. Cooperation between the government and the private sector in collecting hazardous waste from communities.
 - Passed the Platinum assessment according to T-OSH Standard: 2019, project to develop business establishments according to safety, occupational health, and working environment management system standards from the Ministry of Labor.
 - The project to send garbage back home. To campaign for waste separation and environmental conservation by delivery to the company It can be treated as a new useful product, a “replacement fuel product” Solid Recovered Fuel (SRF) with the right properties and composition. for use in generating electricity.





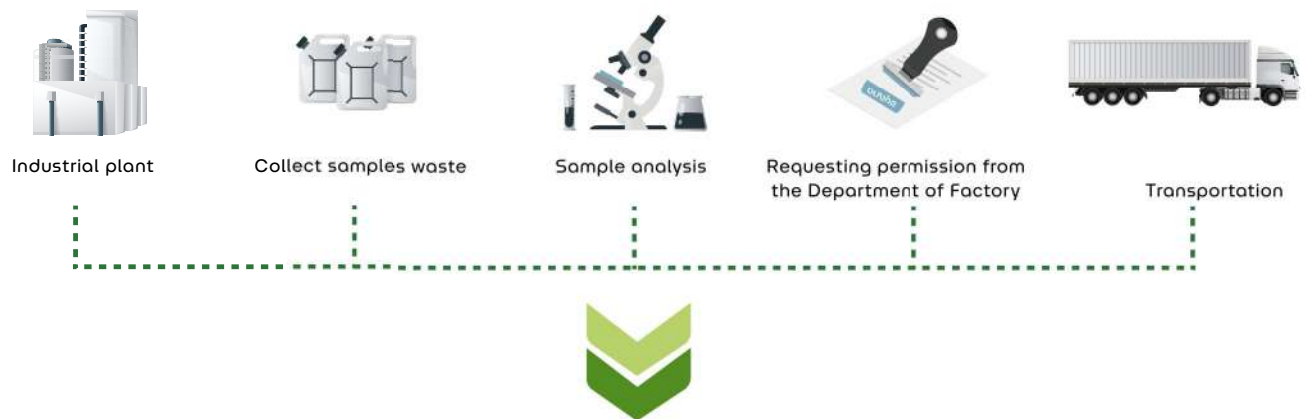
Part 1

Business Operation and Operating Results

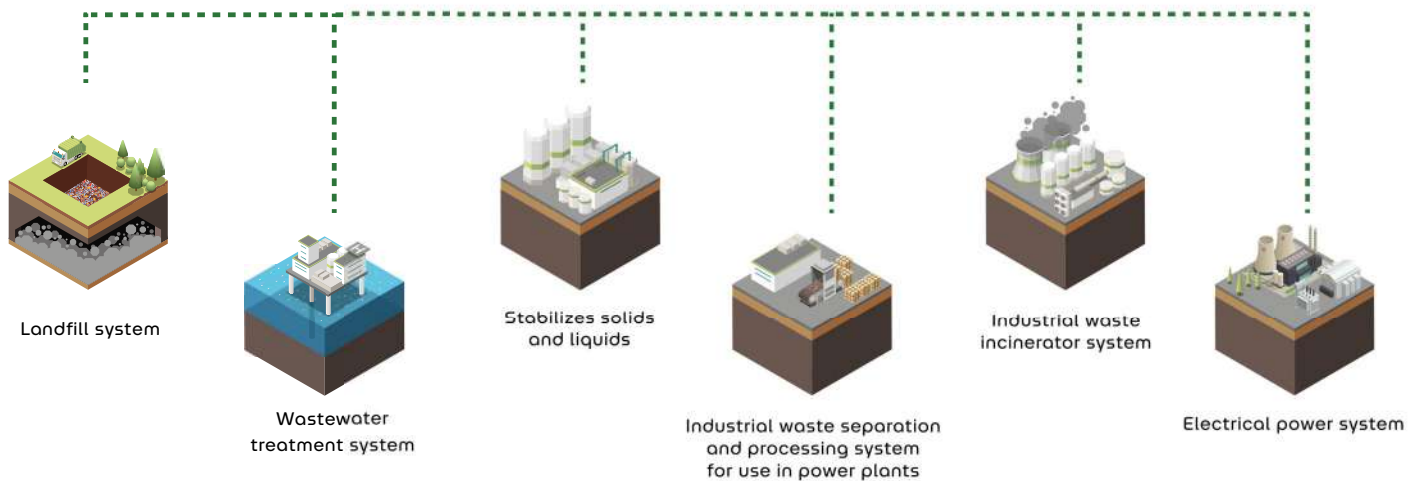
Structure and operations of the group of companies

Overview of the company's business operations

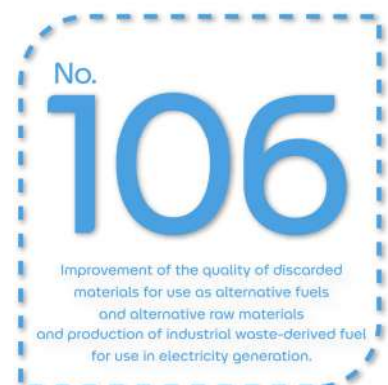
Better World Green Public Company Limited or BWG is a service provider for complete industrial waste management and management, including treatment, disposal and reuse of energy. Which conducts business while taking into account the environment as important and has operated continuously for more than 2 decades with modern and efficient management processes and management systems It also aims to expand the supply chain from upstream to downstream businesses. In order to create stability and sustainability in the business throughout.



Industrial waste management



Business Operation License



The Company's business has been developed in accordance with sustainable development principles, with a focus on achieving economic growth while fostering harmonious coexistence between the industrial sectors and surrounding communities. Accordingly, the Company has developed its business to support circular economy operations that maximize eco-efficiency (Eco-Efficiency and Circular Economy), in order to comprehensively meet the zero-waste management needs of stakeholders in the surrounding areas.

which are classified into the following groups:



Consulting Services

Providing consulting services to industrial plant clients by offering comprehensive solutions and assistance for industrial waste management in all forms on a one-stop service basis.



Non-Hazardous Industrial Waste Landfill System

A sanitary landfill system for non-hazardous industrial waste, with clearly designated areas to ensure proper and efficient waste management.



Centralized Wastewater Treatment System

A system designed to improve the quality of industrial leachate, utilizing an integrated treatment approach (Combined System), including chemical and biological treatment processes, with enhanced efficiency through Reverse Osmosis technology.



Industrial Waste Transportation Services

Providing industrial waste transportation services with vehicles specifically designed for various types of industrial waste, equipped with GPS tracking systems to monitor transportation and supported by an emergency response team throughout the transportation process.



Analytical Laboratory Services

Certified in accordance with TIS 17025-2548 and registered with the Department of Industrial Works (Registration R- 223), capable of analyzing both solid and liquid industrial waste using advanced and accurate analytical methods in compliance with international standards.



Hazardous Industrial Waste Landfill System

A secured landfill system for hazardous industrial waste, involving stabilization and toxicity reduction of each type of waste prior to disposal in a safe landfill facility, utilizing the Area & Trench method.



Industrial Waste Sorting and Processing System for Energy Recovery

A system for sorting and processing industrial waste for energy recovery. The resulting product is Solid Recovered Fuel (SRF), which possesses suitable characteristics and composition for use in electricity generation.

Trends in industrial waste management services in 2026.

In 2026, the business trend for industrial waste management services provided by Better World Green Public Company Limited is expected to continue growing. This is supported by factors such as the anticipated expansion of domestic production activities. The increase in Thai import tariffs may lead some consumers to switch to domestically produced goods, indirectly boosting the manufacturing sector and consequently increasing industrial waste volume in line with economic activity. At the same time, stricter enforcement of environmental laws and regulations remains a key factor driving industrial operators to prioritize proper, systematic, and optimal management of industrial waste.

The trends in carbon footprint management and greenhouse gas emission reduction targets in the industrial sector provide structural support to the company's core business. The conversion of industrial waste into renewable fuels (SRFs) can help reduce reliance on fossil fuels, minimize landfilling, and decrease greenhouse gas emissions in the production processes of service users. This aligns with ESG goals and carbon footprint reporting requirements of large organizations, leading to a projected increase in demand for SRF services in the medium to long term and contributing to the company's revenue stability.

The company has a comprehensive business structure covering industrial waste disposal, sorting, processing, and distribution of SRFs, along with a network of branches distributed in key industrial areas. This enhances service flexibility, reduces logistics costs, and ensures revenue continuity from a diverse customer base across various industries. Furthermore, its robust infrastructure and operational experience are key foundations enabling the company to appropriately expand into new industries and value-added services in the future.



Group of Better World Green Public Company Limited

Company	Type of business
 <p>BETTER WASTE CARE COMPANY LIMITED "BWC"</p>	<p>Being a representative for the procurement and collection of industrial waste for treatment and removal as well as in the business of providing liquid quality improvement services for reuse.</p>
 <p>BETTER WORLD TRANSPORT COMPANY LIMITED "BWT"</p>	<p>Transportation and agency services of waste and unused materials.</p>
 <p>AKKHIE PRAKARN PUBLIC COMPANY LIMITED "AKP"</p>	<p>Provided services of incinerating.</p>
 <p>BETTRE ME COMPANY LIMITED "BME"</p>	<p>Being a representative and/ or agent in providing services of the treatment of industrial waste both solid and liquid as well as hazardous and non-hazardous.</p>
 <p>BE GREEN DEVELOPMENT COMPANY LIMITED "Be Green"</p>	<p>Providing engineering services, procurement of machinery and equipment Complete management of industrial waste disposal centers and renewable energy centers.</p>
 <p>EARTH TECH ENVIRONMENT PUBLIC COMPANY LIMITED "ETC"</p>	<p>Generation and distribution of electricity from industrial waste.</p>



Company Highlights

1. Providing comprehensive services

There are many types of sewage generated by various industrial plants, both (Hazardous Waste) and (Non-Hazardous Waste) solid and liquid. It may also be a waste that can be reused, or can be transformed into renewable energy. To make the management and management of sewage, etc. must be consistent and facilitate to customers as much as possible by providing the services of the Group of Companies Covered in all methods of administration and management according to the Law on Disposal of Waste or Unused Materials BE 2548, which applies to industrial plants across the country, such as sorting, sorting, storage in containers, Reuse Recycle Recovery Treatment Disposal or disposal by other methods which is a manual disposal within the Administrative Center of the company or to be disposed of to the industrial waste management center (Industrial waste incinerator) which is managed and operated by a subsidiary, Akkhie Prakarn Public Company Limited (AKP), or is sent to other operators to eliminate (Outsource). As a service provider will operate within the same area and location. With a system that is interconnected according to standards, resulting in the Company Able to manage management costs effectively and can compete with competitors in terms of price service period and quality of service

2. Consulting, advice and training on waste management and management

The company has a policy to provide advice and consultation in every process of sewage in the factory by applying academic principles. And a seminar on "Circular Economy" was held to provide knowledge and understanding to entrepreneurs. in Rayong and Chonburi under the topic of "Circular Economy, Circular Economy, Principles of Clean Technology in the Factory, Knowledge on Sewage, etc. occurring within the factory prevention and remedy in case of emergency related to sewage, etc. In addition, the company also disseminate information to industrial plants. When there is a change in terms or laws related to sewage by electronic notification or organizing seminars to educate entrepreneurs, etc. in order to avoid confusion among entrepreneurs and gain full knowledge in order to continue to comply with the relevant laws. Such action is the highlight that makes customers use the service with the company. continuously And it is also considered a public relations campaign as well.

3. Location environment

Industrial Waste Management and Management Center Saraburi Province of the Company has area conditions that meet the requirements. of relevant government agencies both the Pollution Control Department Ministry of Natural Resources and Environment and the Department of Industrial Works Ministry of Industry as well as according to the Natural Resources Conservation Act of the United States (Resources Conservation and Recovery Act.) by the nature of the environment is mountainous with a natural barrier between the project area and the community, the surrounding geological conditions are solid rock Which is like a baffle to support the leakage of sewage, etc. to the groundwater well.

There is also a groundwater level that is deeper than the level specified by the Department of Industrial Works. And the project area has an entrance and exit. Many routes causing no traffic problems Transportation is convenient. On a total area of approximately 370 rai, for this reason, it can be seen that the environment of the Administrative and Management Center as well as the size of the area of the Administrative and Administrative Center the Company's performance is suitable both physically and economically for its waste disposal business.

4. Experience and expertise of management and team

The founding executives are experienced in industrial waste management business, have expertise and a good relationship with different people related, such as government agencies, customers, business partners, people and nearby communities As a result, the company Able to negotiate and understand the person involved as well In

addition, the company's team is also a team with expertise and experience in the business as well. The company has a policy to develop these personnel to be of quality Keep up with the changes in waste management technology by regularly attending both domestic and international training courses.

Competitive strategies

The Company has established a competitive strategy as follows:

1. Focusing on providing quality services and meeting international standards, the company requires that the management of waste or unused materials must be in accordance with academic principles. and attaches great importance to not causing any impact on the environment and nearby communities which the company currently Accredited with standard systems related to environmental stewardship These include ISO 9001 : 2015 & ISO 14001 : 2015 Management System Certification, Occupational Health and Safety Management System Certification ISO 45001: 2018, and General Requirements Standard System Certification. On the capability of the testing and calibration laboratory ISO/IEC 17025: 2005 from the Thai Industrial Standards Institute (TISI).

2. Focus on providing services that meet the needs of the industrial sector that requires comprehensive industrial waste management services. Including providing treatment, disposal, and processing of industrial waste for benefits in the form of renewable energy and substitute raw materials for various industrial furnaces and incineration with high temperature furnaces (The service provided by the affiliated company is Akkhie Prakarn Public Company Limited). And development of utilization of industrial waste in the form of briquette fuel can be used to benefit from renewable energy for industrial furnace Furnaces to generate electricity (Services provided by affiliated companies are Earth Tech Environment Public Company Limited and its subsidiaries for power generation), etc.

3. Focus on safe and fast transportation services. The company has a subsidiary, Better World Transport Co., Ltd., which is able to provide trucks for transporting industrial waste, especially in accordance with the law on dangerous goods transportation, such as having Driving license type 4, permission to move and transport dangerous goods (Wor. 8) from the Department of Industrial Works, etc.

4. Creating satisfaction for customers In addition to providing services that must meet international standards, the company also focuses on building good relationships with customers. with fast, punctual service and ready to provide advice and assistance to customers in various fields, such as giving advice on the management of industrial waste in the factory and organizing safety activities within the factory as well as to promote the conservation and increase of green areas within the factory, etc. able to maintain a good relationship with customers continuously and for a long time It also allows these company's customers to disseminate information about the company's services to other new customers. Get to know and gain interest in using the company's services as well.

5. Aggressive marketing the subsidiary, Better Me Company Limited. is able to give advice and services on waste management to customers in a one stop service, including meeting and visiting both existing customers and various industrial plants that have the potential to use the company's services All marketing staff must be trained and have knowledge of the service as well. to be able to give advice In addition, the Company has closely coordinated with various government agencies such as the Department of Industrial Works. Industrial Estate Authority of Thailand Pollution Control Department local government Office of Policy and Planning, etc., thus helping government agencies to help publicize the company's services. to various industrial factories to be informed as well as the Company also received various information from government agencies regularly and can also provide information about the Company's operations to government agencies for acknowledgment so that both parties' perceptions of information are in accordance with the actual situation.

6. Location of Industrial Waste Management and Management Center Saraburi It is appropriate in the aspect that customers can save the cost of transportation distance, sewage, etc. from industrial plants for disposal,

especially large industrial factories in Bangkok and its vicinity, the North and the East which is a factory with sewage, etc. even though it's not dangerous and dangerous in large quantities.

7. Participation in responsibility to communities and society The Company has promoted public relations for the public to Understand the work process and environmental protection measures, which the company has given the opportunity to the general public, students, as well as staff from various industrial plants. You can visit and listen to lectures about the work at the Administrative Center. Saraburi and the Administrative and Management Center Samut Prakan Province (incinerator for industrial waste), including the RECOVERY PROJECT at the Metropolitan Industrial Estate. Phra Nakhon Si Ayutthaya Province with innovative technology for managing a circular economy consisting of 3 parts: energy management from industrial waste SRF (Solid Recovery Fuel), wastewater treatment (liquid), acid-base recovery in water, and electricity generation from industrial waste. It is a management system according to academic principles and is not harmful to the environment. It can be regarded as a learning center for industrial waste disposal from the real place. which will help these general citizens Have an understanding of the work process This builds a good relationship with the public in the long term and provide counseling assistance, therapy support. Dispose of industrial waste that is smuggled in public. To be managed properly for sustainable social security.

Quality and service management

Quality management and service delivery are key factors in business operations across various aspects, including the tangibility of services, reliability, and responsiveness to customer needs, customer confidence, and stakeholder expectations.

Customer satisfaction is at the heart of Better World Green Public Company Limited's business operations. We recognize its importance and are committed to listening to customer feedback to continuously improve and enhance our services, ensuring they meet international standards.

Quality and service policy

The Company is aware of the importance of customer satisfaction in the success of the Company's business. The Company has established guidelines as follows:

1. Comply with contracts, agreements or conditions. Towards customers In the event that it cannot be performed, the customer must be notified immediately. To work together to find solutions and prevent damage.
2. Set up a system for receiving complaints from customers regarding service quality, including speed in responding or delivering and ensuring that customers receive a quick response.
3. Provide accurate, sufficient and timely information to customers. To know information related to providing services.
4. Committed to satisfaction and confidence to customers To receive good quality service Under safety and appropriate technology Including continuously raising standards to be higher.
5. Give importance to maintaining customer secrets and do not use them for your own benefit. or related people.
6. Do not demand, receive or give any dishonest benefits to customers.

Target customers

Industrial factories that are the main target customers of the Company are industrial factories both in industrial estates and outside industrial estates. Which is located in Bangkok and its vicinity, the eastern region and the central region, where the target customers are medium and large industrial plants, which the company has been trusted by customers continuously until becoming a regular customer of the company. from maintaining strict service standards at the international level. Must register and notify the list of service providers, which has a period of 1 year, so even if the customer does not enter into a contract with the company, but must send the waste to the company to be disposed of according to the information that has been notified to the Department of Factory industry Except in the case of changing a new service provider, which the customer must register and make a request to change the list of new service providers. However, with the company's service strategy Focusing mainly on customer satisfaction, the company is confident that customers will come back to use the company's services. Continuously.

According to the notification of the Ministry of Industry, Re: Disposal of Sewage or Unused Materials B.E. 2548 (2005) requires factory operators to be responsible for sewage. From leaving their place of business to the place of service for disposal of sewage, etc. However, in practice, when the company and customers have agreed to provide services The customer is obliged to deliver the sewage, etc. to the company according to the type and type specified in the quotation and will separate the sewage, etc. Each type must not be mixed or mixed, otherwise the customer will be responsible and indemnify the damage incurred. due to the aforementioned while the company Has a duty to provide vehicles to transport sewage, etc. from the customer's establishment to the Company's management and management center, as well as to comply with the service contract with caution and comply with the principles and in accordance with the law as well as government regulations and rules to prevent impact on the environment.

Price Policy

The company determines service fees based on operational costs plus a margin, ensuring competitive pricing compared to other industry players. In the past, service fees included transportation costs, with periodic annual adjustments. However, due to fluctuations in fuel prices, the company has revised its pricing policy by separating waste disposal fees from transportation fees. This adjustment allows for more accurate pricing that reflects the actual costs of each service component.

Distribution Channels

The company engages brokers to handle marketing, with Better Me Co., Ltd.—a subsidiary in which BWG holds a 99.68% stake—as the primary marketing entity. Better Me operates as a broker and/or agent specializing in industrial waste disposal services, offering customers a one-stop service for comprehensive waste management solutions. These services include waste recycling, wastewater treatment, landfill disposal, incineration, and industrial waste transportation. The sales team is structured into different groups to serve clients in various regions, and all sales personnel undergo thorough training to gain in-depth knowledge of the services, enabling them to provide expert consultation.

Additionally, BWG's proven track record and strong relationships with government agencies such as the Department of Industrial Works, Provincial Industry Offices, and the Industrial Estate Authority of Thailand have solidified its reputation. This recognition enhances the company's credibility and fosters confidence among industrial businesses to utilize BWG's services.

Procurement of products or services

Manufacturing / Serving

The company evaluates the service capacity according to the weight of the landfill each year (tons) calculated from the standard working hours, which is 8 hours per day. In providing actual service, the Company may increase working hours to accommodate the increasing demand for services from customers in certain periods. As a result, the Company can actually provide more services than the estimated service capacity estimates. However, the actual service that has more waste than the estimated service capacity has no effect. to the structure of the landfill or the environment as it is an additional operation to provide services to more customers.

However, management services and management of waste or unused materials There are important factors as follows:

1. Land

Industrial Waste Management and Management Center Saraburi Province The Company is located on the land with an area of approximately 381 rai, located at Huai Haeng Subdistrict, Kaeng Khoi District, Saraburi Province. The condition of the area in the Administrative and Administrative Center All are in accordance with the requirements of the relevant government agencies. both the Pollution Control Department Ministry of Natural Resources and Environment and the Department of Industrial Works Ministry of Industry including under the Natural Resources Conservation Act of the United States (Resources Conservation and Recovery Act: EPA) with general characteristics as follows:

- Surrounded by mountains, the company has asked for permission from the Royal Forest Department to take advantage of the mountain area. To use as an insulating area, there are improvements to the public roads. Planting trees as a forest fire prevention line along with preserving the original nature This mountain range is a natural wall between the project area and the community.
- Geological conditions surrounding the project consist of hard rock layers such as rhyolite, andesite, talph, etc.This is like a good support baffle, preventing sewage or unused materials from leaking into the groundwater.
- The groundwater level is at a depth of about 40-70 meters, which the Department of Industrial Works has determined that the level.
- The bottom of the landfill must be at least 1.5 meters above the groundwater level, so the groundwater in the area under the Administrative and Management Center. Therefore, it is very safe for contamination. by the public groundwater source of the nearest community It is about 2-3 kilometers away from the Administrative Center.
- The project area can easily access many routes without any traffic congestion problems. Thus making transportation possible the main routes used are Phaholyothin Road and Ban Na-Kaeng Khoi Road.
- There are no ancient monuments, antiques, artifacts, national museums and airports in a radius of 5 kilometers surrounding the project there are no drinking water wells or water plants within a radius of 700 meters surrounding the project. There are schools and communities. The closest one is about 1 kilometer from the Administrative and Administrative Center.

Characteristics of waste landfills or unused materials in the Administrative and Management Center are as follows:

- **Non-hazardous waste landfills or unused materials in accordance with sanitary principles (Sanitary Landfill)**

The non-hazardous waste or material landfill is designed and constructed using internationally recognized standards. The landfill is divided into different phases to ensure that the amortization of landfill costs aligns with the actual service volume. The company can adjust the amortization cost of the landfill at the end of each phase, resulting in a better alignment between the company's revenue and service costs.

The company has developed and designed a non-hazardous waste landfill based on sanitary landfill principles. The design follows the landfill criteria set by the Pollution Control Department and the Department of Industrial Works, in conjunction with German standards, to ensure a standardized and highly safe design.

- **Safe landfill for sewage or hazardous waste materials (Secured Landfill)**

The company provides waste disposal services. Hazardous by using a safe landfill method (Secured Landfill) which designed holes divided into each phase in order for the recognition of the cost of amortization of the landfill to be consistent with the actual service volume. dangerous have adopted various standards which is accepted in foreign countries to use to be safe Suitable for the conditions of the project area and the least impact on the environment. by considering both the standards of the Pollution Control Department of Industrial Works, US.EPA (United State Environmental Protection Agency) and German standards (TA Abfall), which are internationally accepted standards.

2. Other raw materials

The disposal of each type of waste requires different chemicals, with specific treatment formulas determined in advance by the company's scientific laboratory. The most commonly used materials include lime, cement, sodium hydroxide (NaOH), and ferric chloride (FeCl₃). All chemicals used in the process are available for purchase domestically.

3. Transportation of waste or unused materials

Better World Transport Company Limited ("BWT"), a subsidiary and transport planning which can be classified as follows:

1. Roll-off Truck for transporting general sewage with a capacity of about 10 tons.
2. Tanker trucks for transporting waste or semi-solid waste materials with a capacity of approximately 12- 15 cubic meters.
3. Trailer (Trailer Tank) for transporting sewage or solid waste materials with a carrying capacity of approximately 31 tons.
4. Ten-wheel truck with crane for transporting solid waste or unused materials and packed in containers for easy transport It has a load capacity of approximately 10 tons for waste containers or unused materials. The company will have a variety of sizes. Both 1 ton steel drums, 2 ton steel drums, 10-12 ton steel drums and 1 ton large bags, which are suitable for different sizes of waste or unused materials. and suitable for the needs of each type of customer

Environmental Impact : Compliance with Environmental Impact Assessment Report

In the business of managing and managing waste or unused materials, both non-hazardous and hazardous, there is a risk. To causing environmental impacts to nearby communities, the Company has set guidelines for various operations. and has control of environmental standards as specified by government agencies in order not to cause pollution impacts on the community; an Problems are well controlled and mitigated as follows:

1. Set up project area according to the requirements of the Pollution Control Department Ministry of Natural Resources and Environment and the Department of Industrial Works Ministry of Industry and according to the Resource Conservation Act United States Nature (USEPA)

2. Determine clear policies and operating manuals For employees to use as a guideline in accordance with the measures to reduce environmental impact. as defined in the Environmental Impact Assessment Report

3. Supervise the operation to be in accordance with the law and the company's policies. by establishing the Engineering and Environment Department to continuously monitor and monitor environmental impacts and have external agencies to inspect regularly every 6 months. The company has been certified for quality management standards ISO 9001:2015 and environmental management standards ISO 14001:2015. Safety ISO 45001:2018 from SGS (Thailand) Co., Ltd. and accreditation of general requirements for the competence of testing and calibration laboratories ISO/IEC 17025: 2005 from the Thai Industrial Standards Institute (MOS).

4. There is continuous development of personnel's knowledge and abilities such as training and seminars on related matters.

The group's shareholding structure



Investment Policy and Administration

The Company will consider investing in supporting businesses. And contributing to the business of the company which focuses on investing in businesses that are in industries that are likely to grow in the future in line with the goal Strategic plans for business expansion that are beneficial to society and the environment taking into account the rate of return received from the investment This is mainly for the benefit of the shareholders of the Company. The Company has a policy to invest in a proportion that can be controlled and supervised by appointing representatives to serve as directors. and/or the person assigned by the Company in the subsidiary or associated company and other companies related to that according to shareholding To be able to participate in business management that will lead to long-term value creation for stakeholders in accordance with the company's policy efficiently and effectively as well as participate in planning the goals of the operation and consider the operating results on a regular basis.

Securities and Shareholders

Shareholder

List of top 10 major shareholders as of December 31st, 2025

NO	Major Shareholders		Number of Shares	Shareholding Percentage
1	Mr. Suwat	Luengviriya	183,150,000	3.391
2	Mr. Jirath	Tharapetchasawat	121,000,000	2.086
3	Mr. Suphanat	Kurusiripong	103,000,000	1.775
4	Mr. Patikon	Saengthong-aram	97,847,800	1.687
5	Mrs. Supa	Yangyuensoontorn	94,226,600	1.624
6	UBS AG	SINGAPORE BRANCH	94,000,000	1.620
7	Mr. Chakorn	Sriwattanaprayoon	91,000,000	1.569
8	Mr. Charoenchai	Saengthongaram	80,500,000	1.388
9	Mr. Thitipong	Jentaveepornkul	76,001,000	1.310
10	Mrs. Yaowaluk	Chayasiripaiboon	73,321,800	1.264
Top 10 Total			1,014,047,200	17.48
Shareholders Others			4,787,161,033	82.52
Grand Total			5,801,208,233	100.00

Registered and Paid-up Capitals

(a) Detail if the registered capital as of December 31st, 2025 was shown below.

Capital Detail

Registered Capital	:	2,062,065,744.75	baht
Paid up Capital	:	1,450,302,058.25	baht
Par Value	:	0.25	bath per share

Shares Detail Common Stock

Listed Share	:	8,248,262,979	Shares
Paid-up Stock	:	5,801,208,233	Shares
Voting Right Ratio	:	1 share with 1 vote	

(b) Listed stock exchange name

Better World Green Public Company Limited is a listed company on the Stock Exchange of Thailand.

And the name used for trading on the stock exchange is "BWG"

Issuance of other securities

Offering of additional ordinary shares

The Company issued and allocated 400 million additional ordinary shares under a general mandate for a private placement at a price of 0.26 baht per share. This pricing was determined in accordance with the Capital Market Supervisory Board's Notification No. Tor.Jor. 72/2558 regarding permission for listed companies to offer newly issued shares to a limited group of persons, and also in accordance with the Capital Market Supervisory Board's Notification No. Tor.Jor. 21/2551 regarding criteria for related party transactions, and the Stock Exchange of Thailand's Notification regarding disclosure of information and operations of listed companies in related party transactions. The subscription and payment were completed on February 13, 2025, and the additional shares commenced trading on February 18, 2025. The total amount received from this capital increase is 104 million baht. As of December 31, 2025, the Company has used the net proceeds from this capital increase as follows:

(Unit : Million Baht)

Purpose for the use of proceeds	Amount Received	Amount of Fund Utilization up to 31 December 2025	Remaining amount as of 31 December 2025
1. Used for the improvement and development of the Industrial Waste Management Center	90	90	-
2. Used as working capital of the company	14	14	-
Total	104	104	-

Issuance and Offering of Warrants

The Company has issued and offered for sale warrants to purchase ordinary shares, Series 6 ("BWG-W6"), in an amount not exceeding 897,195,802 units, to existing shareholders in proportion to their shareholdings, without allocation to shareholders that would subject the Company to obligations under foreign laws (Preferential Public Offering: PPO), free of charge, at a ratio of 6 existing ordinary shares to 1 warrant unit (any fractional units will be rounded down). Each warrant unit entitles the holder to purchase 1 ordinary share at a price of 0.70 baht per share. The warrants have a term of 1 year and 3 months from the date of issuance. Warrant holders may exercise their warrants every 3 months after the date of issuance and offering of BWG-W6. However, if the exercise date falls on a Company holiday, the warrant may be exercised on that date. The exercise date for the aforementioned warrants shall be postponed to the last business day preceding the original exercise date in 2024. The initial exercise date is August 13, 2024, and the warrants mature on August 13, 2025. The warrants will delist on the following day.

The Company has issued and offered for sale no more than 964,271,446 units of warrants to purchase ordinary shares ("BWG-W7") to existing shareholders in proportion to their shareholdings, without allocating any to shareholders that would create obligations for the Company under foreign laws (Preferential Public Offering: PPO), free of charge, at a ratio of 6 existing ordinary shares to 1 warrant unit (in case of fractional units). (Rounding down) Each warrant unit entitles the holder to purchase one ordinary share at a price of 0.45 baht per share. The warrant has a term of 1 year and 9 months from the date of issuance. Warrant holders can exercise their rights every three months after the issuance and offering date of BWG-W7 warrants. However, if the exercise date falls on a company holiday, the exercise date will be postponed to the last business day preceding the original exercise date. The first

exercise date in 2025 is August 15, 2025, and the warrant matures on May 28, 2027. The warrant will delist on the following day.

Issuance and Offering of Debentures

The Company has issued and offered for sale high-risk debentures of Better World Green Public Company Limited, with the issuer having the right to redeem the debentures before maturity, in a limited offering to institutional investors and/or large investors in accordance with the Capital Market Supervisory Board's Notification No. Tor. 16/2565 regarding the application for and permission to offer newly issued debt instruments to a limited group of persons and the offering of convertible debentures to persons with specific characteristics, dated September 23, 2022 (including amendments or replacements). Details are as follows:

Bond Name	Bond Age	Bond Issuance Date	Maturity Date	Value (Million Baht)	Interest Rate	Collateral
BWG283A	3 years	March 25, 2025	March 25, 2028	154.70	7.25	-None-
BWG287A	3 years	July 4, 2025	July 4, 2028	400	7.40	-None-

Policy for Paying Dividends

Better World Green Public Company Limited and its subsidiaries have policy for paying dividends to shareholders at the rate of 50% of the net profit from the Consolidated Financial Statement after income tax deductions and deductions for reserves according to the law and other savings according to the company's requirements as long as there is no necessity for items such as future expansion of the company in various projects and as long as the payment of the dividends does not significantly affect the company's normal operations. Dividend policy The Board of Directors will consider approving and proposing the meeting of shareholders of the Company. To approve each year.

Revenue Structure

The results of the consolidated financial statements by business line for the past 3 years are as follows:

Income type	Operated by	2023		2024		2025	
		Million baht	percentage	Million baht	percentage	Million baht	percentage
Revenue from sales and services	BWG	1,276.55	50.88	1,475.16	55.03	1,516.84	45.55
	Subsidiary	1,112.11	44.32	1,106.74	41.29	1,218.09	36.58
Construction income	BWG	57.77	2.30	23.26	0.87	-	-
Profit from change of status Investment in subsidiaries Joint venture	BWG And Subsidiary	-	-	39.17	1.46	-	-
Profit from the sale of investment in a joint venture.	BWG And Subsidiary	-	-	-	-	569.46	17.10
Other income*	BWG And Subsidiary	62.63	2.50	36.26	1.35	25.65	0.77
Total Revenue		2,509.06	100.00	2,680.60	100.00	3,330.04	100.00

Note: Other income, such as revenue from waste classification analysis, gains from asset sales, interest income, container rental fees, miscellaneous income, etc.

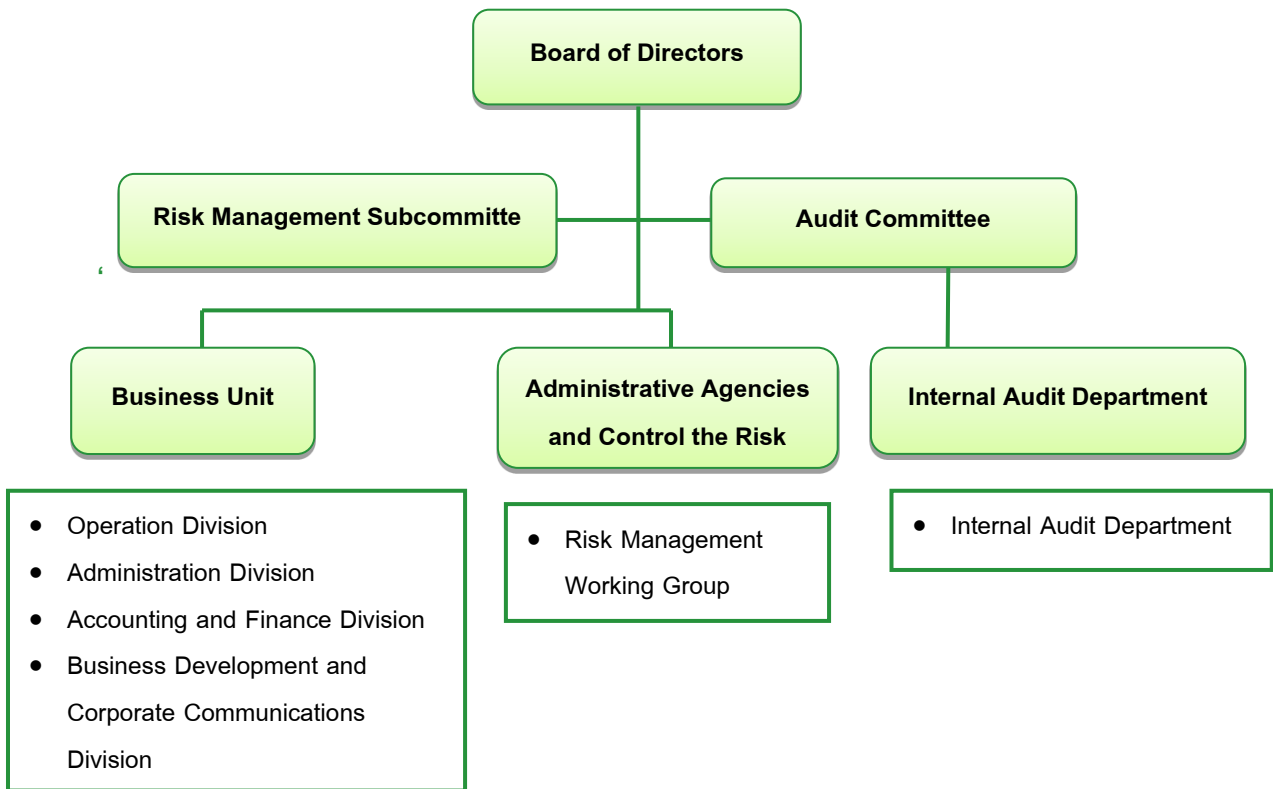
Risk Management

Policy and risk management plan

At present, the operations of organizations are faced with uncertainties arising from both internal and external factors. These uncertainties may give rise to events that present both risks and opportunities to the organization. Risks may have negative impacts, while opportunities can create value for the organization. Therefore, risk management is an important tool that helps protect, safeguard, and support the organization in achieving its objectives and goals. In addition, risk management is a key component of good corporate governance, emphasizing that all operational processes are conducted with transparency and efficiency, which positively contributes to the Company’s image and creates added value for the organization in both the short and long term.

The Company places great importance on systematic risk management by adopting the Risk Management Policy and the Enterprise Risk Management Framework as tools to provide reasonable assurance that the Company will be able to achieve its objectives and goals effectively and efficiently.

Risk Management Structure



Roles and Responsibilities

Board of Directors

The Board of Directors is responsible for approving policies and supporting the Company's risk management to ensure that personnel understand and recognize potential risks. In cases where the Audit Committee reports significant risks that may affect the Company, the Board provides guidance, recommendations, and appropriate solutions.

Audit Committee

The Audit Committee is responsible for reviewing the internal control and risk management systems to ensure that they are adequate, appropriate, up-to-date, and in line with international standards. The Committee independently oversees risk management and reports to the Board of Directors on the effectiveness of internal controls. It also communicates with the Risk Management Sub-Committee to ensure that significant risks are clearly understood and properly linked to internal control measures.

Risk Management Sub-committee

The Risk Management Sub-Committee oversees and supports the establishment of comprehensive risk management policies and processes. Particular attention is given to ESG-related risks, climate change, and emerging risks. These risks are regularly assessed in collaboration with management to ensure that they are appropriately managed. The Sub-Committee has also assigned the Risk Management Working Group to oversee risk management implementation and system development.

Internal Audit Department

The Internal Audit Department is responsible for auditing and reviewing operations to ensure compliance with policies, procedures, delegated authorities, applicable laws, and regulatory requirements. This helps ensure that internal control systems are adequate to address potential risks. The department reports directly to the Audit Committee and performs additional assignments as requested by the Committee, beyond the established internal audit plan.

Business units that pose a risk

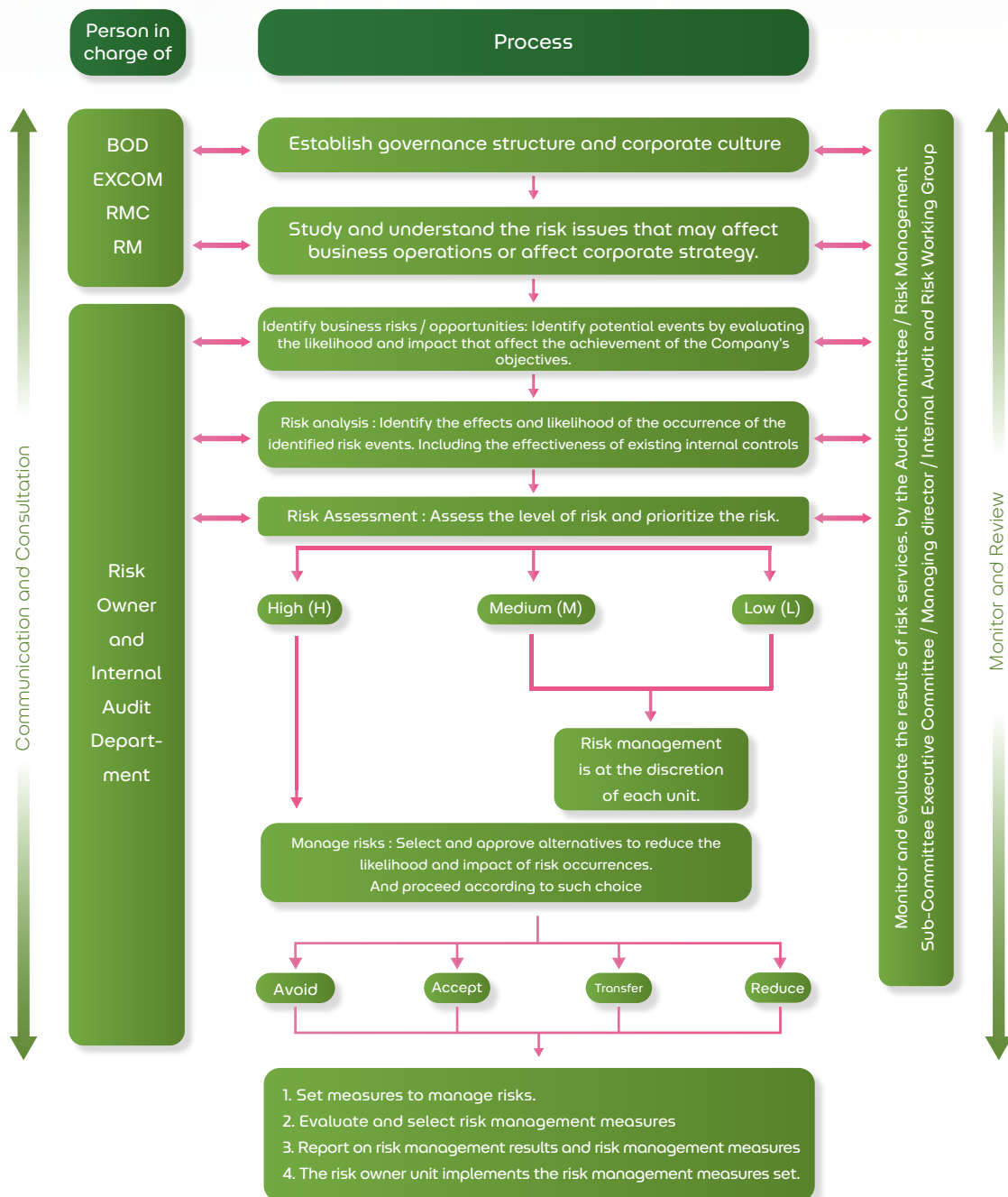
Business units are responsible for identifying and reporting operational risks to management. They participate in risk assessments, develop risk management plans, and implement such plans to ensure that risks are managed at an acceptable level.

Risk Management Working Group

The Risk Management Working Group, assigned by the Risk Management Sub-Committee, supports the implementation and monitoring of risk management across the organization. The group provides guidance to departments, sets annual work plans, monitors progress, identifies significant issues, and promotes effective risk management practices throughout the organization.

Risk management process

The company has established the risk management process according to the organization's risk management framework. So that the procedures and methods of risk management are systematic and operate in the same direction throughout the organization there are important steps of the organizational risk management process as shown in the picture.



In addition, the Company has adopted risk management practices in accordance with the ISO 9001:2015 and ISO 14001:2015 standards, which define procedures for each step of the risk management process. These practices have been applied to further develop and enhance the Company's risk management process.



Risk management culture in the organization

The Company has established an enterprise-wide risk management framework and clearly defined the roles and responsibilities of employees at all levels. The Company also promotes and instills a risk management culture in order to create awareness and a common understanding of risks that may affect the achievement of the organization's objectives and goals, as well as their potential impacts. Measures have been implemented to promote a risk-aware culture throughout the organization, such as the issuance of the Risk Management Policy, the Risk Management Manual, and Risk Management Procedures, which are published on the Company's website to enable employees to understand their roles and the risk management process. In addition, the Company conducts annual surveys to assess employees' opinions and understanding of enterprise risk management in order to continuously improve the effectiveness of the Company's risk management practices.

The Company's business operations are exposed to risk factors arising from both internal and external sources, which may have an impact on the organization. Therefore, Better World Green Public Company Limited recognizes that Enterprise Risk Management (ERM) is an integral part of good corporate governance and a key foundation for achieving the Company's objectives and goals. The Company is committed to continuously developing and strengthening its systematic risk management practices in accordance with internationally recognized standards under the Enterprise Risk Management Framework, while also creating added value for shareholders, employees, and other stakeholders, and supporting sustainable business growth.

Risk Factors for the Company's Business Operations

The Company has established an enterprise risk management policy in which personnel at all levels participate in managing risks to an acceptable level. A Risk Management Sub-Committee has also been appointed to set the risk management framework, consider potential risks, and determine appropriate risk mitigation measures. This ensures that the Company has effective mechanisms to oversee and manage risks in accordance with the established enterprise risk management policy. In addition, risk assessments and risk management measures are reviewed on a regular basis.

In 2025, the Company held meetings to analyze key risk factors that may affect its business operations, which are aligned with sustainable development issues as follows:

1. Environmental Risk

The Company places great importance on ESG risk management, particularly environmental risk. The Company has established the "Quality, Environment, Occupational Health and Safety, and Social Responsibility Policy" to reflect its commitment to reducing environmental impacts and conducting business in accordance with responsible and efficient resource management practices.

The Company recognizes the environmental risks arising from its business operations. Therefore, analyses have been conducted and risk management measures have been implemented as follows:

(1) The Company has established the "Quality, Environment, Occupational Health and Safety, and Social Responsibility Policy" and has continuously implemented this policy.

(2) The Company has implemented measures specified in the Environmental Impact Assessment (EIA) for the construction and operation of its facilities. The EIA includes studies on environmental impacts and defines operational procedures to mitigate potential environmental impacts.

Therefore, the Company strictly follows all processes and procedures specified in the EIA report, which contributes to reducing environmental impacts to an appropriate level.

(3) The Company has appointed Internal Auditors for the Quality, Environment, Occupational Health and Safety Management System to monitor and control operations in accordance with established standards. The Company also adopts international management standards, including ISO 14001:2015 and ISO 45001:2018, as key tools for environmental and safety management, together with the implementation of Corporate Social Responsibility (CSR) initiatives.

(4) The Company has established a Corporate Social Responsibility (CSR) Committee and Working Group to promote cooperation with neighboring companies and communities. Activities include communication and knowledge exchange to enhance understanding of the Company's business operations and social responsibility practices, as well as listening to and discussing stakeholders' expectations and concerns.

(5) A dedicated team has been appointed to monitor potential odor impacts from waste treatment and disposal processes in surrounding areas. The team conducts regular surveys, collects complaints, analyzes root causes, and determines appropriate corrective and preventive actions.

(6) The Company has established measures to prevent, correct, and reduce environmental impacts and to monitor environmental quality. Independent third-party experts are engaged to conduct environmental monitoring in accordance with EIA requirements, including air quality, noise levels, surface water quality, and groundwater quality. The monitoring results are compared with regulatory standards, and reports are submitted to relevant authorities in compliance with legal requirements. In 2025, the monitoring results were found to be within the applicable standard limits.

1.1 Climate Change Risk

Climate change has led to an increasing accumulation of greenhouse gases and more frequent and severe natural disasters. In addition, regulatory requirements and legislation to control greenhouse gas emissions have become an important global concern among governments and stakeholders across all sectors.

The Company recognizes these risks and views them as an opportunity to create added value for the organization. Therefore, the Company focuses on improving service efficiency and enhancing customer satisfaction by analyzing and monitoring climate change trends in order to continuously improve operations and develop new innovations. The Company has also adopted modern technologies for climate management to prevent greenhouse gas emissions, reduce pollution that may arise from operations, and improve resource efficiency and utilization.

2. Occupational health and safety risks Environment and community

The Company provides industrial waste management services for both hazardous and non-hazardous waste. The processes of transportation, treatment, disposal, and energy recovery involve potential risks that may cause environmental impacts from operational activities, including risks related to the safety and occupational health of employees as well as nearby communities if such operations are not managed effectively.

The Company recognizes the importance of these risks and has therefore established clear policies on safety, environment, and corporate social responsibility. Emphasis is placed on safety management throughout the entire operational process, from transportation to treatment and disposal of industrial waste. Operational procedures are continuously reviewed and updated. The Company also provides regular safety and environmental training for employees at all levels. Environmental monitoring, including air, soil, and water quality both inside and outside the Company's premises, is conducted regularly in order to monitor potential impacts on surrounding communities. In addition, modern technologies are applied to environmental management in order to prevent and reduce pollution that may arise from operations, as well as to improve resource efficiency. The Company has implemented the following risk management measures:

- Work Safety

- Establishing workplace safety plans, such as workplace environment inspections, legally required equipment inspections, and safety training for employees and contractors/partners working in the operational areas. Operational manuals are also prepared, and emergency response drills such as fire drills and evacuation exercises are conducted regularly.

- Reporting and proposing corrective measures or improvement guidelines to ensure compliance with occupational safety laws and regulations.

- Conducting safety inspections and monitoring statistics related to workplace accidents and injuries within the organization.

- Establishing a reporting system for unsafe working conditions and encouraging employees at all levels to participate in identifying risks and proposing improvements. Progress and outcomes are monitored and reported on a continuous basis.

- Build a sustainable safety culture. Promoting safety awareness and occupational health among employees in order to encourage behavioral change. In 2025, the Company implemented the following activities:

- Raising safety awareness through training programs on occupational safety and health, such as safety inspection training for waste management facilities, proper use and maintenance of Personal Protective Equipment (PPE), safe driving training, and fire-fighting and evacuation drills. These programs aim to enhance employees' knowledge and skills in emergency response and safety practices.

- Encouraging employees to participate in risk identification and risk assessment in order to improve operational processes through preventive approaches such as 5S activities, workplace environment improvements, workflow adjustments, and engineering design improvements.

- Preparing incident and accident investigation reports whenever incidents occur within the operational areas in order to identify root causes and establish preventive and corrective measures to avoid recurrence.

- 5-S area inspection activities to search for risks and make corrections and improvements for safety.

- Activities to Raise Safety Awareness under the Zero Accident Goal include Morning Meetings, KYT (Kiken Yochi Training) or hazard prediction activities before starting work, as well as emergency preparedness and response drills such as fire-fighting drills, evacuation exercises, and industrial waste spill or leakage response drills covering all operational areas where such incidents may occur.

- Natural resource conservation projects (to reduce fuel, electricity and paper use), air treatment system installation in the stabilization process, wastewater treatment systems (industrial wastewater) and treating water for reuse without draining water outside.

- Activities for society and the environment: In 2025, the Company implemented projects such as the "Send Waste Back Home" project and the "Better Group: Tam Si, Term Fun" project, which provided landscape improvements and educational equipment to schools located near the waste management center in Saraburi Province. The Company also received the CSR-DIW Continuous Award 2025 under the project promoting industrial factories to operate with social responsibility and coexist sustainably with surrounding communities. These initiatives aim to raise awareness and participation in socially responsible operations and to strengthen the Company's CSR network. The Company intends to continue these activities on an ongoing basis.

- In 2025, Better World Green Public Company Limited was certified and registered for the Carbon Footprint for Organization (Corporate Carbon Footprint: CCF) by the Thailand Greenhouse Gas Management Organization (Public Organization). This certification provides information and identifies the significant sources of greenhouse gas emissions within the organization.

3. Social and corporate governance risks

3.1 Strategic Risk

These risks relate to the formulation of strategic plans, operational plans, and the improper implementation of such plans. In addition, strategic risks include changes arising from external and internal factors that may affect the determination of strategies or operations to achieve the organization's core objectives, goals, and operational directions.

3.1.1 Risks from Development or Investment Expansions

If investment projects are unsuccessful, they may affect the return on investment. The Company recognizes the importance of this matter and has therefore established the following risk management measures:

- The Company has established an investment policy that focuses on investing in businesses that support and enhance the Company's core business or businesses in industries with strong future growth potential. The Company primarily considers investment returns to ensure benefits for its shareholders.
- Continuous monitoring of economic and social conditions, government policies, and relevant laws and regulations.
- Conducting detailed studies and analyses of relevant business information, including feasibility and project value assessments prior to investment decisions, with emphasis on developing new businesses related to the core business in order to enhance stability and achieve sustainable growth.
- Preparing personnel and resources to support investment expansion.
- Enhancing service standards to create competitive differentiation.
- Securing adequate funding sources and carefully selecting investment partners to ensure sustainable long-term business cooperation.

3.1.2 Risks from Investment in Subsidiaries

Risks from investment in subsidiaries may occur if the performance of subsidiaries fails to generate the expected profits, which may affect the overall operating results of the Company.

The Company has established an investment policy for joint ventures and subsidiaries by focusing on businesses that support and benefit the Company's operations or industries with future growth potential. Investment returns are considered primarily for the benefit of shareholders. The Company also supervises such investments by appointing directors and/or representatives to serve in subsidiaries in proportion to the Company's shareholding.

3.1.3 Risks from Competition

An increase in investors entering the industrial waste disposal service business may affect the Company's customer base and future revenue. However, there are several significant barriers to entry for new operators, including high investment requirements, the need for large and suitable land areas, approval of Environmental Impact Assessment (EIA) reports, approval of Health Impact Assessment (HIA) reports, and acceptance from local communities. Without such acceptance, operators may not receive permission to operate.

The Company has established competitive strategies focusing on high-quality services that meet international standards and comprehensive service solutions that align with industrial sector requirements. The

Company continuously adopts advanced technologies and innovations to improve operations while strictly complying with relevant laws and regulations. The Company also emphasizes standardized waste management systems that allow operations to be verified at every stage, resulting in continued trust and confidence from customers.

3.1.4 Supplier Risk

Conducting business with suppliers who are responsible toward society and the environment not only reduces the risk of business disruption but also enhances operational efficiency. Therefore, the Company places importance on ESG considerations as part of its supplier management.

Risk management measures

The Company has established a Supplier Code of Conduct as a guideline for suppliers on ESG practices as part of their business operations. In addition, the Company has implemented a Supplier ESG Due Diligence framework as a standardized ESG risk assessment across the organization. The Company conducts preliminary ESG risk assessments for all critical suppliers before entering the procurement process. If a supplier is initially assessed as having high ESG risk, the supplier must implement preventive or corrective measures along with a clear monitoring plan. The Company will conduct monitoring according to the specified plan or at least once per year.

3.2 Operational Risk

These risks relate to operational processes and activities within the organization, including risks associated with information technology management and knowledge management to ensure that operations achieve their defined objectives. Operational risks may affect process efficiency and the overall achievement of the organization's key objectives.

3.2.1 Risk from Developing Personnel Capabilities to Accommodate Business Growth

If the Company cannot adequately prepare personnel to support business continuity and organizational growth, it may result in lost business expansion opportunities and affect the Company's profitability.

The Company continuously develops investment projects to become a leader in innovation and value creation while focusing on sustainable growth. Investments have also been expanded to subsidiaries to support efficient business operations. The Board of Directors recognizes the importance of human resources and has therefore assigned the Nomination and Remuneration Committee to establish succession plans for key positions, including the Chief Executive Officer, Managing Director, and senior executives from department manager level and above. The recruitment process is clear and transparent and requires approval from the Board of Directors, with annual reviews to ensure smooth and continuous operations and to reduce risks arising from the absence of successors.

The Company also emphasizes employee capability development by establishing training plans covering all key courses related to business operations. Recruitment processes are designed to select qualified personnel to ensure that the Company has sufficient capable executives and employees to support business expansion. In addition, the Company manages performance through Key Performance Indicators (KPI) cascaded from executives to operational employees to ensure alignment with the Company's objectives.

3.2.2 Risk of Incidents to Systems and Infrastructure within the Waste Management and Disposal Center, Saraburi (Center)

Risks from accidents or natural disasters, such as fires or other catastrophic events, may cause damage to the Company's assets and personnel and disrupt operations. The Company recognizes the importance of these risks and has implemented the following measures:

- Insurance coverage for potential damages.
- Establish regulations On preparing and responding to emergencies clearly in accordance with the requirements of ISO 9001: 2015 quality management standard, ISO 14001: 2015 environmental management standard and ISO 45001: 2018 occupational health and safety management standard. situations in areas/activities vulnerable to damage.

- Situations are closely monitored, monitored and reported for areas/activities that are at risk of damage. Create work plans in preparation for prevention and reduction of potential losses along with reducing possible impacts to the environment and occupational health and safety.

- Organize training/drills of the emergency preparedness and response plan.
- Set in place water reserve systems to provide sufficient availability of water for use in continuous firefighting for at least 30 minutes and conduct monthly inspection on water reserves.

3.2.3 Risk from Limitations in Procuring Additional Land

The land within the Company's waste management and disposal center has a limited capacity for accommodating waste. Therefore, the Company may face risks related to procuring additional land to expand its services once the currently available landfill areas are fully utilized.

The Company recognizes this risk and has established operational guidelines to control and mitigate such risk by improving industrial waste management processes in order to extend the lifespan of landfill areas and increase capacity for future waste disposal. These measures also provide the Company with sufficient time to identify and procure suitable land for future business expansion.

3.2.4 Transportation Risk

If the Company does not effectively manage transportation risks, it may affect the efficiency of operational processes related to the collection of waste from customers' factories for treatment and landfill disposal, as well as the achievement of the Company's overall business objectives.

The Company recognizes this risk and has assigned Better World Transport Co., Ltd., a subsidiary, to manage transportation services, including the procurement and engagement of external transportation operators. In addition, the Company has established operational procedures to control and mitigate transportation risks as follows:

- Establishing procedures for selecting and recruiting qualified drivers and external contractors (vendors), including performance monitoring, evaluation, and incentive programs to maintain service quality.

- Providing operational manuals and training programs to educate personnel on the importance of proper waste handling and transportation, in order to raise awareness of potential environmental and operational impacts.

- Including contractual conditions requiring external contractors to strictly comply with applicable laws, regulations, and requirements issued by government authorities, as well as clearly specifying liability and penalties for violations.

- Installing GPS tracking systems in transportation vehicles to monitor routes, driving speed, and transportation duration at all times, thereby enhancing safety throughout the transportation process.

- Establishing emergency response units to provide guidance and assistance to drivers in order to minimize potential impacts that may arise during transportation. However, the Company provides industrial waste management services strictly in accordance with licenses issued by government authorities. Therefore, the

Company does not accept highly hazardous, flammable, or environmentally harmful waste for disposal, which helps reduce the likelihood of risks associated with such materials.

3.2.5 Fraud Risk

Fraud and corruption are significant obstacles to maximizing the efficient use of organizational resources and may occur at any time regardless of how effective the internal control system may be. The Company recognizes the importance of this issue and has established the following risk management measures:

- Applying principles of good corporate governance as operational guidelines to enhance transparency, accountability, and management efficiency, thereby strengthening confidence among shareholders, investors, and stakeholders.
- Establishing a Code of Business Conduct and Anti-Corruption Policy for directors, executives, and employees, which must be strictly adhered to.
- Establishing a clear organizational structure and appropriate approval authority to ensure effective management and achievement of corporate objectives.
- Appointing the Risk Management Subcommittee to oversee and monitor the overall risk management process.
- Maintaining an effective internal control system.
- Appointing the Audit Committee to oversee the effectiveness of internal control and internal audit systems.
- Establishing the Internal Audit Department to evaluate the adequacy of internal control measures and review operational processes that significantly affect business operations to ensure transparency and the absence of conflicts of interest.
- Appointing an investigative committee to examine facts related to employee misconduct or fraud that may affect the Company.

The Company conducts its business with transparency and adheres to good corporate governance principles while supporting anti-corruption initiatives in all forms. The Company has also been certified as a member of the Collective Action Coalition against Corruption (CAC), demonstrating its commitment to combating corruption in all forms.

3.3 Financial Risk

Financial risks relate to the Company's financial management and may arise from internal factors, such as liquidity management, credit management, and investment decisions, or from external factors, such as changes in interest rates, exchange rates, or the failure of counterparties to fulfill contractual obligations. These risks may affect the Company's financial stability and overall performance.

3.3.1 Investment Risk

If the Company relies on funding sources with high financing costs, it may affect the Company's operating performance and cash flow, resulting in reduced profitability or returns. This may also affect future business expansion and the confidence of financial institutions. The Company recognizes this risk and has implemented the following risk management measures:

- Maintaining strong financial stability and operating performance, including effective debt management.

- Utilizing appropriate financial instruments to manage liabilities and prevent excessive debt accumulation.
- Exploring alternative funding sources beyond borrowing, such as seeking joint investors for new projects.

3.3.2 Financial and Liquidity Risk

If the Company does not effectively manage its financial resources, it may face liquidity constraints. The Company recognizes this risk and has implemented measures to control and mitigate it by establishing prudent credit policies, closely monitoring customer receivables, and regularly following up on debt collection. In addition, financial performance and liquidity positions are closely monitored by management.

3.3.3 Foreign Currency Risk during the Construction Period of New Projects

During the construction period of new projects, transactions related to procurement of goods and services may involve different currencies between sources of funds and payments, particularly under Engineering, Procurement, and Construction (EPC) contracts which may be denominated in foreign currencies or Thai Baht. To mitigate exchange rate risk arising from currency fluctuations, the Company implements foreign exchange hedging strategies to reduce exposure to currency differences, enabling more effective cost management and financial planning.

3.4 Compliance Risk

Compliance risks relate to adherence to laws, regulations, and requirements imposed by regulatory authorities, as well as other legal obligations relevant to the Company's business operations. Non-compliance with such regulations may negatively affect the Company's reputation and corporate image.

3.4.1 Legal and Government Policy Risk

Improper industrial waste management may result in illegal dumping, which can cause significant environmental damage and economic losses to the country. The Company operates in the industrial waste management sector, which is considered a downstream industry whose growth is closely linked to overall economic growth, particularly industrial sector expansion.

The Company's business operations are also aligned with the strategic policies of the Ministry of Industry, which promotes industrial development, social responsibility, and balanced resource and environmental management to ensure sustainable use of natural resources.

Failure to carefully assess legal requirements and potential regulatory changes prior to making investment decisions could negatively affect investment returns and profitability. Therefore, the Company has implemented the following risk management measures:

- Conducting comprehensive reviews of legal requirements and regulatory constraints prior to making investment decisions.
- Managing industrial waste treatment and disposal in accordance with recognized technical and environmental standards.
- Developing contingency plans to address potential regulatory changes.
- Cooperating with government authorities in managing illegally disposed industrial waste in public areas to ensure proper treatment and disposal.

3.4.2 Risk from Confidence in Service Quality and Liability Insurance

The Company places great importance on maintaining service quality throughout its operations. A strict preventive monitoring system has been implemented, covering the entire service process from service confirmation, procurement of transportation vehicles and containers, waste collection and transportation, treatment, and disposal in accordance with the ISO 9001 Quality Management System. The Company has established service performance targets aimed at achieving the highest level of customer satisfaction, including a Zero Customer Complaint policy. All employees are expected to uphold strong quality awareness in performing their duties. Regular internal and external audits are conducted to ensure that quality management procedures and operational processes are consistently and strictly followed. These measures help ensure that the Company maintains a high level of customer satisfaction with its services. As a precautionary measure, the Company also enters into liability agreements with customers to clearly define responsibilities in accordance with applicable laws, including the Ministry of Industry Notification on the Management of Waste or Unused Materials B.E. 2566 (2023)

3.4.3 Risk of Legal Disputes

On December 30, 2010, the Civil Court accepted a lawsuit filed by a group of individuals (plaintiffs) alleging that the Company committed wrongful acts that caused damages to them. The plaintiffs requested the court to order the Company to pay compensation and prohibit the Company from conducting operations that cause pollution or public nuisance. On February 21, 2019, the Court of First Instance ruled that the Company must pay compensation, including interest and legal fees, totaling Baht 52.04 million. The Company subsequently filed an appeal on October 16, 2019, and the final judgment is still pending. However, the Company has already recognized a provision for potential losses from the litigation in its financial statements since 2018.

3.5 Human Rights Risk

Better World Green Public Company Limited conducts its business in strict compliance with labor laws and maintains human resource management policies that promote employee rights and support the development and growth of personnel at all levels. The Company respects human rights by treating all individuals equally without discrimination, promoting human rights principles, and avoiding any actions that may violate human rights. The Company is committed to maintaining fair working conditions and serving as a responsible role model in conducting business operations.

Risk management measures

The Company has announced the “Policy on Labor Practices and Respect for Human Rights” with practical guidelines serving as a framework for its operations. The policy emphasizes respect for the dignity and worth of every individual, freedom, privacy, lawful rights, human rights, and the interests of stakeholders. The Company treats all individuals equally without discrimination based on gender, social status, or race. The Company also requires all directors, executives, and employees to strictly comply with human rights principles as an integral part of business operations and does not support any activities that violate international human rights principles.

- Adhere to equal and fair treatment without discrimination in accordance with the United Nations Universal Declaration of Human Rights (UNDHR).
- Perform duties with due care to prevent risks of human rights violations in business operations, including those arising from parties involved in the Company’s business activities. Employees are required to monitor compliance with human rights principles and promptly report any suspected violations to their supervisors in order to prevent human rights abuses.

- Prohibit the use of forced labor, labor resulting from human trafficking, or illegal child labor, as well as any form of physical or psychological punishment or abuse of employees, including coercion, detention, intimidation, harassment, or any form of violence.

4. Emerging Risk

In addition to managing significant risks, the Company also places importance on emerging risks. Based on the results of the risk analysis and assessment, the Company has identified potential risks relating to future outbreaks of emerging infectious diseases and cyber threats to network systems and information technology systems that may arise in the future. For further details regarding emerging risks, the Company has considered the risk factors that may affect the Company and has established the following risk management guidelines

4.1 Risk from emerging communicable diseases in the future

Future outbreaks of emerging infectious diseases are expected to increase globally due to several factors, such as changes in lifestyles and behaviors. In addition, technological advancements, including more convenient transportation, may accelerate the spread of diseases. Emerging communicable diseases may affect people physically, mentally, socially, and economically, which may indirectly impact the Company's business operations both in the present and in the future. Such impacts may also affect the Company's stakeholders, including employees and their families, business partners, shareholders, as well as the broader community and society. In particular, business partners may encounter difficulties importing tools, machinery, and spare parts from overseas sources. Therefore, the Company must demonstrate its capability to respond to such situations in a timely manner, implement adaptive measures to mitigate potential impacts, and effectively provide support to stakeholders.

In this regard, the Company has established a Business Continuity Plan (BCP) to systematically and effectively respond to such situations. The Company has also sourced tools, machinery, and spare parts from alternative suppliers that can serve as substitutes in order to reduce potential impacts. In addition, the Company has implemented monitoring measures and specific health protocols to ensure appropriate health and safety care for executives, employees, and related parties. Responsible personnel are assigned to continuously report the situation to senior management.

4.2 Risk of cyber threats to the network and information technology systems that will occur in the future

With the rapid development of network systems and information technology, such technologies play an increasingly important role in supporting business operations and management across various areas. At the same time, cyber threat patterns continue to evolve and become more sophisticated. As a result, businesses must keep pace with these developments and prepare to address potential cyber threats to network systems and information technology systems that may arise in the future. Organizations must also continuously update preventive and protective measures in order to effectively respond to and mitigate such risks in a timely manner.

Risk management measures

- The Company has established plans to develop the skills and expertise of responsible personnel to enhance their capabilities in managing cyber security risks.
- The Company has established an Information Technology Policy, which requires regular updates to cyber security systems and continuous monitoring and assessment of system security to ensure that protection measures remain up to date.

- The Company has implemented a data backup system to ensure business continuity, including password control measures, data file encryption, and continuous awareness programs to enhance employees' understanding and vigilance regarding cyber security.

- The Company has invested in improving operational systems to support new technologies and mitigate cyber threats, including enhancing the computer network infrastructure to ensure system availability and prevent failures of networks and servers. Security control measures have been implemented, such as firewalls, access control systems, and the establishment of backup data centers to support emergency situations and ensure business continuity.

- The Company has established operational guidelines to control and prevent risks through regulations governing the use of information technology systems, an Information Technology Disaster Recovery Plan, and backup plans. These frameworks serve as guidelines for managing risks related to information security across all areas for executives and employees at all levels. The Company also continuously communicates internally to raise awareness regarding cyber security.

Policies, goals, and strategies for sustainable business development

Better World Green Public Company Limited and its subsidiaries (the 'Company') formulated a framework of sustainable development and management, **covering 3 dimensions- economic, social, and environmental**-in an integrated manner to become a successful organization and widely respected by stakeholders. It also defined 15 corporate sustainable development goals in line with the United Nations Sustainable Development Goals (UN SDGs) and the Ten Principles of the United Nations Global Compact (UNGC). In addition, the Company believes that taking responsibility for stakeholders throughout the supply chain and cooperation from stakeholders will help promote the Company's long-term success, thus establishing engagement with all stakeholders through communication channels and activities to help the organization gain perspective, expectations, and recommendations to improve its operations in various areas to achieve the organization's goals sustainably.

Throughout the company set policies and guidelines for efficient, fair and transparent operations, as well as Aiming to promote the creation of a sustainable society and environment. by setting guidelines and the conceptual framework of sustainable development covering Operations in all dimensions along with good corporate governance and participation with stakeholders By using the information technology system available as a tool to help achieve the goal of expanding the business responsibly, the policy is divided into 3 areas as follows.

Economic dimension	Social dimension	Growth Environmental
<ul style="list-style-type: none"> • Quality and contractual services to customers • Generate consistent income and reasonable returns to shareholders • Management and risk management in all dimensions • Seek long-term business cooperation with responsible stakeholders • Create energy innovations for the country to develop the economy and society • Conduct business with integrity and fairness, adhere to laws and business ethics, fight corruption, and promote compliance with human rights principles to create maximum benefits that are fair to stakeholders. 	<ul style="list-style-type: none"> • Complying with the law, promoting equality, and respecting human rights • Promotion of employee participation. • Ensuring occupational safety and health of employees and stakeholders • Promotion and development of employees' potential. • Promoting local employment and generating income for surrounding communities. • Promoting and improving the quality of life of communities and society • Communication channels with all stakeholders. • Disclosure of information with transparency. 	<ul style="list-style-type: none"> • Strictly comply with legal measures and related environmental requirements • Assess the impact and establish risk management guidelines • Increase and improve production efficiency to reduce fuel consumption, energy, and other resources • Apply international standards to enhance the environmental management system

Sustainability Framework

The company has set a conceptual framework for sustainable development. with practical guidelines in terms of economy, society, environment and Good governance in business operations to achieve the goals set in each area. This will eventually lead to the sustainability of the organization. In 2025, key issues in each dimension and operational guidelines can be summarized as follows:

Sustainability Framework



Good governance organization

- 100% of employees pass the business ethics test.
- Employees through workshops
- Human Rights Risk Assessment

Sustainable business partner

- 100% of current suppliers acknowledge the Supplier Code of Conduct
- 100% of key suppliers passed the sustainability self-assessment
- 100% of the value of procurement of main materials from domestic manufacturers

Quality of life of personnel

- Employee training hours
- Number of accidents from work
- No events that caused death or disability were found.

Quality of products and services

- 100% of production pass environmental and safety impact assessment (ISO standard)
- 100% of complaints are addressed through an appropriate complaint handling process.

Protect the environment

- Passed the assessment to participate in the Carbon Footprint project
- rate of electricity and water consumption through the waste management process
- The rate of energy consumption per production process
- Waste management rate with 3R concept
- No environmental complaints found

Sustainable community

- Beneficiaries from the establishment of the project
- Implementation of projects to promote a sustainable society



Sustainability strategy covering ESG operations

To support the corporate vision which has the goal of sustainability by being a leader in integrated industrial waste management and management as well as being a global leader in sustainability through environmental management. Society and corporate governance (Environment, Society and Governance: ESG) as well as maintaining a good relationship with all groups of stakeholders has reviewed the sustainability strategic plan in line with the organization's vision to manage ESG risks Building Competitive Advantage as well as creating value for long-term stakeholders in the value chain. Taking into account various environmental factors and response to national and global policies.

In 2025, the Company has reviewed its sustainability strategy covering ESG operations as follows:

Sustainability Dimensions	Strategies
Corporate Governance	<p>Create transparency using GRC (Governance, Risk and Compliance) strategies through 3 principles including:</p> <ol style="list-style-type: none"> 1. Executive expression 2. Building a strong system 3. Balancing control with efficiency <p>The principles will help build strength from within the organization in accordance with the GRC process, driven through employees, processes, and technology. This results in an effective balance of corporate governance.</p>
Society	<p>Empower communities and society for long-term mutual engagement and growth and support business expansion closer to the community.</p> <ul style="list-style-type: none"> • Manage social investments that create sustainable development and make a positive impact. • ESG for the Society aims to improve public health in community hospitals and health care facilities by managing equipment support. Facilities and locations for effective use
Environment	<p>Environment Support the circular economy through the following operations:</p> <ul style="list-style-type: none"> • Waste delivery projects, waste management channels that effectively adopt the concept of circular economy to manage waste in both the factory and public sectors and increase the potential of the power plant business from renewable energy. • Increasing the proportion of revenue from businesses and environmentally friendly products

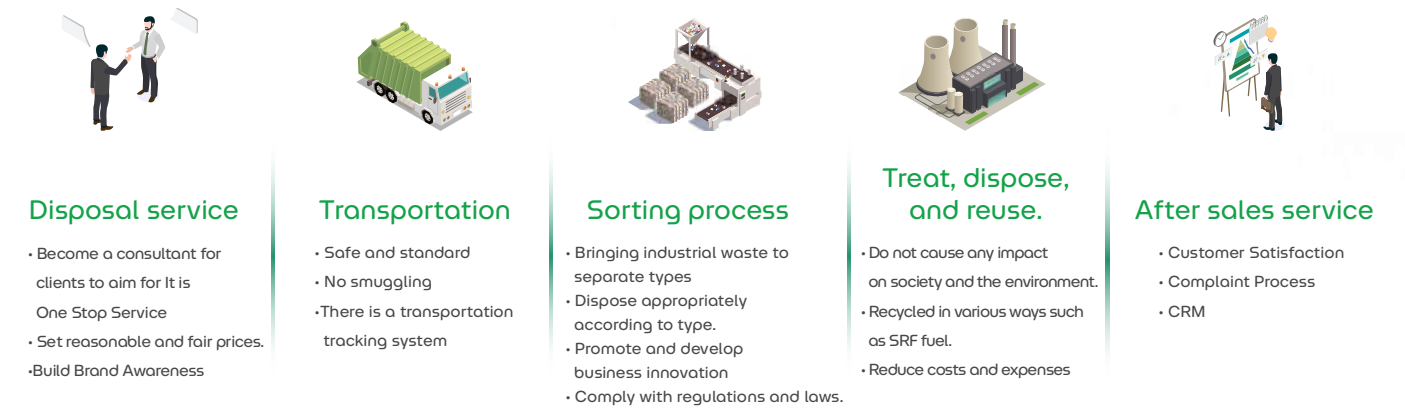
Creating Shared Value and Caring for Stakeholders

Engaging with stakeholders

Good relationship with stakeholders is an important factor in creating long-term business value. The Company has established an internal unit to communicate and exchange with each group of stakeholders continuously in order to acknowledge the perspectives and expectations of the stakeholders towards the Company's operations. The organization's stakeholders were identified through an analysis of their relevance in the supply chain. From consulting to the management process the evaluation is based on the impact and influence that occur between each other.

Value chain

Integrated supply chain management is one of the key factors of the organization's strategy to promote sustainable business operations, so the organization is committed to managing the supply chain in all processes effectively. It takes into account the environment, society, and good corporate governance principles to meet the expectations of all stakeholders in every process throughout the supply chain.



Supporting Activities Innovation Creation / R&D / Human Resource Management / Partner Selection / Procurement

*Stakeholders throughout the value chain



Stakeholder analysis procedure

Consider individuals or groups of people who are expected to be stakeholders of the company, such as influence and impact, as well as other factors appropriately as follows:

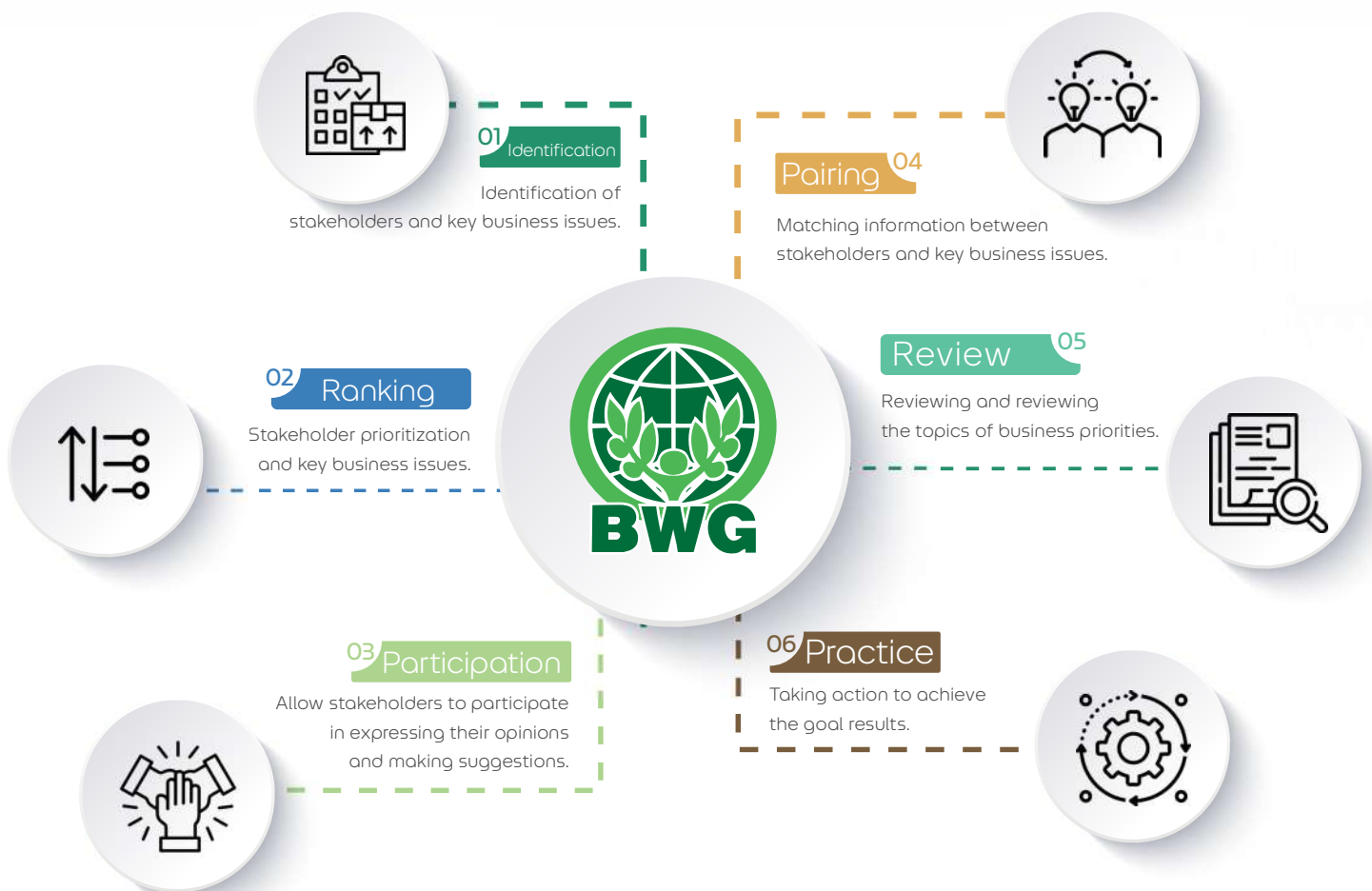
1. Evaluate the level of influence of stakeholders on the company. Business operations Impact on the company's finances Various rules and regulations.
2. Assess the level of impact of the company To stakeholders in all 3 areas: economy, society and environment.
3. Arrange groups in order of stakeholder evaluation: high, medium, and low.



Stakeholder Engagement Process

Continue to engage with stakeholders. Both internal and external stakeholders annually to recognize their views, interests, expectations and concerns. especially economic issues society and environment from each group of stakeholders The unit responsible for each group of stakeholders will identify the group of stakeholders. And an engagement plan according to the engagement process which has the following steps:

Stakeholder Engagement



Stakeholder Groups, Engagement, and Responsiveness

Stakeholders	Participation Guidelines	Examples of issues	Report
Employee	<ul style="list-style-type: none"> - Town hall - Social Media - Meetings such as monthly meetings, annual executive meetings. - Feedback Box. - Employee Engagement Survey (Annual). - Announcement of news and measures during COVID-19. 	<ul style="list-style-type: none"> - Work safety - Workplace facilitation - Employee welfare - Preparation of socially beneficial projects - Skill development for employees - Corporate news - Activities shared by organizations and executives - Achievements / Awards received by the organization - In-house activities 	<ul style="list-style-type: none"> - Promoting Health and Safety - Attention to safety, occupational health, work environment, and employee happiness - Excellent personnel management strategy - Implementing improvements in line with engagement factors
Partners	<ul style="list-style-type: none"> - Continuity risk assessment in business operations - Training before audit (annual). - Partner Satisfaction Survey (Annual) - Partner Performance Evaluation (Annual) 	<ul style="list-style-type: none"> - Building engagement and satisfaction throughout the supply chain - Partnering in business growth together - Maintaining quality standards, service delivery, and sustainability in partner's business operations 	<ul style="list-style-type: none"> - Integrated supply chain management - Supervision and compliance - Sustainable supply chain management
Customer	<ul style="list-style-type: none"> - Customer Visits and Meetings - Customer Seminars - Customer Satisfaction Survey - Activities to strengthen customer-organizational relationships such as providing important festival items, seminars, and talks - Online channels such as Zoom and electronic news 	<ul style="list-style-type: none"> - Quality and safety of using the service - The price is fair and reasonable. - Provide service and presentation responsibly - Transparency in business operations - Details of relevant laws and market trends - the needs and expectations of environmentally sound management processes - Customer concerns during Covid-19 	<ul style="list-style-type: none"> - Customer Relationship Management - Supervision and compliance with regulations - Approaches to exchanging knowledge - Notifying the customer's needs, expectations and concerns to the relevant authorities. and develop relevant operational plans

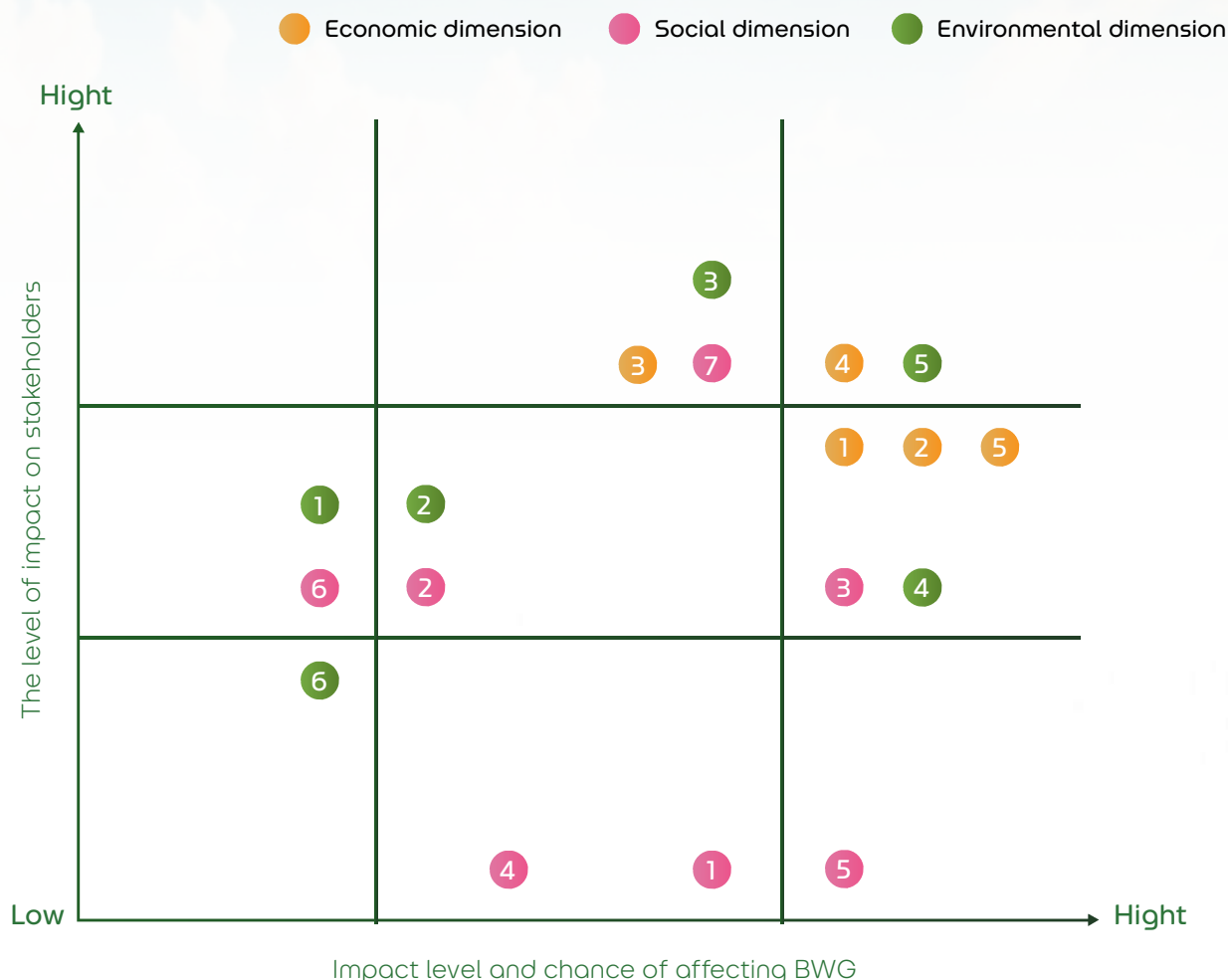
Stakeholders	Participation Guidelines	Examples of issues	Report
Shareholders and investors	<ul style="list-style-type: none"> - One Report - Sustainability Report - Website - Investor relation - Annual General Meeting of Shareholders - Factory Visits - Quarterly Performance Announcements - Sustainability Issues Survey 	<ul style="list-style-type: none"> - Company Results - Business information, goals and vision - Guidelines for employee care during COVID-19 - Sustainability Action - Improvement of business processes such as cost management services - International Sustainability Trends 	<ul style="list-style-type: none"> - Supervision and compliance with regulations - Explaining employee care practices during COVID-19 - Investor Sustainability Response - Actions to Increase Power and Future Business Expansion - Planning for Fixed Cost Management
Community	<ul style="list-style-type: none"> - Activities with communities around the area - Field visit and meeting with the community to monitor the progress of jointly operated projects - Surveys using questionnaires 	<ul style="list-style-type: none"> - Create jobs or create careers for communities - Public health and health promotion for communities - Evaluation of impact on communities - Promoting education for communities - Restoring natural resources and environment 	<ul style="list-style-type: none"> - Caring and sharing, creating value for society - Educational Development - Preservation and Cultural Creation - Community and Social Development
Government agencies and regulators	<ul style="list-style-type: none"> - Participation in hearings and presentations of opinions to law enforcement organized by the government - Participation in various courses organized by government agencies, other agencies, certification - Building relationships through joint operations - Participation in activities and projects of the governing body on an ongoing basis. - Building relationships with other organizations - Preparation of annual reports and sustainability reports 	<ul style="list-style-type: none"> - Transparent Tax Administration and Management - Taking care of the welfare and safety of workers - Ensuring the welfare and safety of human rights workers and the use of legal labor - Proper Social and Environmental Management - Attend meetings or inform ongoing operations 	<ul style="list-style-type: none"> - Supervision and compliance - Promoting health and safety of service users - Safety, Occupational Health, and Working Environment

Principle of selecting important issues (Materiality)

The company operates in a participatory and sustainable way, responding to the needs and expectations of its stakeholders while creating value. To society and the environment, the Company prepares important issues of sustainability by selecting important issues based on the needs and expectations of stakeholders. Each group and other external information together with important issues affecting the Company. The following procedures and principles are as follows:

Step 1 (Identifying)	Step 2 (Prioritization)	Step 3 (Verification)	Step 4 (Improvement)
<p>The company has a process of identifying the subject. That's the gist of it. The importance of sustainability in relation to conduct business through questionnaires Of the stakeholders, finding a way. Address those important issues in cooperation with Application of the framework for sustainability development of The United Nations (SDGs) is joined by And also There is also a review of the important topics revealed in the annual sustainability report of the year Through. Accompanied by a risk assessment and business opportunities of the organization, including Trends in global and regional markets the same or related industry.</p>	<p>The company brought up the subject matter. Sustained from Step 1 through the process. Preliminary screening and screening have been conducted. Consider the risks and consequences. All that might affect the group's business. The Company, in view of the significant trends. The business, the corporate group, and I also did. Opinion polls and Expectations from internal stakeholders and Outside the organization, like shareholders, investors. Customers, employees and members of the community. Local. To acknowledge the expectations. Interest and impact of stakeholders Lost all groups, including boundaries. The reporting of the contents of each subject considering the impact on conduct business and stakeholders.</p>	<p>The company has a sustainability issue. The key will be discussed through the executive team. High level, with authenticity verified. And certified in order. A matter of importance with regard to consequences affect the economy, society. The environment and the expectations of the people. All the losses are compounded. Evaluation and presentation process sustainability issues of the Group of Companies. To the Board of Audit. Certify different important indicators and then submit a report to the board of directors to obtain sustainability information and Secure all of this information so that it can be used. It is shown in this report.</p>	<p>The company is focused on developing the report. This continuous sustainability; and be open to suggestions and opinions From stakeholders through various channels. To further improve the report, including: Still reviewing sustainability policies. periodically continuous be determined to achieve Objectives and objectives of the group company in the future.</p>

Summary of key sustainability issues in the 2025 report



Economic dimension

1. Sustainable Management
2. Risk Management
3. Anti-Corruption
4. Stakeholder Engagement
 - Managing Business Partners and Associates
 - Treating Competitors
5. Quality and Service Management

Social dimension

1. Employee commitment to the organization
2. Fair treatment of workers
3. Human rights
4. Occupational health and safety and environment
5. Human resource development
6. Local employment and job creation
7. Responsibility to the community and local area

Environmental dimension

1. Water Management
2. Noise Management
3. Air Management
4. Waste and Waste Management
5. Greenhouse Gas Management
 - Managing direct and indirect carbon footprint from business operations (Scope 1, 2 & 3)
 - Implementing activities and projects to reduce greenhouse gas emissions
6. Biodiversity



Driving business for sustainability

Sustainability management in the economic dimension

Good corporate governance including transparent operations It is considered an important basis for business operations and growth. Sustainable, the company adheres to business practices under the principles of good corporate governance and good business ethics. To achieve transparency, fairness and build confidence among all stakeholders.

Board of Directors Be aware of the principles of good corporate governance. Which is an important factor in the Company's operations. According to the policy of sustainable growth It also builds confidence among all stakeholders. Board of Directors Therefore, the business structure has been determined. Management system and good corporate governance system To be consistent with the principles. Good corporate governance of the Stock Exchange of Thailand and various international standards By the Board of Directors has prepared and announced a business code of conduct for corporate governance and Including a corporate governance policy that is transparent and verifiable in the management of the company. To protect the rights of all stakeholders. and also encourages shareholders to participate. To control and supervise the operations of the company and has established risk management including new risks so that the company's business It is strong and able to conduct business stably.

In this regard, the Board of Directors has reviewed Consider improving and approve corporate governance policies on an annual basis. By specifying it as a code of conduct To serve as a guideline for the company's business operations. To be transparent, honest, and fair and have social responsibility.

Policy and strategy

The company has a policy on comprehensive industrial waste management. Under the corporate governance guidelines for sustainability and management at the same standard throughout the organization. Including awareness of responsibility for safety. To the environment, society and stakeholders, the company has an operational framework that covers both Environmental, Social, and Governance (ESG) aspects that are part of strong corporate governance

The Board of Directors adheres to the principles of good corporate governance, which is an important foundation for business growth. Sustainability, integrated with environmental, social, and corporate governance (ESG) management strategies as part of the in business that will help promote sustainable business development In addition, there has been a push for good corporate governance through the culture within the organization which covers the aspect of adhering to correctness and build confidence among all stakeholders. By operating in accordance with the guidelines The Chief Executive Officer has been assigned responsibility for business operations. Along with good corporate governance of the company It also attaches great importance to the United Nations Sustainable Development Goals (SDGs). Including giving importance to disclosing information that is accurate, complete, and transparent with the following guidelines:

- The Company has continuously held Corporate Governance Committee meetings to respond to sustainability policies and strategies.
- Employees receive complete training in business ethics.
- Disclosing sustainability reports through company reports continuously.

	Target 2025	Performance Results 2025	Target 2032
Review of organizational policies that promote sustainability.	✓	✓	✓
Proportion of meeting attendance of the Corporate Governance Committee.	100%	100%	100%
Employees receive training on business ethics.	100%	100%	100%

Risks and Opportunities

Currently, various factors may pose risks to business operations, whether internal or external. To ensure effective and sustainable long-term business operations, good corporate governance is essential. Every organization must prioritize corporate governance alongside ESG responsibilities to enhance its potential for sustainable business growth. This approach not only strengthens an organization's management capabilities and competitiveness but also reflects the quality of its leadership, efficient management processes, and accountability.

Management Approach

The company is committed to establishing a well-structured corporate governance board with the expertise and readiness to enhance efficiency amid ongoing and future changes. This governance must be transparent and auditable, aligning with regulations, international standards, and legal requirements. The Corporate Governance Committee is responsible for setting governance policies and management strategies in accordance with the circular economy principles, emphasizing the 3Rs concept (Reduce, Reuse, and Recycle). Additionally, policies are regularly reviewed to ensure their relevance in light of current changes and compliance with corporate governance principles established by regulatory authorities and international best practices. In 2020, the Corporate Governance Subcommittee and the Sustainability Development Subcommittee were established to drive initiatives and create business expansion opportunities. The company recognizes the importance of environmental responsibility and is committed to proper waste management based on waste classification. Furthermore, efforts are made to maximize the efficiency of waste utilization. Currently, certain types of waste can be repurposed for electricity generation within the company's subsidiaries engaged in power production and distribution, contributing to national energy security.

Summary of operations

Employees have received training and been informed about business ethics.	100 %
The board of directors and management have also received training and been informed about business ethics.	100 %

There were no instances of breaches of business ethics.

The company is committed to conducting business in accordance with its sustainability policy, coupled with regulations and policies, integrating ESG risk issues into the enterprise risk management system under the supervision of the Board of Directors.

The Board of Directors will monitor sustainability performance through quarterly and annual meetings, as well as regular visits to relevant business units.

Risk Management

Risk management is a mechanism for identifying potential trends and issues that may impact business operations. The company has established a Risk Management Unit responsible for overseeing and ensuring the effectiveness of risk management practices. This enables the organization to achieve its business objectives efficiently while also creating value for all stakeholders. Risk management is conducted within the framework of the company's Risk Management Policy, which includes raising awareness among employees about the organization's risk management approach. This ensures that risk management processes and procedures are systematic and aligned across the entire organization.

	Target 2025	Performance Results 2025	Target 2032
Managing, monitoring, and reviewing department-level risks.	100%	100%	100%
Risk management covers ESG-related issues.	✓	✓	✓

Risks and Opportunities

In today's business environment, organizations must navigate uncertainties arising from both internal and external factors, leading to events that present both risks and opportunities. Risks can have negative impacts, whereas opportunities create value for the organization. Therefore, risk management is a crucial tool for preventing, maintaining, and enhancing the organization's ability to achieve its objectives and goals. Moreover, risk management is an essential component of good corporate governance, ensuring that all operational processes are conducted with transparency and efficiency. This contributes positively to the organization's reputation and adds value both in the short and long term.

Risk Management

The company recognizes the importance of Enterprise Risk Management (ERM) as an essential part of good corporate governance and a fundamental factor in achieving its objectives and goals. Therefore, the company is committed to developing and prioritizing a systematic risk management approach based on international risk management frameworks. The company has established a Risk Management Framework to ensure that risk management processes and procedures are structured, consistent across the organization, and aligned with the creation of value for shareholders, employees, and other stakeholders. This also supports effective corporate management and sustainable business growth.

The company has implemented an Enterprise Risk Management Policy, engaging personnel at all levels to participate in managing risks within an acceptable range. A Risk Management Subcommittee has been appointed to define the risk management framework, assess risks, and establish key risk management measures. This ensures that the company has an effective risk oversight mechanism aligned with its Risk Management Policy. Additionally, the company conducts regular risk assessments and reviews to ensure continuous improvement in its risk management measures.

Summary of operations

Operational results	100%
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Anti-corruption

The company places importance on managing the anti-corruption process. By specifying it as a policy and to have appropriate supervision and internal control systems. To serve as a guideline for strict adherence within the organization As well as constantly reviewing and evaluating the suitability of operating processes and practices. To create a culture in the organization regarding operations that is transparent, fair and follows the principles of corporate governance Business ethics in combating corruption and readiness. with the challenges in each changing situation. In addition, the company also builds confidence among all stakeholders. To support sustainable business growth.

	Target 2025	Performance Results 2025	Target 2032
Number of complaints about corruption in the organization.	0 case	0 case	0 case
Employees in the organization are informed about the organization's anti-corruption policy.	100%	100%	100%

Anti-Corruption Policy and Measures

The Company's Anti-Corruption Policy and Measures the Company has a strict policy against all forms of corruption, whether committed by its employees or individuals associated with the business. To prevent any damage arising from corruption, the Company is committed to conducting its operations with honesty, integrity, and transparency in accordance with good corporate governance principles. The Company has therefore established the following anti-corruption measures:

1. The Company maintains a zero-tolerance policy towards corruption and strictly complies with all applicable anti-corruption laws in Thailand.
2. The Company will not engage in corruption, either directly or indirectly, and is committed to implementing effective systems to prevent and combat corruption.
3. The Company requires all personnel, including directors, executives, and employees at all levels, to adhere to the anti-corruption policy and business ethics without exception. They must refrain from engaging in corruption involving government officials or private sector employees, whether directly or indirectly, to gain or maintain business advantages. The Company also prohibits executives and employees from soliciting, engaging in, or accepting corrupt activities for personal benefit or for the benefit of their family, friends, or acquaintances.
4. All employees must not overlook or ignore any corrupt practices they witness. They are required to report any suspicious activities to their supervisors or the responsible persons and cooperate in fact-finding investigations.
5. All actions related to the anti-corruption policy must follow the Company's business ethics, regulations, and operational guidelines, as well as any additional guidelines that the Company may establish in the future.
6. Corruption is considered a violation of the Company's business ethics and will result in disciplinary action in accordance with Company regulations. Additionally, if the act constitutes a legal offense, the responsible individuals may be subject to legal consequences.
7. The Company will ensure fairness and protection for employees who report or provide information on corruption related to the Company.

8. The Company recognizes the importance of communication and public relations to educate and raise awareness among the Board of Directors, executives, employees, and relevant parties regarding compliance with the anti-corruption policy.
9. The Company is committed to fostering and maintaining an organizational culture that upholds the belief that corruption is unacceptable in all business transactions with both the public and private sectors. In any activities that may pose a corruption risk, employees at all levels must exercise extreme caution.

Risks and Opportunities

Corruption is a significant obstacle that restricts business growth and development. It is a critical issue that all organizations must recognize. If a company establishes comprehensive preventive measures, it can turn corruption prevention into an opportunity for sustainable business, economic, and social development.

Opportunities can arise anywhere and at any time. Therefore, the Company acknowledges the potential impact of fraud and corruption risks. Without proper resolution and proactive preparation, these risks could undermine stakeholder confidence in the organization and may negatively affect business operations in the long run.

Guidelines

1. Employees of Better World Green and its subsidiaries must strictly comply with the Company's Anti-Fraud and Anti-Corruption Policy, as well as all fraud and corruption prevention processes.
2. Employees of Better World Green and its subsidiaries must perform their duties with competence, efficiency, integrity, and a strong sense of ethics, adhering to moral principles, ethics, and professional codes of conduct.
3. Employees of Better World Green and its subsidiaries must exercise caution when giving or receiving gifts, assets, or any other benefits, ensuring compliance with the Company Group's Anti-Fraud and Anti-Corruption Policy.
4. The Company has a human resource management process that reflects its commitment to anti-fraud and anti-corruption efforts.
5. The Company will not penalize or impose negative consequences on employees who refuse to engage in fraud or corruption, even if such refusal results in the loss of a business opportunity.
6. The Internal Audit Office has the authority to promptly report any detected fraud, corruption, or suspicious behavior to the Chief Executive Officer, the Managing Director, and the Audit Committee for further reporting to the Board of Directors.
7. Donations for charitable purposes and financial support for communities must undergo a thorough review, approval, and verification process, with proper documentation in accordance with the Company's regulations. This ensures that charitable donations and sponsorship funds are not used as a pretext for fraud or corruption.

Management Approach

The Company has established comprehensive guidelines and reviews them annually to enhance the clarity of its Anti-Corruption Policy. Additionally, the Company has developed an Anti-Corruption Measures Handbook as a practical guide for directors, executives, and employees, emphasizing the prevention of all forms of fraud and corruption, both direct and indirect. This includes refraining from participating in bribery or corrupt practices involving public and private sector officials to obtain or maintain a competitive advantage. Furthermore, the Company has appointed an Anti-Corruption Task Force to coordinate with executives and all departments to refine relevant guidelines, requirements, and practices, ensuring they remain appropriate and aligned with current circumstances.

The Company regularly reviews its Business Code of Conduct and Anti-Corruption Policy and has officially implemented the Anti-Corruption Policy to build long-term confidence among all stakeholders. Additionally, the Company has been certified as a member of the Collective Action Coalition against Corruption (CAC), demonstrating its firm commitment to combating corruption in all forms.

Summary of Performance

of employees in the organization are aware of the organization's anti-corruption policy.	100%
There were no cases of corruption within the organization. 100% success rate in implementation.	100%

Key Achievements

- The company has been certified as a member of the Collective Action Coalition Against Corruption (CAC). Due to its continued commitment to transparent business operations, the company's membership has been renewed for 2025, for a period of three years.

- Business partners have been communicated to the company regarding its anti-corruption policy through public relations, business ethics, and best practices. This includes the expectation that business partners will adhere to the Supplier Code of Conduct published by the company.

Anti-corruption project



The company communicates its policy and guidelines on receiving and giving gifts during festive seasons and other occasions to executives, employees, subsidiaries, business partners, and external stakeholders for their awareness. This ensures that executives and employees have proper practices in receiving and giving gifts, avoids conflicts of interest, and establishes a positive standard for fair and transparent business dealings with all stakeholders.

Participation with stakeholders

The Company places importance on sustainable business operations with social and environmental responsibility, which includes. Stakeholder participation It is considered another important factor in creating value for the business in the long run. And to ensure that the company there is communication with stakeholder groups and listening to the opinions of all groups of the company's stakeholders effectively By being open to listening to opinions and suggestions from all stakeholders, it will affect the achievement of the goal of being a developed and growing organization. Sustainably along with being able to create maximum benefits

	Target 2025	Performance Results 2025	Target 2032
Significant number of complaints from stakeholders.	0%	0%	0%
Proportion of complaints resolved through the management process complaints.	100%	100%	100%

Management Approach

The Company has established an internal unit to maintain continuous communication with each stakeholder group, ensuring that their perspectives and expectations regarding the Company's operations are well understood. Additionally, the Company has identified its stakeholders by analyzing their relevance within the supply chain from consultation to management processes while assessing the impact and influence of these interactions.

This year, the company has categorized its stakeholders into five main groups: employees, business partners, customers, shareholders/investors, the community, and government and regulatory agencies. The approach focuses on engaging with all stakeholder groups, especially in the current context of shifting communication towards online formats, as shown in the table.

Guidelines for engaging with stakeholders.	
Customers/Partners	<ul style="list-style-type: none"> - Annual satisfaction/commitment surveys - Annual reports, sustainability reports - Monthly representative meetings, seasonal gatherings - Team-building activities
Employees	<ul style="list-style-type: none"> - Annual employee engagement survey - Management meetings through employee representatives - Communicating with employees via digital platforms and notice boards
Community/Society	<ul style="list-style-type: none"> - Annual community engagement survey - Quarterly meetings with community leaders - Community fieldwork with project partners - Communication via social media and digital platforms
Government agencies and related public sector organizations	<ul style="list-style-type: none"> - Quarterly performance reports - Meetings with relevant agencies
Investors/Shareholders	<ul style="list-style-type: none"> - Annual General Meeting (AGM), Annual report/Sustainability report - Annual survey, quarterly performance reports

Risks and Opportunities

Business management is closely linked to the value chain, which involves a diverse range of stakeholders. Business operations may have both direct and indirect impacts, as well as interconnected issues that can be either positive or negative. Therefore, the company must be prepared to adapt to changing circumstances in a timely manner. The company takes into account and assesses its relationship with various stakeholder groups at each stage of the process, prioritizing and proactively addressing key issues of stakeholder interest. This approach helps mitigate risks that could harm the company's reputation or disrupt business operations while ensuring balanced benefits for all stakeholders.

Guidelines

The company operates its business based on ESG principles to balance business growth with stakeholder engagement. The company engages with six key stakeholder groups: employees, partners, customers, shareholders/investors, communities, and government/regulatory agencies on a regular basis each year. This ensures an understanding of their perspectives, interests, expectations, and concerns, particularly regarding economic, social, and environmental issues, which are of significant importance to each stakeholder group. Various communication channels are utilized, including meetings, discussions, interviews, feedback and complaint mechanisms, consultations, and corporate reports. Additionally, the company actively monitors and addresses issues to ensure effective resolution, preventing recurring complaints in the future.

Summary of Operations

- A total of 8 complaints were received, primarily concerning operational/performance issues. For example, complaints about operational equipment and premises due to the initial expansion into provincial areas, parking facilities, cleaning staff, etc. **The company has assigned the relevant departments to resolve all 8 cases.**
- There were no significant complaints from other stakeholders that would significantly impact the company's operations.

The company has a dedicated task force responsible for consistent communication with all stakeholder groups. This participatory process aims to strike a balance between the needs of each stakeholder group and the continuation of business success.

Partner management and business partners

Partner assessment

The company has established guidelines for evaluating suppliers and contractors. It consists of the process of considering and checking the preliminary qualifications of partners and contractors. whether the qualifications meet the standards that have been set or not While important partners and contractors who conduct business with the company At present, there must be additional assessment, including a comprehensive sustainability risk assessment (ESG), economic, social, and environmental aspects. Including the evaluation of performance in the past year. Inspection in the workplace. It also evaluates the relationship of that product/service seller with the company according to the requirements and standards of the environmental management system (ISO 14001) as well as the conditions set by the company.

Products and services under the purchasing process	Supplier Risk Assessment for 2025		
<ul style="list-style-type: none">• Selection of trading partners who have qualifications according to the company's procurement criteria (Pre-qualification)• Quality assessment and bidding process. (Price Performance)• Sustainability assessment of key trading partners. (ESG Criteria)	<ul style="list-style-type: none">• Grouping suppliers according to priority and risk. That affect sustainability and risks that affect the purchasing process (Supplier Risk Assessment)• Partner assessment (Performance Evaluation)• Evaluation of key trading partners regarding ESG, which is an on-site evaluation. (On-Site ESG)	<ul style="list-style-type: none">• Annual supplier satisfaction assessment to promote and support development and Improving sustainable business practices.• Annual review and evaluation of partners' performance, including sharing of opinions to develop partners' work potential.	<ul style="list-style-type: none">• Arrange for trading partners to be informed of the evaluation results so that trading partners can express their opinions and suggestions in order to strengthen the potential of doing business together.
(Supplier Selection)	(Supplier Segmentation)	(Performance Evaluation)	(Supplier Selection)

Promote the development of partners and business partners

The company places importance on developing partners in the business chain, including business partners, business partners as well as contractors to reduce risks and social and environmental impacts. Aiming to build confidence among stakeholders in all sectors that the company has managed to take care of business partners and partners. as well as the Company's contractors appropriately. There are also guidelines to support the development of work efficiency to be better and in line with the company's standards as follows:

1. Support for partners and contractors who deliver products and main services with quality and standards according to conditions.
2. Promote development in business operations processes and obtain management system certification that complies with international standards such as ISO 9001, ISO 14001, OSHA 18000.
3. Promote business development and expansion by promoting knowledge and advice in expanding business in areas that the Company have expert knowledge.
4. Annual assessment of key trading partners in the field of ESG.

Creating a business alliance group

The company supports creativity and promotes stakeholder participation. To develop innovations that create a balance between value for communities, society and the environment. Along with sustainable business growth, there are organizations and institutions and various agencies in which the company participates and creates networks in various forms So that business operations can meet the goals Economic, social and environmental aspects To be more effective in 2025, the company has coordinated and participated with various agencies as follows:

Organization name	Status/Role
Thai Institute of Directors Association (IOD)	Member
Federation of Thai Industries (FTI)	Member
Department of Industrial Works	Project participants
Thai Listed Companies Association	Member
Thai Investors Association	Member
Environmental Management Industry Group	Member
Project to promote industrial factories to have sustainable social and community responsibility	Project participants
Thai Private Sector Action Coalition Project in combating corruption (CAC)	Member
Greenhouse Gas Management Organization (Public Organization)	Project participants

Quality and service management

Quality and service management It is considered a key factor in conducting business in various aspects, whether it is concreteness. Of service, reliability in service responding to customer needs Creating confidence for service recipients and expectations of stakeholders.

Therefore, the satisfaction of service users as customers it is considered the heart of the company's business operations. Therefore, we are aware of the importance of taking care of and listen to opinions from customers in order to improve and develop operations and services of the company to meet international standards.

	Target 2025	Performance Results 2025	Target 2032
Average customer satisfaction score	> 85%	90%	> 85%
Customer complaints have been resolved and improved.	✓	✓	✓

Quality and Service Policy

The company recognizes the importance of customer satisfaction in achieving business success. Therefore, the company has established the following guidelines:

1. Compliance with Agreements Adhering to contracts, agreements, or any conditions made with customers. If obligations cannot be met, customers must be informed in advance to find solutions and prevent potential damages.
2. Customer Complaint System Implementing a system to receive customer complaints regarding service quality, responsiveness, and delivery speed, ensuring prompt resolution.
3. Accurate and Timely Information Providing customers with correct, sufficient, and up-to-date information regarding the company's services.
4. Commitment to Customer Satisfaction Striving to enhance customer satisfaction and confidence by delivering high-quality services under safe and appropriate technology while continuously improving service standards.
5. Confidentiality Protection ensuring customer confidentiality and refraining from using their information for personal or third-party benefits.
6. Ethical Conduct Not requesting, accepting, or offering any dishonest benefits to or from customers.

Risks and Opportunities

The key factors for the business sector are quality and service, including the tangible aspects of service, service reliability, responsiveness to customer needs, consumer satisfaction based on expectations, and consumer perception of the received service. If there are instances of inefficient service delivery or substandard product quality, they may impact customer perception, satisfaction, and the likelihood of repeat service usage.

The company is committed to operational excellence across all dimensions, ensuring compliance with regulations, policies, and procedures to maintain product and service quality standards, ultimately meeting and exceeding customer satisfaction.

Guidelines

1. Conduct customer relationship activities to motivate and build long-term relationships with customers.
2. Analyze service points to identify the root causes of issues in each process and enhance integrated service delivery.

3. Continuously evaluate service performance, including Level of Service (LOS), service quality (ASQ), and customer feedback, in compliance with international standards.

The company conducts customer satisfaction surveys by sending questionnaires and evaluation forms to customers. Additionally, marketing representatives directly engage with customers to understand their concerns, expectations, and service needs. This approach not only helps identify issues but also strengthens customer relationships. Customer satisfaction scores are regularly assessed to ensure service excellence.

Customer Satisfaction Survey Results, 2025

Service and coordination	84%
Industrial waste management system	99%
Internal safety, occupational health, and environmental system	90%
Industrial waste transportation process	87%
Legal document support	92%
Average customer satisfaction score 90%	

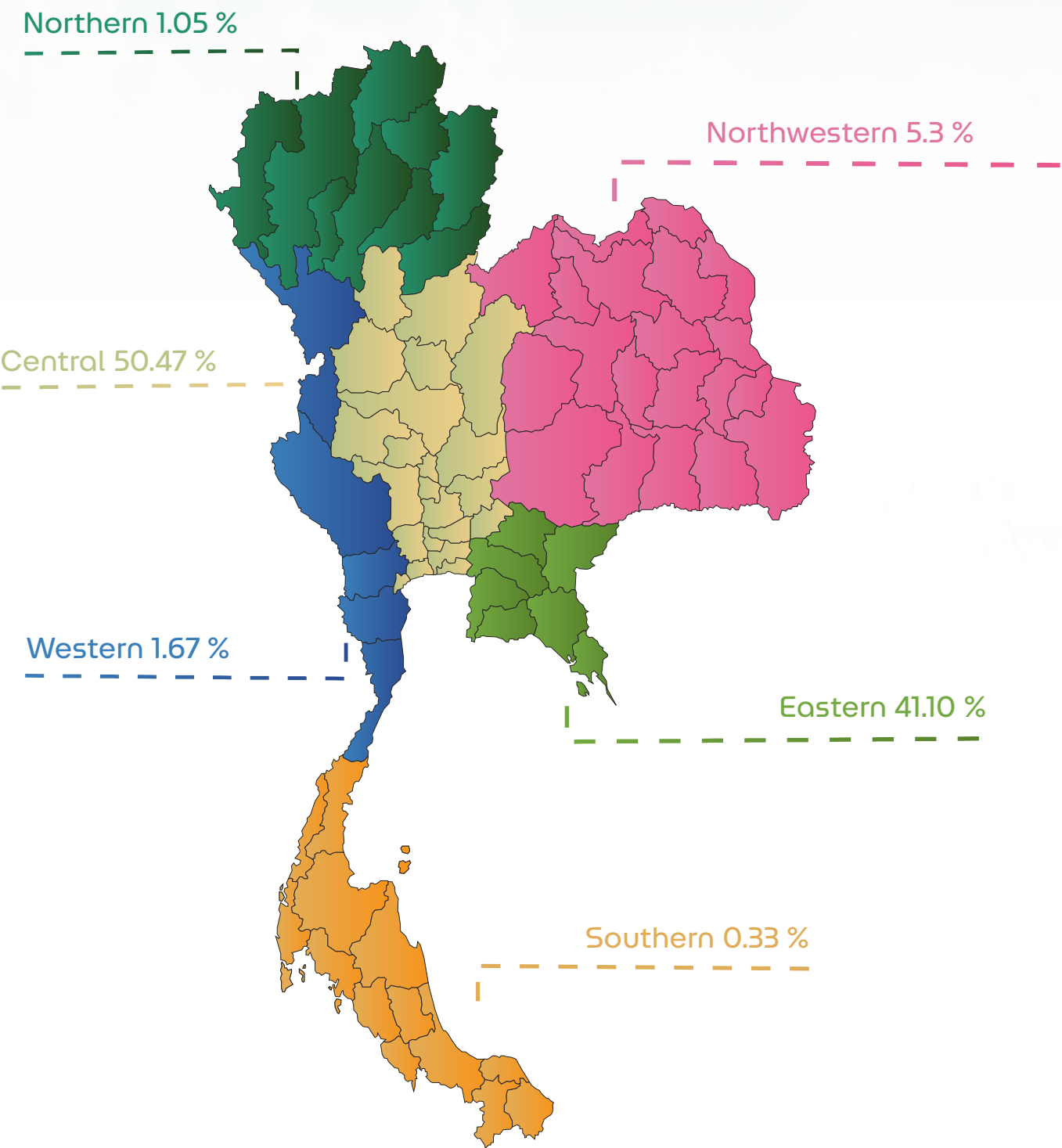
Average customer satisfaction score

2023	2024	2025
92%	94.39%	90%

Based on the customer satisfaction survey results, the company has collected and reviewed the issues that arose and found that in 2025, customer satisfaction averaged 90%, a slight decrease from 2024. This is due to the company expanding its customer base to new clusters, resulting in greater customer diversity, as well as a period of team restructuring which may have initially affected customer satisfaction. However, the company will use feedback to further develop and improve services to achieve its set customer satisfaction target.

The company continuously incorporates customer feedback to improve service quality, such as enhancing and developing relevant service departments to facilitate customer convenience. Additionally, efforts have been made to reduce processing time by leveraging technology to enhance operational efficiency, ensuring that customers can quickly and easily access services when needed.

(Number of customers using the service, categorized by region, in 2025.)



Customer Privacy Information

The company has a policy and practice in place to protect the information of all customers. This information will not be disclosed or used for any other purpose without the consent or permission of the customer. Furthermore, the sales agreement will include a clause specifying the confidentiality of the information of both parties, aiming to build customer trust in the company and prevent potential future damage.



Sustainability management in the social dimension

Human resource management

The company sees the importance of personnel within the organization. and focus on effective human resource management To increase potential and expertise in performing tasks for employees which is part of supporting and strengthening growth of the business, starting with providing opportunities and supporting employees to increase their knowledge and skills in various areas, including improving regulations different practices To upgrade and keep up with the times Moreover, we focus on adapting under the new way of life. by policy design. To be flexible and encourage employees to learn additional skills together. Also in order to keep up with development. The leaps and bounds of technology in today's era that is changing rapidly (Technology Disruption) management. Human resources for efficiency Therefore, it is an important part of the company's business operations. To drive the organization into the future stably and sustainably.

Community and social care

Community and society are important stakeholders in business development for success and sustainable growth. The Company recognizes the importance of participating in the development of the quality of life of communities, society, and all stakeholders. cotton Do set strategy. Community and social development Through various activity formats in line with needs and expectations of each group of stakeholders appropriately It is also consistent with the company's policy. About caring for society and the environment that focuses on creating positive impacts. To all stakeholders to achieve sustainable development and growth

Fair Business Practices

The company conducts its business with fair competition and does not engage in misrepresentation, deception, or any other improper means that violate ethical business competition standards. Guidelines for fair practices towards business competitors are outlined in the Corporate Governance Handbook.

Additionally, the company is committed to treating consumers/customers fairly and ensuring that their personal data is not misused or violated in any way.

Employee commitment to the organization

Every employee is considered an important resource. and is the heart of expanding business growth. In addition to helping drive business it also helps increase the competitiveness of the organization. The company Therefore, it is important to take care of and treat employees. By supporting the development of knowledge and ability and adhering to standards for good labor treatment according to international principles. To lead the organization to grow steadily and sustainably.

	Target 2025	Performance Results 2025	Target 2032
Level of employee commitment to the organization	≥ 75 %	75 %	≥ 80 %

- Employees have a positive attitude toward the company and refer to it in a good light when communicating with both internal and external stakeholders.
- Employees are eager to learn and grow alongside the organization in the future while enjoying a balanced and fulfilling work environment.
- Employees are enthusiastic and committed to contributing to the company's improvement and feel a strong sense of engagement and loyalty to the organization.

Policy and Strategy

Employee Treatment

The company values all employees as they play a crucial role in driving the organization toward its business goals. Therefore, the company has a policy to ensure that employees have a good quality of life, receive appropriate benefits, have opportunities for career advancement, and work in a safe and hygienic environment. The company follows these guidelines:

1. Strictly comply with all laws and regulations related to employees.
2. Provide a positive and safe working environment that ensures the security of employees and their assets.
3. Treat employees with respect, acknowledging their individuality and human dignity.
4. Offer fair compensation based on employees' knowledge, skills, responsibilities, and performance.
5. Ensure fairness in appointments, transfers, rewards, and disciplinary actions, considering employees' qualifications and suitability.
6. Prioritize employee development by providing equal and consistent opportunities for skill enhancement.
7. Avoid any unfair actions that could affect employees' job security or create undue pressure and psychological distress.
8. Allow employees to file complaints if they experience unfair treatment, following the established system and procedures.
9. Encourage employee participation in shaping work directions and problem-solving within the company.
10. Listen to feedback and suggestions from employees at all levels equally and fairly.

Performance Management

The company has established Key Performance Indicators (KPIs) that align with its goals and corporate culture. Employees are given the opportunity to participate in providing feedback and contributing to the development of these KPIs to foster greater engagement and commitment to the organization.

Compensation and Benefits Management

The company has a policy to establish fair and equitable compensation and benefits for employees, aligning with the company's performance. Employee performance evaluations (Key Performance Indicators or KPIs) are considered in determining compensation and job levels based on responsibilities. The company ensures that compensation remains competitive within the labor market and adapts to changing living costs.

Additionally, the company provides various benefits, including health check-ups, life and accident insurance, assistance and support for employees who suffer injuries or illnesses due to work, a provident fund, marriage allowances, funeral assistance, disaster relief support, and financial aid for visiting sick employees.

Promoting Employee Well-being

The company is committed to promoting a good quality of life for employees at all levels, ensuring suitability to their job roles and social status. The company provides proper work equipment, facilities, and a safe working environment that complies with occupational health and safety standards. These efforts align with international occupational health and safety regulations. Additionally, the company has established a provident fund to enhance financial security for employees after retirement. In 2022, the company signed an MOU for a multi-purpose welfare loan program in collaboration with Thanachart Bank. Under this program, employees can access special interest rates and a maximum loan amount of up to five times their salary without requiring collateral or a guarantor, thereby improving their financial flexibility.

Benefits and Other Compensation

To ensure employees have financial security, stability, and confidence in delivering their best work according to their roles and responsibilities, the company provides both legally mandated benefits and additional welfare programs. These include disaster relief assistance, accident insurance, annual health check-ups, financial support in case of bereavement, maternity benefits, and contributions to a provident fund. The criteria for these benefits are determined based on relevant policies and regulations. The provident fund is specifically designed to encourage saving and ensure both short-term and long-term financial security for employees after retirement.

Happy Workplace Project

The company has a policy of holistic employee care by promoting the physical and mental well-being of its employees. The company has implemented the "HAPPY WORKPLACE" concept to create a balance between work and personal life for employees, leading to improved health and quality of life. This enables the company to become a happy organization and achieve sustainable growth, ready to face all types of future changes.

Risks and Opportunities

The company places great importance on its employees, recognizing that rapid environmental and economic changes can introduce various work-related risks. To address these challenges, the company integrates technology to enhance workplace safety and convenience. Additionally, the company has a personnel development policy to foster employee engagement. Employee well-being is a key factor in strengthening the bond between staff and the organization. Therefore, the company prioritizes employee care, fair benefits, active listening to resolve concerns, and creating a positive work environment. Furthermore, various activities are organized to encourage employee participation, providing opportunities for them to fully utilize their potential, contributing to the company's stable and sustainable growth.

Management Approach

The company conducts an annual employee engagement survey to assess employees' satisfaction with their work, colleagues, and workplace environment. The survey also gathers suggestions for organizational improvement. Following the assessment, relevant departments compile and analyze the results, developing plans to enhance employee engagement. The findings are regularly reported to management in meetings, ensuring continuous efforts to strengthen employees' connection to the organization.

Welfare and other benefits

To ensure that employees have good security, stability, and confidence in creating the best work according to their missions and responsibilities, the company has provided various welfare as stipulated by law and provided additional welfare beyond what is stipulated by law, including welfare in case of disaster, welfare related to accident insurance, welfare related to annual health check-up, welfare for death assistance, welfare for childbirth assistance, and welfare for provident fund. The criteria for determining various welfare are in accordance with the regulations and orders related to that matter. The purpose of providing provident fund welfare is to promote savings and create stability in life for employees in both the short term and the long term after retirement in a tangible manner.

Risks and opportunities

The company attaches great importance to all employees. As the rapid changes in the environment and economy bring different risks to the work, the company uses technology to help employees ensure work safety and increase work comfort, and has formulated employee development policies and established commitments to the organization. Employee care is an important factor in establishing the commitment between employees and organizations. Therefore, the company has formulated policies in caring for employees, providing good welfare,

listening to opinions, solving problems and creating a good environment in the organization. The company has also carried out a number of activities to provide opportunities for employees to give full play to their talents for the stable and sustainable development of the enterprise.

Management guidelines

The company compiles an annual questionnaire to survey employees' level of participation in the organization, in order to measure job satisfaction. Colleagues, workplace, and various suggestions that can be used for organizational development will be evaluated, and relevant departments will summarize and plan to focus on increasing employee participation in the organization. Regularly report evaluation results to management at meetings and develop guidelines to enhance employee engagement within the organization.

Summary of Results

A survey of 185 employees across all levels conducted in 2025 revealed a slight increase in employee engagement compared to 2024. This improvement is attributed to partial organizational restructuring aimed at streamlining management and reducing redundancy. Employee engagement is rated as "moderate," reflecting the company's effective human resource management practices and comprehensive employee care. However, further development and the addition of collaborative activities are needed to enhance employee engagement. Nevertheless, the company has policies in place to support and care for its personnel, aiming for sustainable development.

Treating labor fairly

Promote equality

The company is aware of the importance of treating labor fairly. By treating employees equally Equal and non-discriminatory It is based on human values. and does not take into account differences in race, religion, skin color, gender, age, including people with disabilities and basic human rights of humans which is a basic element for the organization's business operations Therefore, a system for taking care of employees has been established thoroughly and fairly. From the hiring process and fair employment conditions Including considering performance results under a fair performance evaluation process.

As well as providing various welfare benefits for employees as required by law. The focus is on allowing employees to work safely. and have proper hygiene in the workplace with an appropriate environment In addition, the company It also takes into account stakeholders in every sector. Equally related To move towards becoming a model organization and for sustainable growth of the company.

	Target 2025	overall operation 2025	Target 2032
The proportion of female employees is more than 30 %	≥ 30 %	48%	≥ 40 %
The proportion of female executives is more than 30 %	≥ 30 %	50%	≥ 40 %
Support employment of people with disabilities	✓	✓	✓

- Advocate equality, mutual respect and non-discrimination practices.
- Respect the diversity of employees.

Risks and opportunities

At present, Thai society is increasingly emphasizing equality and inclusiveness of differences, and paying attention to various inequality issues that arise in society, whether it is in education. In terms of work and access to various opportunities, companies are aware that these changes may affect employment, including adapting to many of the current changing ways of working. The company recognizes the importance of supporting equality and reducing inequality within the organization, and has developed equality policies that are in line with international practices (SDGs), with a focus on eliminating discrimination and supporting equal access to these opportunities for everyone. In addition, guidelines for non-discrimination against employees have been developed to achieve the organization's long-term sustainability goals.

Management guidelines

To demonstrate its commitment to the principle of equality and non-discrimination, the Company has set a review and survey of issues of equality in the organization, emphasizing the diversity of employees through employment, potential development and planning career paths for employees equally and continuously. It also promotes gender equality between female and male employees in considering performance results under a fair performance evaluation process in order to be able to grow in a career with a transparent and clear process of evaluating the performance of all employees according to their abilities related to the nature of job responsibilities. In addition, it promotes business partners to grow together with responsibility and respect for fundamental rights equally throughout the process.

Details and number of employees in the organization.

Personnel details	Unit	2023	2024	2025
Total number of employees	people	98	98	185
Number of employees by gender				
• Male	people	32	28	96
• Female		66	70	89
Number of employees by age	people			
• 18 -30 years		48	43	94
• 31-49 years		44	49	86
• 50 years and above		6	6	5
Number of employees categorized by employee level	people			
• Management		4	4	4
Male Managers		2	2	2
Female Managers		2	2	2
• Supervisors		18	17	24
• Operational Level / Officers		76	77	157
Proportion of permanent employees	Percentage	100	100	100
Proportion of contract employees (monthly/daily)	Percentage	0	0	0
Number of employees who resigned	people	29	27	18
Proportion of employees who resigned	Percentage	2.3%	1.9%	0.9%
Number of employee resignations categorized by gender	people			
• Male		13	12	1
• Female		16	15	17
Number of employee resignations categorized by age	people			
• 18-30 years		20	19	9
• 31-49 years		9	8	7
• 50 years and above		0	0	2
Number of new employees		43	29	15
Proportion of new employees		3.4%	2.0%	0.7%
Number of new employees	people			
• Male		22	22	1
• Female		21	7	14

Personnel details	Unit	2023	2024	2025
Number of new employees categorized by age	people			
18-30 years		35	22	11
31-49 years		8	7	4
50 years and above		0	0	0
Number of employees with disabilities		0	0	0
Number of employees taking maternity leave		1	1	1
Number of employees taking maternity leave and returning to work		0	0	1
Number of human resources complaints	Case	0	0	4
Number of business ethics violations	Case	0	0	0
Proportion of employees receiving performance evaluations	Percentage	100	100	100

Summary of equality implementation

The role of female employees in the organization	
Female employees to 48% of all employees.	Female executives to 50% of all executives.

- **Total number of employees: 52% male, 48% female.**

Number of employees by gender	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Male/Female	32	66	28	70	96	89

Human rights

The company recognizes the importance of respecting human rights, which are fundamental elements of business operations. The opportunity for human rights violations to occur directly or indirectly throughout the entire value chain, coupled with the current stricter requirements for human rights violations, companies must be prepared to respond to stakeholders' situations and expectations in this regard, and be prepared to become a model of human rights based on the principle of respecting human rights. Throughout the entire value chain, the company's business philosophy and guiding principles are the source of continuous respect for human rights.

	Target 2025	overall operation 2025	Target 2032
All institutions within the organization are subject to human rights checks.	✓	✓	✓
Partner groups have been assessed for human rights risks.	✓	✓	✓
Number of significant human rights complaints (cases).	0	0	0

Policies and guidelines

Human Rights

Respect the dignity and honor of each individual, independence, privacy, legitimate rights under the law and human rights and the interests of stakeholders. Treat everyone equally without discrimination based on gender, class or race. The Company requires all directors, executives and employees of the Company to strictly comply with human rights principles as part of their operations and not support activities that violate international human rights principles.

1. Adhere to the equal, fair and non-discriminatory treatment of one another in accordance with the United Nations Universal Declaration of Human Rights (UNDHR)
2. Perform duties with caution to prevent the risk of human rights violations in business operations, including from those involved in business operations. Keep an eye on respect for human rights and report to superiors immediately to prevent actions that violate human rights.
3. It is prohibited to use illegal trafficking in persons or forced labor, including physical or mental abuse of employees, whether through threats, detention, restraint, intimidation, harassment, or any form of violence that violates human rights and labor.
4. By providing transparent procurement processes, respecting the rights of trading partners, treating them fairly, promoting fair competition, and encouraging them to comply with human rights principles.
5. Respect community rights, value community rights, including listening to opinions and supporting community participation.
6. Organize comprehensive human rights due diligence process (HRDD).

Risks and opportunities

Human rights are an issue that society is paying more attention to today. There are various forms of human rights violations that may occur, such as labor rights violations, demands for employee salary increases and employee unions, blocking of freedom of expression, demands for discrimination against customers, and other social equalities such as religion, skin color, race, etc.

The company realizes the importance of human rights management. Therefore, the company has assigned relevant departments to assess the risks of business operations that may violate human rights in various aspects. We also emphasize equality by aiming to create understanding of human rights for employees in areas or activities that are at risk so that employees in the organization are aware of the importance of human rights and can comply with human rights principles correctly. In addition, the organization supports and accepts diversity and differences in thinking in order to aim for human rights operations to be effective and achieve the set goals.

Management Guide

Better World Green Public Company Limited operates its business strictly under labor laws and has human resource management regulations that promote rights and support development for the growth of personnel at all levels, respect human rights by treating everyone equally, without discrimination, support and promote human rights, avoid actions that violate human rights by being committed to and maintaining fair working conditions and being a good example in doing business.

The Company has therefore set a human rights strategy and plan with the aim of not having any human rights complaints from its operations and making improvements to comply with the human rights principles in accordance with the UN Guiding Principles on Business and Human Rights (UNGPR), including raising awareness and the importance of human rights operations for executives and employees and expanding to other stakeholder groups, and emphasizing respect for employees' human rights and raising awareness of human rights through various forms of training to create equal opportunities without discrimination. It also continues to focus on providing fair and beneficial welfare for employees in all forms, both in terms of welfare and healthcare.

Summary of human rights performance results

Complaints regarding human rights violations: 0 cases

	overall operation 2025
All operating units undergo comprehensive human rights audits.	✓
Partner groups have been assessed for human rights risks.	✓

Major achievements

- Actively communicate within the organization to raise awareness of human rights.
- Fair assessment of human rights partners and labor treatment.
- 100 percent of operational areas have undergone comprehensive human rights audits.
- Partner groups that have been identified as being at risk of human rights violations have developed risk reduction measures.
- The key partner group (key Tier 1) conducted ESG evaluation on the site audit.
- **No** complaints of verified human rights violations have been received every year.

The Company has **not** received any complaints regarding human rights violations and the Company's assessment has shown that internal controls and human rights risk management plans are adequate and appropriate in all areas.

Occupational health and working environment

Occupational health and a safe working environment are important matters in operations. If there are no appropriate standards or guidelines, it may become a risk factor in the future. The company therefore has measures to support work appropriately so that employees and contractors under the organization's care have a good working environment, as well as creating participation, confidence in work and creating a commitment to the organization. As a result, the business can operate continuously and sustainably.

Policies and guidelines

Occupational health and safety

Supporting the health, safety and security of employees to promote good hygiene and a safe working environment, focusing on controlling and taking action to prevent work-related accidents. Therefore, a safe working environment has been provided in accordance with various standards and good health has been promoted for employees, including arranging appropriate working hours in accordance with relevant safety and occupational health laws and regulations, which focus on maintaining good working conditions and reducing the risk of accidents, injuries and health risk factors. Employees will receive protective equipment and relevant training for employee safety and well-being.

Safety statistics

In 2025, there was a report of employee injury rate with 0 accidents. There were no accidents during work because the company has high security and regularly trains employees on safety.

Risks and opportunities

Occupational health and safety risks or certain dangerous situations may occur from the production process. The company provides services for managing both hazardous and non-hazardous industrial waste. The process of treatment, disposal and energy reuse is at risk of causing environmental impacts from operations, starting from the transportation process, treatment and disposal of industrial waste, including the safety and health of employees and nearby communities if there is ineffective management.

To reduce the causes of health and environmental insecurity that affect the lives and properties of employees, the company has a policy for managing occupational health and safety of employees. In order to prepare for various situations, a clear policy for safety, environment and social responsibility has been established, emphasizing importance from the transportation process, treatment and disposal of industrial waste, including management of work procedures and constant improvement. Knowledge and understanding are provided to employees at all levels by organizing regular and continuous training on safety and environment. Therefore, it is important for the establishment and employees because being prepared and having a good response plan can reduce damage and risk. In addition, awareness for employees is an important factor in creating readiness to cope with risk situations and reduce the risk level of the organization.

Management guidelines

The Company has implemented occupational health and safety operations in accordance with the international standard ISO 45001:2018 in all operating areas, covering employees, contractors, and contractors, taking into account relevant stakeholders within the Industrial Waste Management and Administration Center and the Head Office.

- Establish a committee on occupational safety, health and working environment to oversee the safety and good working environment of all employees and workers. In 2024, the committee on occupational safety, health and working environment will meet regularly to review related plans and policies.

- Provide training to employees, such as emergency preparedness and response drills, inspection of work areas, basic fire extinguishing knowledge training, and safety training.

Work safety

- Establishing a work safety plan, such as surveying the environment in the workplace, inspecting equipment in accordance with the law, training employees and contractors/business partners in safety in the area, creating a work manual, practicing emergency plans, and training on fire escapes.

- Reporting and proposing measures or guidelines for improvement to comply with safety laws.

- Survey of occupational safety performance and examine statistics of accidents occurring in the workplace.

- Establish a system for reporting unsafe working conditions, develop innovations that are consistent with working conditions, making it the duty of all employees at all levels to comply, and continuously monitor and report progress.

Creating a sustainable safety culture

Instill safety, occupational health and environmental awareness in employees to emphasize behavioral change. In 2025, the following actions will be taken:

- Create awareness of work safety by organizing training to provide knowledge on safety and occupational health, including courses on safety inspections around the waste management center, courses on how to wear and maintain personal protective equipment (PPE), safe driving courses, and fire extinguishing and evacuation drills to develop personnel to provide knowledge about theories and use of various emergency response equipment.

- Promote employees' participation in identifying and assessing hazards to develop process management systems with preventive methods of operation, such as 5S activities, improving the safe working environment, modifying work procedures, and engineering design.

- Prepare a report on the occurrence and investigate accidents/incidents every time they occur from working in the area to identify the cause and lead to preventive and corrective measures to prevent recurrence.

Summary of operating results

- The Occupational Safety, Health and Environment Committee meets regularly to review relevant plans and policies.

- The company has been certified with the international standard for occupational health and safety management ISO 45001:2018.

- Regularly conduct assessments of the working environment, such as temperature, airborne dust, odors, chemicals, etc.

- The company is able to strictly maintain safety standards.

The Company places importance on occupational safety because it is well aware that those who work in the Company's operating areas are at risk of occupational health and safety, including compliance with relevant laws, such as the Labor Protection Act B.E. 2541 and the Occupational Health and Safety and Working Environment Act B.E. 2554, etc., including cultivating a culture of occupational health and safety for executives and employees at all

levels through the occupational health and safety policy with the goal of reducing the number of injuries that cause work stoppages to zero (Zero Accident).

Performance results in occupational safety and health.

Safety and occupational health details	Unit	2023	2024	2025
Total Working Hours	hours	196,666	207,858	475,128
Actual Working Hours	hours	189,497	198,521	436,600
Overtime Hours (OT)	hours	7,169	9,337	38,528
• Contractors		-	-	-
Number of Training Sessions	times			
• Safety Training Courses Conducted	times	11	2	2
• Number of Attendees per Safety Course	times	41	80	155
• Annual Fire Emergency Drill	times	1	1	1
Number of Incidents	times			
• Number of Work-Related Injuries	times	0	0	6
• Number of Work-Related Accidents Resulting in Lost Work	times	0	0	2
• Number of Work-Related Fatalities	times	0	0	0
• Number of Significant Waste Spills from Work Processes	times	0	0	0
Environmental Compliance				
• Fines for Non-Compliance with Environmental Laws	baht	0	0	0
• Number of Non-Compliance Cases in Environmental Operations	times	0	0	0

Summary of Operations

- Regular meetings of the Occupational Safety, Health, and Environmental Committee are held to review relevant plans and policies.
- The company has obtained ISO 45001:2018 international certification for occupational health and safety management.
- Regular assessments of the working environment are conducted, including temperature, airborne dust, odors, chemicals, etc.
- The company consistently maintains strict safety standards.

The company prioritizes workplace safety, recognizing that those working in the company's operational areas face occupational health and safety risks. This includes compliance with relevant laws such as the Labor Protection Act B.E. 2541 (1998) and the Occupational Safety, Health and Environment Act B.E. 2554 (2011), among others. Furthermore, the company cultivates an occupational health and safety culture among management and employees at all levels through its occupational health and safety policy. The ultimate goal is to achieve zero lost-time injuries (Zero Accident).

	Target 2025	overall operation 2025	Target 2032
Employee Injuries (Cases)	0	6	0
Contractor Injuries (Cases)	0	No contractor	0
Employee Injuries Resulting in Work-Resulting Injuries (Cases)	0	2	0
Contractor Injuries Resulting in Work-Resulting Injuries (Cases)	0	No contractor	0
Number of Employee Deaths as a Result of Work (Cases)	0	0	0
Number of Contractor Deaths as a Result of Work (Cases)	0	No contractor	0

This was a minor injury sustained by an employee. The company handled the employee's care in accordance with its corporate policy, which focuses on the health, well-being, and work-life of all employees throughout the organization.

Safety promotion activities

1. Activities to prevent and reduce accidents

From the results of the 2025 annual activities on "KYT activities", the organization has implemented the analyzed KYT activities to do the Morning Talk activities on Monday mornings, and has set measures or methods to manage those dangers to ensure safety, which the organization has effectively and appropriately implemented to serve as a warning before risky incidents occur, continuing until 2026.



2. Safety activities meet with employees

Visit the area every 3 months to remind and emphasize safe working rules and methods. Emphasize communication with employees to receive comments and suggestions on safety, so that the organization can improve and develop for sustainability.



3. Risk identification activities and promotion of hazard awareness

Publicize the notification of Near miss reports that have a chance of accidents, risk notification activities, and danger notification activities by scanning the QR Code to fill in the information. There is a 20 baht cash prize/1 case through various channels such as the head of the Safety Center, the supervisor, the corporate communications to encourage employee participation. Currently, there are 20 cases of employees who have submitted their suggestions via online channels and have completed the correction and improvement.



Safety Awareness Activities

Raising awareness of workplace safety by establishing regulations and penalties for employees who do not comply with safety rules.

By 2025, no instances of employees not complying with safety regulations will be detected. To achieve this goal, the company has conducted occupational health and safety training for its employees, including basic firefighting, fire evacuation drills, and courses on occupational safety and health committees and environmental management.

In addition, the company has surveyed areas within the office building to identify high-risk areas for work-related hazards and fire, and has implemented improvements by installing additional equipment or replacing existing equipment to ensure it is in working order. Regular inspections of all equipment are conducted to maintain its readiness for use, such as CFC-free fire extinguishers, backup flashlights near emergency exits, and safety signs.

Human resource development

The company places great importance on personnel development. Personnel development is one of the main factors in organizational development. In addition to promotion, the company also places importance on other aspects such as setting fair compensation, developing potential, knowledge, and other skills that employees want to learn to develop in their work. In addition, the company also organizes internal activities to create unity and commitment to the organization.

	Target 2025	overall operation 2025	Target 2032
After employees receive knowledge, techniques and skills from training, it helps employees perform their jobs better.	100 %	100 %	100 %
Claim Problems Note: Refer to the annual questionnaire.	0 case	0 case	0 case

- To ensure that business personnel can work smoothly and efficiently.
- To reduce the employee turnover rate within the organization.

Management guidelines

- Promoting knowledge exchange and communication within the organization, including organizing training programs and continuously developing the knowledge and skills required to perform the duties of employees according to their level and nature of work.
- Create positive interactions among employees by having them participate in various activities to promote organizational bonding.
- Study visits to external agencies to gain experience and exchange ideas with experts with hands-on experience, such as business development.

Operational results

	Target 2025	overall operation 2025
Employee satisfaction rate within the company	≥ 90 %	95 %

Employee training

Training details	unit	2023	2024	2025
Average training hours (hrs./person/year)	hour	45.6	40.4	35.6
Average training hours per person per year (by gender)	hour			
• Male	hour	26.6	33	23.6
• Female	hour	19	9	12
Average training hours per person per year (by employee level)	hour			
• Operational level	hour	24	9.2	24.1
• Department heads, divisions, departments and managers	hour	21.6	35.2	11.5
Training and development costs	baht	131,365.44	91,840	115,977

In addition, the company is committed to continuously increasing the knowledge and skills required to perform the work of its employees according to their level and nature of work. The company has provided opportunities for employees to receive training in various courses, divided into 2 types: both internal and external, with an average training hours per person of 35.6 hours per person.

Study tour with external agencies

To gain experience and exchange ideas with experts with direct experience, such as business development, as follows:

Position level	Number of operators (people)	Number of participants (people)	Operating Results 2025 (Percent)	Target 2025 (percent)
			(Percentage of workers at each level)	
Senior Executives	4	3	75	100
Head level	24	18	77	100
employee	157	130	83	100

Employee turnover rate

Year 2025	BWG	BG	BWC	BWT	BME	AKP	ETC	EEC	AVA	RH	total
Number of employees who resigned (including the company and its subsidiaries)	18	90	49	25	32	40	5	15	0	2	276
%Resignation/Total number of employees (Including the company and affiliated companies)	0.9%	1.9%	7.4%	0.8%	2.5%	2.2%	1.4%	0.7%	0%	1.0%	1.6%

Risks and opportunities

Personnel are one of the important resources in driving the company towards achieving its goals and affecting its competitiveness, generating income, and being a cost at the same time. If the company cannot prepare its personnel to ensure continuous business operations and support the organization's expansion, it may result in missed opportunities to expand the business and affect the company's ability to make a profit. Therefore, human resource management is considered one of the indicators of the organization's success. In driving the business to success, the company is committed to setting a strategic framework for personnel development.

Operational guidelines

The company is committed to developing the potential and diverse skills of its employees. It believes that the organization will grow and compete only when employees have the tools and skills ready for work that will promote continuous growth and deliver good results. This is one of the human resource management strategies to develop the potential and prepare employees to work in other fields by focusing on increasing comprehensive work skills. Currently, the company's employees have stronger skills. The company's employees have been developed through the curriculum project to allow employees to up skill and Reskill. The development of potential for employees will be in line with the goals of each organization effectively.

By planning and providing training to employees in all important courses related to business operations, there is a process for selecting and recruiting employees with potential to ensure that the company will have quality executives and employees sufficient to expand the company's business operations, including the company's performance management using key performance index (KPI) that is passed down from the executive level to the operational staff level to ensure that the work is consistent and in the same direction as the company's goals.

Summary of the results of the operations of leadership and human resource development

In case of complaint by employee	Complaints by employees have been	Average employee satisfaction
4 cases	resolved 100%	score 95 %

From the annual employee assessment questionnaire of all levels in 2025, totaling 185 people, it was found that the personnel development courses provided by the company to employees accounted for more than 75%, which means that the company's personnel development meets the needs and can be used to develop that part of the employee's work effectively.

Note: The number of complaints in 4 cases is mainly about complaints from practices/operations, such as parking, communication, cleaning, adjustment of maintenance technicians' work completion, etc., which the company has assigned the relevant departments to fix in 4 cases.

Complaint channels

The company has set policies for employees to find ways to work. Employees can submit work complaints through the following channels:

- Through the supervisor
- Through the offline and online channels of the HR department
- Through community relations channels
- Comment box

Local employment and career creation

To support sustainable economic growth, the company has shared opportunities, created jobs, and created careers for local people with the goal of supporting and helping society and people in the community to have better income and living conditions, and more importantly, to feel valuable and ready to create benefits for society endlessly.

	Target 2025	overall operation 2025	Target 2032
Local Employee Satisfaction Rate Note: Refer to the annual questionnaire.	≥ 75 %	>75 %	>85%

Management policies and guidelines

The company recognizes the importance of distributing income to local people with potential and knowledge and skills, which will result in local people and surrounding communities having better knowledge and understanding of the organization's business operations, which will greatly benefit the company's operations. Furthermore, community development is something that cannot be overlooked: living together with people in the community in a balanced and sustainable way. Therefore, supporting local people to come to work is a part of the development from the beginning to the end, which will result in development in the form of "good economy, problem-free society, and sustainable development", which will result in most people having a better quality of life and well-being.

Risks and opportunities

The fragile economic situation that has been affected by the past crisis has affected both the economy and the income of the public sector. The recovery of domestic demand and the labor market must be supported to allow the adjustment of the labor force to lead to sustainable economic growth in the long term.

The company is therefore committed to supporting the creation of opportunities, including reducing the problem of social inequality by generating income, creating careers, and providing a good quality of life for local people to help improve the quality of life of everyone, along with conducting business responsibly, aiming to reduce the impact of operations that may affect the community, and to help reduce conflicts that may arise between the organization and the community, so that they can coexist sustainably.

Operational guidelines

The Company has operated its business with social responsibility. It has a policy to support the employment of local people to promote job creation and income distribution, help people in local communities, including those affected by the current crisis, to have income, and promote the development of various work skills for people in the community. In addition, to build good relationships with the community, the Company focuses on creating shared value between the organization and the community through various channels, such as employment, procurement, support for community activities, and support for community products.

Summary of operating results

From the 2025 local employee survey, the company's total local employment results for the year are as follows:

Number of employees by workplace	2023	2024	2025
Head office	80	80	78
Waste Management Center, Saraburi Province	18	18	107
SRF Renewable Energy Center Phase 1,2, Saraburi Province	0	0	0
SRF Renewable Energy Center Phase 3, Ayutthaya Province	0	0	0
Total	98	98	185

42% of employees at the head office and 58% of employees at the operations center.

To reflect the company's commitment to continuously participate in community care and development, which focuses on promoting careers that create opportunities for local people to participate in development approaches and jointly determine solutions and action plans, including participating in providing administrative resources and decision-making authority in determining activities and guidelines for implementing their own activities to take place within the community willingly.

Operational Results

	Target 2025	overall operation 2025
Local Employee Satisfaction Rate	≥ 75 %	78 %

Community and local responsibility

Sustainable business operations must take into account the creation of shared value with the surrounding community and society, with an emphasis on developing local communities to grow together according to the concept of “We care about every life and the environment”. An agency directly responsible for community participation has been established to create an action plan that is appropriate for each group of stakeholders in the community.

	Target 2025	overall operation 2025	Target 2032
Number of issues complained about by the community	0	0	0
Proportion of significant community complaints resolved	100%	100%	100%
Note: Based on annual questionnaire			

- There are **no** incidents of complaints or conflicts related to business operations.
- Close access to community relations news and community opinions on various projects.
- Create satisfaction for the surrounding community through CSR projects such as the Sending Children to Dreams Project, Teaching Children to Love Science Project, Sending Waste Home Project, Annual Kathin Ceremony, and many more.

Policy on treatment of communities, society and the environment

The Company operates its business with responsibility towards the community and society by giving importance to the proper and appropriate compliance with various standards related to safety, security, hygiene and environment and taking into account the impact on natural resources and the environment. The guidelines are as follows:

- Give importance to community and social activities, focusing on social development, community, environment, creating and conserving natural resources, supporting education for youth and supporting public welfare activities for disadvantaged communities to become strong and self-reliant communities.
 - Return part of the profits to activities that will consistently contribute to society and the environment.
 - Continuously create awareness of social and environmental responsibility among employees at all levels.
 - Comply and cooperate or control to ensure strict compliance with the intent of the law and regulations issued by the regulatory agencies.
- Adhere to the democratic regime and support employees to exercise their rights according to the Constitution of the Kingdom and related laws.
- Establish a complaint system for issues that may affect the community, investigate the causes, make corrections, and inform the complainant of the results in a timely manner.
- Provide rapid and effective response to incidents affecting the community and environment resulting from the Company's operations, by fully cooperating with government officials and relevant agencies.
- Do not perform any actions that cause damage to natural resources and the environment beyond what is prescribed by law.
- Do not support any activities that are a threat to society or good morals and/or promote vices.

Risks and opportunities

In the operation of the management of industrial waste that is not used, both hazardous and non-hazardous, through the process of treatment, disposal and reuse in terms of energy, if there is inefficient management and does not consider the impacts in each aspect, it will be the cause of risks that may cause impacts on the environment and the community from the company's operations. Both the transportation process, treatment and disposal of industrial waste, including the safety and health of employees, nearby communities and local people, if there is inefficient management.

The company realizes the importance of various issues that may arise and is committed to creating participation and listening to community opinions to improve operations and support sustainable development that meets the needs of local people. Therefore, the company has assigned relevant agencies to plan, evaluate, and find ways to manage both internally and externally, including plans to promote good relationships with local people and surrounding communities, whether in terms of support and assistance in both normal and crisis situations.

Management guidelines

The Company operates its business with a sense of responsibility towards the community and society by giving importance to the proper and appropriate compliance with various standards related to safety, security, hygiene and environment, and taking into account the impact on natural resources and the environment. In addition, the Company has also carried out Corporate Social Responsibilities (CSR) activities for the sustainable development of the community and society.

Therefore, the company has clearly defined the policy on safety, environment and social responsibility, emphasizing the importance of transportation processes, treatment and disposal of industrial waste, as well as managing and improving the work procedures to be up-to-date at all times. The company provides knowledge and understanding to all levels of employees by organizing regular and continuous training on safety and environment. The company regularly checks and monitors the air, soil and water quality both inside and outside the company to monitor the environmental impacts that may occur to the surrounding communities, and modern technology is used to manage the environment to prevent and reduce pollution that may occur from operations.

Outstanding social activities in 2025

Community health development

Public health is the prevention and treatment of disease so that people have good health, both physically and mentally. A society with healthy citizens is an important part in the development of individuals, society and the country.

The company has continuously given importance to supporting and developing public health activities, both in terms of supporting activities of organizations and various public health agencies, with a commitment to achieving the goal of having good health for people in society, which is also in line with the United Nations Sustainable Development Goals (SDGs) in terms of health and well-being.

BWG Project Cares for the Elderly

Entering the 11th year for the health check-up for the elderly who are members of the BWG project, Caring for the Elderly, bringing medical personnel and volunteers to join the field to check the health of the elderly for 20 people throughout the year. The project was born from the realization of the difficulty of traveling to the hospital for health check-ups, which requires travel expenses and the difficulty of moving the examinees. Therefore, the company went to the field to check the health of the elderly in the project, helping to relieve the burden on the families of the members during the field visits. The doctors also prescribed medicine for the examinees as appropriate according to the doctor's discretion, most of who were in good health.

The company has collaborated with Huai Haeng Subdistrict Health Promotion Hospital and volunteers to provide health check-ups to the elderly and bedridden patients, as well as provide health care advice during the cold weather at night. Most elderly people experience health problems due to their age, and some experience fatigue.

Elderly Care Project “Friends Meet Friends”

The activity is part of supporting the community to have activities together in the elderly group, both in terms of health care, behavior and also promoting culture for the elderly in the community, which is considered a relationship activity between the company and the communities living in the area in Huai Haeng Subdistrict and Nong Pla Lai Subdistrict.

BWG Ban Nam Sai to the Community Project

This is the 4th consecutive year that the engineers have inspected the water filter system and improved the tank for cleaning. This water filter set is installed at Wat Burikaram, Tambon Huai Haeng, Amphoe Kaeng Khoi, Saraburi Province. It used to be an old water supply system of the community but was in a dilapidated condition. The water filter is checked regularly every month. This time, the water in the tank was drained for cleaning and the area around the water filter was cleaned. From the inspection of the various systems, it was found that the water filter can still work at full efficiency with no abnormalities. Currently, this water filter is installed at Wat Burikaram, Tambon Huai Haeng, Amphoe Kaeng Khoi, Saraburi Province. This water system was originally used for community consumption. The original system was severely dilapidated and lacked maintenance, causing hundreds of households who depended on the water source from this water filter system to suffer greatly in terms of using water for consumption. Schools, temples, and communities were also affected. Therefore, last year, the company came in to improve, repair, and install various systems until they were able to return to 100% use as before.

Community development in knowledge

Creating knowledge and understanding about the company's business operations and operations in various processes is something that the company has continuously given importance to in order to build trust and confidence in the surrounding communities so that they can live happily on the basis of operations that adhere to environmental care and the highest level of safety, which has the opportunity to create impacts from operations. Therefore, the group of companies divides communication levels into 2 groups as follows:

Communication to build community understanding and confidence

For communication to create understanding of the company's operations to the surrounding communities is important to enhance correct understanding and reduce concerns that may arise in the community about the operations in 2025 as follows:

1. Visit Site

Creating understanding about business operations and operations in various processes is something that the company has continuously given importance to in order to build trust and confidence among stakeholders based on operations that adhere to the highest care for the environment and safety. In 2025, there were visitors to BWG divided into 6 groups as follows:

Agency	Number of agencies
Auditing agency	67
Customer review/destruction	403
Customer visit	404
External agency	74

Visitors must wear protective gear at all times and strictly comply with the company's regulations.

2. Communication through social responsibility activities

Communication with society as a whole will focus on enhancing knowledge and understanding about the company's operations, inserted through the company's social activities.

Community development in education

Teaching Science to Younger Students Project

Activities to promote science learning in a mobile format that accesses science under teaching media according to the Ministry of Education curriculum that accesses experiments, which play a very important role in developing students' thinking, allowing them to be creative, think logically, systematically, and methodically, and be able to analyze problems and situations thoroughly and carefully, enabling them to predict, plan, make decisions, and solve problems correctly and appropriately.



Project to teach children to separate waste

Promote students from 11 schools in 3 sub-districts: Huai Haeng Sub-district, Nong Pla Lai Sub-district, and Kut Nok Plao Sub-district to know about various types of waste, such as recyclable waste, solid waste, and biodegradable waste. This is to instill awareness in students to realize and see the importance of and participate in solving the waste problem. In addition, this is a form of operation to promote knowledge and understanding of how to separate waste correctly so that students have an efficient waste management system and a good environment.



Project BWG to help children reach their dreams

BWG Project to Help Students Reach Their Dreams Year 14, 100 Scholarships Project from Better World Green Public Company Limited, Saraburi. The scholarship criteria are divided into 2 types:

1. Schools within a 5-kilometer radius of the company
2. Children of employees of Saraburi Center

For students from schools surrounding the company, they must be selected and considered directly by their home schools. As for children of employees of Saraburi Center, the requirements are as shown in the picture. They must study at the 4th grade (P.4) or above only.

Landscape Improvement Activities to Create a Conducive Learning Environment

The company improved the landscape and repaired the dilapidated cafeteria, providing students with a ready-to-use roof for the cafeteria once classes resume. This was done at Pa Mai Phra Chai School, Nong Pla Lai Subdistrict, Mueang Saraburi District, Saraburi Province. A budget was provided for the cafeteria repairs, and the school principal received the donation.

Environmental Community Development

Waste Return Home Project

Due to the current increase in the amount of waste in both the industrial and public sectors in the country, which is the cause of the problem that will increase in the future and reduce the amount of landfill that is increasing day by day, taking into account the waste that cannot be sold to generate income or what is called orphan waste. And in order to create the most benefit, the company has taken into account the problem by thinking about waste management under the Circular Economy management as much as possible to reduce the impact of the amount of waste that will be released to the community and the surrounding environment, which is the starting point of the "Send Waste Home" project.

Help take care of society through the "Send Trash Home" project.

The waste that is brought to the "Send Waste Home" project must be waste that has a calorific value that can be burned, such as office waste (waste from general use), leftover waste or waste that cannot be recycled from the production process of industrial factories, all types of plastic waste, and waste that has a calorific value. The "Send Waste Home" project was first initiated in the Nakhon Luang Industrial Estate by a group of companies established under the RECOVERY PROJECT located in the Nakhon Luang Industrial Estate. Better World Green Public Company Limited, Better Waste Care Company Limited, and Recovery House Company Limited are ready to expand the acceptance of donations of orphan waste from neighboring factories and people nationwide. The orphan waste received will be sent to the "Send Waste Home" project to be processed through the Circular Economy waste disposal system.



Employee sector

"Reducing and separating waste in the office"

- Can reduce the amount of waste in landfills and increase the amount of waste entering the recycling process in the office.
- Expand waste management to the public sector by starting the "Send Waste Home" project, piloting in the area around the factory in the Nakhon Luang Industrial Estate in Phra Nakhon Si Ayutthaya Province and expanding to business partners that the company orders products from. The company's customers who want Zero landfill management and meet the needs of Circular Economy management have expanded to the general public to create awareness of environmental management to change in a positive direction for waste management throughout the country.
- From the amount of waste from the "Send Waste Home" project, raw materials can be processed into fuel blocks to be sold to power plants in the Earth Tech Environment Public Company Limited group and various industrial incinerators to be used as raw materials to replace coal and other products.

Partner sector

The "Return Waste Home" project, a collaboration with five partner factories located in the Nakhon Luang Industrial Estate, began with existing partner companies and expanded to other interested factories throughout 2021-2025. More partners are joining the initiative by establishing drop-off points throughout the project until 2025, accepting both uniforms and waste with thermal energy value.



Civil sector

The public sector that participated in the project, which is mostly the general public, who want to help reduce the amount of waste that will occur in landfills and help reduce environmental problems. The trend of the amount in the public sector is that the amount of participation in the project has continuously increased.



Sustainability management in the environmental dimension

The Company has a comprehensive environmental management approach in each issue that has received attention from all stakeholders. It adheres to international criteria and practices and integrates them into the management process, such as ISO 14001:2015, Global Reporting Initiative (GRI) reporting guidelines, and CSR (ISO 26000) social responsibility standards under the CSR-DIW project to serve as a regulatory framework and indicator for developing the management system, along with compliance with environmental regulations, laws, and related laws.

The company is committed to maintaining a balance between growth and sustainability, including the optimal use of resources to minimize waste from operations. Furthermore, the company provides waste and waste management services in various forms, such as treatment, disposal, and some recyclable waste. This recyclability involves modern processes and efficiency checks to align with the circular economy policy, aiming for maximum eco-efficiency and circular economy. In addition, the company engages in community engagement activities and develops local ecosystems, participating in creating a better environment and closely monitoring the impact of its operations. As an expert in waste management, the company provides training to all employees and has a policy of waste separation and recycling to set a positive example for society and reduce environmental problems.

Under the Quality, Environment, Occupational Health and Safety, and Social Responsibility policy

- Comply with all laws and regulations related to quality, environment, and safety, as well as customer requirements.
- Prevent and reduce pollution resulting from the transportation, treatment, and disposal of industrial waste, as well as the efficient and effective use of available natural resources.
- Train and instill in employees a sense of safety awareness and responsibility towards work-related risks, including environmental awareness and responsibility.
- Support and promote a safe workplace environment to eliminate hazards, reduce accidents, risks, injuries, illnesses, and diseases caused by work in all departments of the organization.
- Listen to feedback and provide advice to promote the participation of employees and all stakeholders.

Promoting Environmental Sustainability

The company has a comprehensive environmental management approach addressing issues of interest to all stakeholders. This is based on international standards and best practices, integrated into management processes such as ISO 14001:2015, the Global Reporting Initiative (GRI) reporting guidelines, and the Corporate Social Responsibility (CSR) standard (ISO 26000) under the CSR – DIW project. These serve as a regulatory framework and indicators for developing the management system, while simultaneously complying with environmental regulations, laws, and related legislation.

Policies and guidelines

The Company operates its business with responsibility towards the community and society by giving importance to the proper and appropriate compliance with standards related to safety, security, hygiene and environment and taking into account the impact on natural resources and the environment. The guidelines are as follows:

1. Give importance to community and social activities, focusing on social development, community, environment, creating and conserving natural resources, supporting education for youth and supporting public welfare activities for disadvantaged communities to become strong and self-reliant communities.

2. Return part of the profits to activities that will consistently contribute to society and the environment.
3. Continuously create awareness of social and environmental responsibility among employees at all levels.
4. Comply and cooperate or control to strictly comply with the intent of the law and regulations issued by the regulatory agency.
5. Adhere to the democratic regime and support employees to exercise their rights according to the Constitution of the Kingdom and related laws.
6. Establish a complaint system for issues that may affect the community, investigate the causes, make corrections, and inform the complainant of the results in a timely manner.
7. Provide prompt and effective response to incidents affecting the community and environment resulting from the Company's operations, by fully cooperating with government officials and relevant agencies.
8. Do not perform any actions that cause damage to natural resources and the environment beyond what is prescribed by law.
9. Do not support any activities that are a threat to society or good morals and/or promote vices.

Risks and Opportunities

Rapid population and economic growth has an impact on the environment, potentially posing risks to health and business operations across all sectors due to natural disasters such as floods, earthquakes, and other inundations, causing significant damage and disrupting the economy. Therefore, the company recognizes the importance of continuously promoting environmental sustainability through its management practices and policies that are always environmentally friendly.

Management guidelines

The organization has supervised operations to be carried out in accordance with the legal framework and various regulations according to the environmental policy.

In order to reduce the negative impacts that may occur to society and the environment, there are guidelines for continuous monitoring and control of internal environmental quality to create confidence in environmental management for neighboring communities and promote environmental management guidelines with good governance principles, such as:

1. Continuous monitoring and control of environmental quality. The company has a plan to monitor and follow up on environmental quality through environmental quality measurement, including collecting data that may have a significant impact on the environment, including:

- Collection of water usage, wastewater reuse, electricity usage, and waste generation, etc.
- Controlling the quality of treated water from the wastewater treatment system and reusing treated wastewater in the factory area to reduce water usage and wastewater disposal.
- Monitoring and controlling general ambient air quality by continuously measuring air quality through air quality monitoring stations both in the Company's area and in surrounding community areas.
- Closed-Circuit Television (CCTV) system to monitor safety and plan traffic safety within the area, including continuous use in monitoring other environmental quality in the area, ensuring that the Company can respond and solve environmental problems in the area in a timely manner.

2. Disclosure of results of compliance with measures to prevent and mitigate environmental impacts (EIA Monitoring Report), whereby the Company prepares EIA Monitoring reports regularly every 6 months and submits them to the Department of Industrial Works, Ministry of Industry, including reporting to the Office of Natural

Resources and Environmental Policy and Planning (ONEP) via electronic systems to disclose results of compliance with measures to prevent and mitigate environmental impacts in accordance with the measures.

Summary of Performance

From environmental management within various frameworks and implementing the Circular Economy approach, the company achieved the following results in 2025

	Target 2025	overall operation 2025	Target 2032
Complaints related to environmental issues	0	0	0
Chemical spill incident	0	0	0
Incidents of environmental practices that are not in compliance with the law	0	0	0

The Company will continue to maintain the standards and guidelines for environmental care so that stakeholders, communities and society have confidence in the Company's operations and are ready to grow together with environmental sustainability in a balanced manner.

Water management

Water is an important basic resource for human survival, consumption and various activities. It is also an important part of every industrial sector. The Company operates a comprehensive industrial waste management business. Therefore, it places great importance on water management and quality improvement. Therefore, the Company is committed to sustainable water management in line with the Circular Economy concept by using water resources efficiently and to the utmost benefit in the Company's production processes. It has set short-term and long-term water usage targets in 2032.

Policies and guidelines

The company has a policy for water management to use water economically and most efficiently by adhering to the principle of 3Rs (Reduce, Reuse, Recycle) from reducing water usage, reusing and treating for reuse according to the concept of Circular Economy, along with raising awareness among employees to use water economically and appreciate its value.

Management guidelines

The company has a comprehensive water management framework using the 3Rs strategy (Reduce, Reuse, Recycle) to focus on using water efficiently from the beginning of the production chain to continuously increase the cycle of water circulation in the system. It also focuses on management and measures to support the most worthwhile use of resources, so it recognizes the importance of reusing water resources as much as possible to reduce the amount of wastewater discharged. It also controls the quality as required by law under the company's environmental management policy. It also collects data on the business's water usage to be used as information for management, with measures to measure water quality before releasing it outside, which are conducted by relevant agencies.

	Target 2025	overall operation 2025	Target 2032
Water usage volume in Saraburi Center building (cubic meters/day)	≤ 55	51.00	≤ 45
Water usage volume in Ayutthaya Center building (cubic meters/day)	≤35	23.23	≤ 20
Wastewater treatment and reuse rate (Saraburi Center)	100%	100%	100%

Risks and Opportunities

Water management is crucial as the company treats and reuses wastewater in its operations, reducing environmental pollution and indirectly benefiting communities affected by industrial wastewater discharge. Poor wastewater management, however, can negatively impact communities, lead to numerous complaints, and damage business credibility with partners. Globally, there's increasing emphasis on environmental protection, particularly the Circular Economy concept, which prioritizes the efficient and sustainable use of resources. Better Waste Care Co., Ltd. (BWC), a specialist in industrial wastewater management, plays a key role in this.

Management Approach

The company has a comprehensive water management framework, utilizing the 3Rs strategy (Reduce, Reuse, Recycle) to maximize water efficiency from the beginning of the production chain. This aims to continuously increase the water recycling cycle in the system, focusing on management and various measures to support the most efficient use of resources. Therefore, the company recognizes the importance of recycling and reusing water resources as much as possible to reduce wastewater discharge. Quality control is also maintained in accordance with legal requirements under the company's environmental management policy.

Furthermore, the company collects water usage data for business management purposes and has measures in place to monitor water quality before discharge, conducted by relevant agencies. The company primarily operates in two locations:

Ayutthaya Center

Results of pollutant measurements in wastewater discharged into the central wastewater treatment system in the industrial estate.

Measured parameters	Wastewater pollutant measurement results, 2024	Wastewater pollutant measurement results, 2025
pH	7.70	7.79
BOD	7.25	10.33
COD	57.92	102.08
SS	13.25	15.75
TDS	660.83	577.00
Oil & Grease	2.59	2.50

	2024	2025	VARY (%)
Amount of wastewater generated	9,609.92	6,503.52	-32.32 %
Amount of tap water used by the industrial estate	12,012.4	8,129.40	-32.32 %

Unit: (cubic meters/year)

Saraburi Center

Results of pollutant measurements in treated wastewater

	2023	2024	2025
NICKLE 2564 - 2567	<0.004	<0.004	<0.004
CADMIUM 2564 - 2567	<0.003	<0.003	<0.003
MANGANESE 2564 - 2567	0.0009	0.013	0.013
LEAD 2564 - 2567	0.024	0.014	0.014

Unit: (milligrams/liter)

Overall water quality monitoring results (Saraburi Center)

Environmental performance details.	
Quality of treated water <ul style="list-style-type: none"> • BOD is within standard limits. • COD is within standard limits. 	Within the standard range Announcement of the Ministry of Industry Regarding the Establishment of Standards for Controlling Wastewater Discharge from Factories, B.E. 2560 (2017)
Surface water quality outside the project area: <ul style="list-style-type: none"> • pH is within standard limits. • TDS is within standard limits. • COD is within standard limits. 	Within the standard range Announcement of the National Environmental Board No. 8, B.E. 2537 (1994), issued under the National Environmental Quality Promotion and Preservation Act, B.E. 2535 (1992), concerning the determination of water quality standards in surface water sources (Type 2)

	2024	2025	VARY (%)
Amount of wastewater treated and reused	65,814	68,541	4.14%
Amount of groundwater used	17,054.01	2,247	-86.82%

Guidelines for Reducing Water Consumption:

1. Inspect all piping systems within the center. Any leaks must be repaired immediately.
2. Treat and reuse water within the center.
Conserve water by implementing measures to reduce water usage in business operations, including the use of various tools and technologies that can help reduce water consumption.
3. Collect rainwater to increase water sources for business operations.
4. Raise awareness among employees and promote responsible water use practices within the organization.

Summary of Operational Results

The company's water management, utilizing the 3Rs strategy (Reduce, Reuse, Recycle) for efficient water use throughout the production chain, has resulted in the following operational improvements:

- Both operational centers used an average of 40.61 cubic meters of water per day, an increase of 0.79 cubic meters (1.98%) compared to 2024.
- The amount of treated and reused wastewater increased by 2,727 cubic meters (4.14%) compared to 2024.
- The rate of treated and reused wastewater (Saraburi) reached 100%.

Issues related to water management.	2024	2025	change*
Average water consumption per day (Ayutthaya and Saraburi)	39.82	40.61	1.98 %
Annual tap water consumption (Ayutthaya)	12,012.4	8,129.4	-32.32 %
Annual tap water consumption (Saraburi)	46.72	18,053	Switch to using tap water.
Annual groundwater consumption (Saraburi)	17,054.04	2,247	Switch to using tap water.
Amount of treated and reused wastewater (Saraburi)	65,814	68,541	4.14 %
Wastewater treatment and reuse rate (Saraburi Center)	100%	100%	-

Sound Management

Noise pollution is another issue that the Company gives importance to because noise pollution can have negative impacts on society and the surrounding environment, which may cause damage to the health of employees, residents in the vicinity, and passersby. Therefore, in order to prevent and control such problems, the Company has set measures for implementation and set long-term goals by 2027, targeting zero complaints about noise pollution and all noise levels within the standard range.

Policies and guidelines

The company has set a policy and measures for noise control to limit noise by using equipment to measure values throughout the operation that is calculated accurately, precisely and up-to-date. In addition, there are regular measurements. The company operates its business under the policy and social and environmental management system that demonstrates the company's commitment to caring for the environment and being responsible to society.

Management guidelines

The company monitors noise levels in both the work area and nearby community areas. Measurements were made at both the Saraburi and Ayutthaya centers as follows:

Work area: Monitoring the average noise level for 8 hours in the work area found that the noise level is within the specified standard, which is no more than 85 decibels (A). However, the company has designated the work area as a hearing conservation area, set measures for entering the area, and measures the noise level annually to prevent exposure to loud noise.

Community: Monitoring the 24-hour average noise level and the maximum noise level every 6 months in the community area and areas found that all noise levels were within the specified standard, which is no more than 70 decibels (A) and no more than 115 decibels (A), respectively.

To control and prevent impacts on the community surrounding the company, including the health of employees, and measures to control and prevent potential impacts, such as installing sound quality measurement equipment, with regular measurements, monitoring and evaluations.

	Target 2025	overall operation 2025	Target 2032
Number of noise pollution complaints	0	0	0
The noise level is within the standard range, Saraburi Center (%)	100%	100%	100%
The noise level is within the standard range at Ayutthaya Center (%)	100%	100%	100%

Summary of Operations

As a result of implementing control and prevention measures against noise pollution, including regular monitoring and evaluation, there were no complaints regarding noise pollution in 2025. **The number of noise pollution complaints is zero.**

Noise pollution issues		2024	2025	differentiation*
Saraburi Center	Number of noise pollution complaints	0	0	0 %
	Workplace noise level	Within the standard range	Within the standard range	-
	General noise level	Within the standard range	Within the standard range	-
Ayutthaya Center	Number of noise pollution complaints	0	0	0 %
	Noise levels in the workplace	Within the standard range	Within the standard range	-
	General noise level	Within the standard range	Within the standard range	-

*Using the operating results of 2022 as the base year for comparison.

Noise level measurements revealed that the noise level in the work area was within the established standards.

Air Management

Consideration of the impact of air pollution is one of the company's priorities because the problem of dust and various pollutants resulting from the business's production process may affect the health of people in the area and nearby communities. The company has set standards for monitoring, taking care of, and dealing with air pollution from the beginning of the process to the end of the disposal process. It has also set short-term and long-term air management service targets, with a target set by 2027 that there will be no complaints about air pollution and that air pollution levels must remain within the standard range.

Policies and guidelines

The Company has a policy to control air pollution in every step of its operations, taking into account the potential negative impacts on the environment and finding ways to mitigate the impacts as much as possible, including using modern tools and technology to measure values for accuracy and verification. It has also determined that important environmental data must be regularly reported to the Executive Committee to ensure that the units responsible for operations in each operating area have closely monitored and watched the environmental impacts, reflecting environmental supervision at all operational levels.

Management guidelines

The company has a cautious approach to business operations so that there are no negative impacts or impacts on natural resources and the environment that exceed the law. Management starts from the design and installation of highly efficient technology at the international level, controls excellent production processes, and regularly measures air quality at the source and air quality in the surrounding area, using measurements from external air quality inspectors.

In addition, the wastewater treatment system and product storage tanks have been improved to be a closed system to control odors and volatile organic compounds to reduce odors that can cause problems. During

maintenance shutdowns, operations are controlled to be a closed system and measures are taken in line with maintenance guidelines to build confidence and reduce impacts on communities surrounding the administration center.

	Target 2025	overall operation 2025	Target 2032
Number of air pollution complaints	0	0	0
Pollution levels	Within the standard range	Within the standard range	Within the standard range
The PM 10 dust value is at	Within the standard range	Within the standard range	Within the standard range

The company is aware of the PM 2.5 dust problem that has been occurring continuously in many areas of Thailand. Therefore, the following projects have been implemented:

The Better Project (Anti-PM 2.5 Crisis) Apply the 4C concept: Control, Contain, Clean, and Check to manage and reduce the impact on the environment from the source to implement measures to reduce dust in the surrounding area for the good health of employees and the community, such as installing spray (Water Spray System) to control small dust from the construction area, controlling small dust from transportation to the administration center (Lorry Loading Area) and community areas, etc. In addition, control dust from transportation, which is controlled, taking care of cleaning the surrounding roads both inside the center and public roads through various activities, such as using water that has gone through the wastewater treatment process to spray and clean the area inside the center to reduce dust, etc.

Summary of Operational Results

From the implementation of control and prevention measures to mitigate the impacts of air pollution through regular monitoring, tracking, and evaluation of the atmospheric conditions in the area, the results for the year 2025 are as follows

Issues related to air pollution management		2023	2024	2025
Saraburi Center	Number of air pollution complaints	0	0	0
	Pollution levels	Within the standard range	Within the standard range	Within the standard range
	The PM 10 dust value is at	Within the standard range	Within the standard range	Within the standard range
Ayutthaya Center	Number of air pollution complaints	0	0	0
	Pollution levels	Within the standard range	Within the standard range	Within the standard range
	The PM 10 dust value is at	Within the standard range	Within the standard range	Within the standard range

Waste and waste management

The company aims to achieve waste management goals based on the Circular Economy concept. In addition, there are measures to reuse waste and waste within the office for maximum benefit, along with enhancing sustainability by setting both short-term and long-term goals.

	Target 2025	overall operation 2025	Target 2032
Separate waste in the office for reuse (Saraburi Center)	> 30%	88.99%	> 50%
Separate waste in the office for reuse (Ayutthaya Center)	> 15%	56.46%	> 50%
Number of significant process waste leaks (times)	0	0	0

Policy and strategy

The Company has established an effective waste and waste management policy for sustainability with a policy to encourage employees to reduce waste and waste from the beginning and to implement the Mitigation Hierarchy measures, including Avoid, Minimize, Re-Use, and Recycling, along with strict compliance with relevant laws.

Risks and Opportunities

The problem of excessive waste in the world stems from inefficient waste management. Many places lack suitable land for waste disposal and still resort to open dumping or open burning, which are unsanitary and have negative impacts on the environment and public health. Currently, people in society are more aware of the waste problem and are more mindful of using resources efficiently, reducing certain types of waste, and disposing of waste properly. Our company has expertise in managing and reducing waste, such as recycling and electricity generation. We see an opportunity for sustainable growth from the global waste problem, and we believe that efficient waste management can help solve environmental and community issues.

Management guidelines

The company manages waste and waste by starting from changing the working method, whether it is preparing chemicals, analyzing samples with consideration for reducing the impact on the environment, and having a system for separating and processing industrial waste for use, which is also known as industrial waste fuel products (SRF), which are fuel lumps from industrial waste. It will be used as fuel for electricity generation, produced by Earth Tech Environment Public Company Limited (ETC), which is the main buyer. And in the disposal of some types of waste materials that cannot be used again or are hazardous industrial waste, they will be properly incinerated according to academic principles and safety with modern technological mechanisms. Environmentally friendly services by Akki Prakarn Public Company Limited (AKP)

In addition, the waste management in the office, the company has a project to reduce and separate waste in the office to separate the types of waste that can be reused by campaigning for employees to use resources economically and appreciate their value by adhering to the Mitigation Hierarchy principles, including Avoid, Minimize, Reuse, and Recycling, to reduce the amount of waste disposal and waste landfill to be as efficient and effective as possible and to assess the amount of waste leakage from significant work processes to check work efficiency and reduce the impact on the environment that may occur.

The amount of waste and by-products from business processes

	2023	2024	2025
Amount of non-hazardous waste and refuse (kilograms)	3,653.98	4,080	3,939.90
Amount of hazardous waste and refuse (kilograms)	7,101.46	4,365	13,915.10

Issues related to waste and refuse management.		2024	2025	change*
Saraburi Center	Separate waste within the office for recycling	67.49	88.99	31.86%
	Number of significant waste leaks from work processes (times)	0	0	-
		Analyze and modify work processes to help reduce costs. *Modify work processes and utilize waste, such as replacing alkaline wastewater and fly ash.	The transition from conveyor trucks to conveyor belts, and the use of acidic and alkaline waste in the process.	-
Ayutthaya Center	Separate waste within the office for recycling	48.99%	56.46%	15.25%
	Number of significant waste leaks from work processes (times)	0	0	-
		Analyze and modify work processes to help reduce costs. *Modify work processes and utilize waste, such as replacing alkaline wastewater and fly ash.	The transition from conveyor trucks to conveyor belts, and the use of acidic and alkaline waste in the process.	-

Summary of Operations

The company has set targets and approaches for waste and waste management based on the Mitigation Hierarchy principle to reduce waste volume and enable recycling, referencing the results of various projects. The operational methods involve analyzing and modifying work processes to reduce costs.

Greenhouse gas management

Climate change from greenhouse gas emissions is a global issue that the world is concerned about and is well aware that climate change may affect business operations in all sectors. The Company is committed to reducing greenhouse gas emissions from its own business operations to achieve true environmental sustainability. It has set a business strategy that emphasizes the management of risks and opportunities related to climate change by assessing such risks and opportunities as part of the organization's risk management process.

Policy and strategy

The Company has a policy to reduce greenhouse gas emissions by reporting greenhouse gas emissions based on principles and methods in accordance with the Carbon Footprint Assessment Guidelines for Organizations (6th edition, July 2022) developed by the Greenhouse Gas Management Organization (Public Organization), along with a policy to increase production efficiency and regularly inspect machinery operation, as well as constantly assess the environment within the workplace in order for the organization to achieve its set goals.

Risks and Opportunities

The company focuses on and prioritizes helping to reduce greenhouse gas emissions, which are the root cause of global warming. This is achieved by collaborating with all sectors to jointly reduce greenhouse gas emissions, starting with assessing the risks arising from climate change. Following the guidelines of the Task Force on Climate-related Financial Disclosure (TCFD), it was found that there are short-term physical risks such as flooding or more severe natural disasters. The company has implemented risk management measures at multiple levels, including increasing the efficiency of resource utilization, and establishing emergency and business continuity plans. Furthermore, insurance has been taken out to provide adequate coverage for potential damages.

Management guidelines

The company has measures to reduce greenhouse gas emissions from its operations, starting from the transportation process. Better World Transport Co., Ltd. (BWT) provides services for the collection and transportation of waste or unused materials. The transport vehicles are specially designed to be suitable and meet international standards that are safe for the environment. In addition, there are measures to regularly check the performance of the vehicles to maintain fuel efficiency, leading to reduced direct greenhouse gas emissions and pollution. In addition, the company also has measures to support physical risks. The company has a business continuity plan (BCP) in case of disasters resulting from climate change, along with reporting the situation.

The company places importance on management to reduce greenhouse gas problems. It was found that the business activities that emit the most greenhouse gases are the use of electricity from air conditioners in the office and the use of fuel from the company's vehicles. Therefore, the company has continuous measures to maintain air conditioners according to the energy conservation plan.

Performance results

The amount of greenhouse gas emissions that the organization emits in 2025 that are certified within 2025, which can be classified into 3 Scopes as follows:

- Scope 1** It is the calculation of direct carbon footprint from the production process or direct operations of the organization, including stationary combustion, mobile combustion, and leakage and other channels.
- Scope 2** It is a calculation of indirect carbon footprint from energy use, whether electrical energy, heat energy or steam, which is considered an indirect greenhouse gas emission that does not occur from production in the organization.
- Scope 3** It is the calculation of other indirect carbon footprints.

Saraburi Center

scope	Base year 2023	Performance results for the year 2025.	Goal for the year 2032.
Greenhouse gas emissions in Scope 1	84,539	110,518	Not more than 100,000
Greenhouse gas emissions in Scope 2	2,834	2,308	Not more than 2,000
Greenhouse gas emissions in Scope 3	130,383	81,843	Not more than 80,000
Total of all three scopes (Scope 1, 2, 3)	217,749	194,669	Not more than 182,000
Greenhouse gas emission rate per unit of product	0.17 TonCO ₂ e	0.22 TonCO ₂ e	0.20 TonCO ₂ e

Ayutthaya Center

scope	Base year 2023	Performance results for the year 2025.	Goal for the year 2032.
Greenhouse gas emissions in Scope 1	548	998	Not more than 900
Greenhouse gas emissions in Scope 2	2,035	2,107	Not more than 2,000
Greenhouse gas emissions in Scope 3	175,800	207,383	Not more than 200,000
Total of all three scopes (Scope 1, 2, 3)	178,383	210,488	Not more than 202,900
Greenhouse gas emission rate per unit of product	0.0163 TonCO ₂ eq	0.0194 TonCO ₂ eq	0.0180 TonCO ₂ eq

Summary of Performance Results

From the implementation of the climate change management policy plan to reduce the company's greenhouse gas emissions per unit of product in 2025, the results are as follows

scope	การปล่อยก๊าซเรือน กระจกรวมขององค์กร (tCO ₂ e)	อัตราส่วนเมื่อเทียบ ขอบเขต 1, 2 และ 3	เป้าหมาย ปี 2575
Greenhouse gas emissions in Scope 1	111,516	27.52%	100,900
Greenhouse gas emissions in Scope 2	4,415	1.09%	4,000
Greenhouse gas emissions in Scope 3	289,226	71.39%	280,000
Total of all three scopes (Scope 1, 2, 3)	405,157	100%	384,900
Reviewer	V Green KU Company Limited		

Better World Green Public Company Limited joined the Greenhouse Gas Management Organization (Public Organization) project in 2025.

Ayutthaya Center



Saraburi Center



Biodiversity

Due to the cause of biodiversity being threatened, namely human activities that have negative external impacts on biodiversity, including climate change, which has an impact on biodiversity, the Company has a guideline to protect and maintain the biodiversity of the ecosystem through comprehensive and appropriate governance, including responsible business management. In addition, the Company has also organized various projects and activities to promote knowledge and support on biodiversity.

Policy and strategy

The Company has a policy of sustainable biodiversity management by assessing risks and analyzing project impacts, reducing destruction, preserving and restoring ecosystems, monitoring and surveying biodiversity, and enhancing knowledge and understanding among communities and stakeholders in conserving, restoring ecosystems and using resources sustainably.

Risks and Opportunities

The company may face concerns from the community and stakeholders due to expectations placed on the company's role in caring for, restoring, and conserving biodiversity. If the company conducts business without considering environmental and biodiversity impacts, it could receive negative feedback or complaints. However, the company has implemented risk management policies that take into account environmental impacts and sustainable natural resource management.

Management guidelines

The Company has a guideline for operating on biodiversity by assessing risks and reducing impacts on biodiversity, having good environmental management and closely monitoring biodiversity regularly. Because natural resources are used in the business, the Company has a duty to take care of and manage the area to ensure that the Company's project will not create impacts on the ecosystem and biodiversity by assessing whether the factory is located in an area at risk of extinction of rare plants and animals, assessing risks and analyzing the impacts of the project on biodiversity in the project area, which is very important and must be carried out in accordance with strict and international legal standards. The risk analysis and assessment process will be carried out according to the criteria of Environmental Impact Assessment (EIA) set by environmental regulatory agencies, with a team of experts collecting biodiversity data.

Summary of the results of the operation

From the assessment of factory locations, the company has located factories in purple areas, which are areas used for industrial and warehouse land, including the Industrial Waste Management Center located in Huai Haeng Subdistrict, Kaeng Khoi District, Saraburi Province, the Renewable Energy Center located in Nakhon Luang Industrial Estate, Bang Phra Khru Subdistrict, Nakhon Luang District, Phra Nakhon Si Ayutthaya Province, and Better Waste Care Co., Ltd. located in Saharattana Nakhon Industrial Estate, Phra Nakhon Si Ayutthaya Province.

No company or business is located in the vicinity of protected areas or conservation areas, as these are areas of environmental and cultural significance as determined by the World Commission on Protected Areas (WCPA). In addition, the company has conducted a preliminary biodiversity risk assessment in every area to ensure that its business operations will not affect biodiversity, nature, and living things, so that the company can continue to grow while maintaining environmental sustainability in a balanced manner.

	Target 2025	overall operation 2025	Target 2032
Number of biodiversity complaints	0	0	0

Biodiversity management	2024	2025	change*
Number of biodiversity complaints	0	0	0%

*Using the performance year 2023 as the base year for comparison.

Energy Management

Energy is one of the main factors that are important for business operations because it may cause energy shortages. In addition, it is also a negative effect from greenhouse gas emissions from using energy without value and not using it to its full potential. The Company is aware of the energy problem, so it emphasizes energy management for efficiency and implements energy control measures, as well as improving and increasing energy efficiency to help support the reduction of greenhouse gas emissions and move towards the concept of a low-carbon economy. It has set targets to reduce energy consumption and increase energy efficiency, as well as emphasize increasing the proportion of renewable energy usage, which will result in lower energy production costs for the business and can help reduce the rate of greenhouse gas emissions at the same time.

Policies and guidelines

The company has a policy to manage energy usage for maximum efficiency by inspecting and maintaining machinery, improving production efficiency and reducing unnecessary energy usage to avoid unnecessary disruptions that may reduce production efficiency, along with instilling a sense of energy value in employees. The company also has a project to reduce energy usage for environmental sustainability.

Risks and Opportunities

Energy is an integral part of modern life and a fundamental element of business operations. However, inefficient energy management presents risks, such as technological risks where the company may need to invest in new technologies to reduce energy consumption and monitor machinery efficiency, potentially increasing management costs. Strategic risks also arise from defining operational strategies for efficient energy management. Nevertheless, the company continuously develops technologies to support electricity generation from renewable energy sources, mitigating resource depletion and improving resource efficiency.

Management guidelines

The Company is committed to using energy for maximum efficiency and value. It has also established an environmental management working group to be responsible for monitoring and examining energy performance, and has measures to increase efficiency in various steps. The main strategy is to control electricity usage in the production process of mixed fuel and treatment system. In addition, machinery and equipment are maintained regularly, along with cultivating awareness of using electricity efficiently to reduce energy loss and the Company's expenses, aiming to reduce environmental impacts and increase business capabilities along with sustainable development.

	Target 2025	overall operation 2025	Target 2032
Energy consumption rate per unit of product (megajoules/ton) Saraburi Center *Use 2023 as the base year for calculation.	≤ 40 MJ/Ton	38.88 MJ/Ton	≤ 30 MJ/Ton
Energy consumption rate per unit of product (MJ/ton) Ayutthaya Center *Use 2023 as the base year for calculation.	≤ 90 MJ/Ton	91.52 MJ/Ton	≤ 85 MJ/Ton

Fuel consumption

	2024	2025
Saraburi Center		
Diesel fuel (liters)	841,657.16	882,857
Gasoline fuel (liters)	16,545.78	10,093
Ayutthaya Center		
Diesel fuel (liters)	408,650.61	353,313
Gasoline fuel (liters)	-	-

Fuel consumption

	2024	2025
Saraburi Center: Annual electricity consumption (MJ)	19,776,312	17,491,968
Ayutthaya Center: Annual electricity consumption (MJ)	16,061,940	18,709,778

Summary of operations**Saraburi Center**

In 2025, electricity consumption is projected at 17,491,968 MJ, a decrease of 2,284,344 MJ from 2024, or an 11.55% reduction. The company has implemented policies to encourage employees to reduce energy consumption and to manage machinery efficiently, ensuring continuous operation and reducing the frequency of machine on/off cycles, thus significantly lowering electricity usage. While the target of limiting electricity consumption to 17,000,000 MJ per year was not achieved last year, the company is confident it will be reached by 2032.

Proportion of electricity consumption	
Purchasing electricity from the government.	100%
Purchasing or producing electricity from renewable energy sources.	0%

Guidelines for reducing energy consumption at the Saraburi Center.	
Electricity	Oil
1. Choose energy-efficient electrical appliances.	1. Reduce the number of oil-powered machines used in operations.
2. Maintain electrical machinery and appliances according to the maintenance plan.	2. Manage vehicle fleets efficiently.
3. Inspect the electrical system and repair any leaks immediately.	3. Increase the proportion of electric vehicles.
4. Implement energy-saving measures.	

Ayutthaya Center

In 2025, electricity consumption is projected at 18,709,778 MJ, an increase of 2,728,838 MJ from 2024, or 16.49%. This is because 2025 was the first year the company operated at full machinery capacity, resulting in increased electricity consumption. The company expects to use 2025 as a baseline year and aims to reduce energy consumption (if there is no future expansion of production capacity). The company has a policy of encouraging employees to help reduce energy consumption, including efficient machinery management and reducing the rate of machine on/off cycles, which can significantly reduce electricity consumption. The future electricity consumption target is not to exceed 18,000,000 MJ per year. The company is confident that it can achieve this target by 2032.

Proportion of electricity consumption	
Purchasing electricity from the government.	83.30%
Purchasing or producing electricity from renewable energy sources.	16.70%

Performance towards sustainability goals

ECONOMIC	Target 2025	overall operation 2025	Target 2032
1. Management for Sustainability			
● Review the organization's policies that promote sustainability.	✓	✓	✓
● Proportion of attendance of the Board of Directors' meetings	100%	100%	100%
● Training new employees on business ethics	100%	100%	100%
2. Risk Management			
● Management, monitoring and review of agency level risks	100%	100%	100%
● Risk management covers ESG-related issues.	✓	✓	✓
3. Anti-corruption			
● Number of complaints of corruption in the organization	0 case	0 case	0 case
● Employees in the organization are informed about the anti-corruption policy.	100%	100%	100%
4. Stakeholder Engagement			
● Significant number of complaints from stakeholders	0 case	0 case	0 case
● Proportion of complaints resolved through the complaints management process	100%	100%	100%
5. Quality Management and Administration			
● Average customer satisfaction score	> 85%	90%	85%
● Customer complaints are resolved and improved.	✓	✓	✓

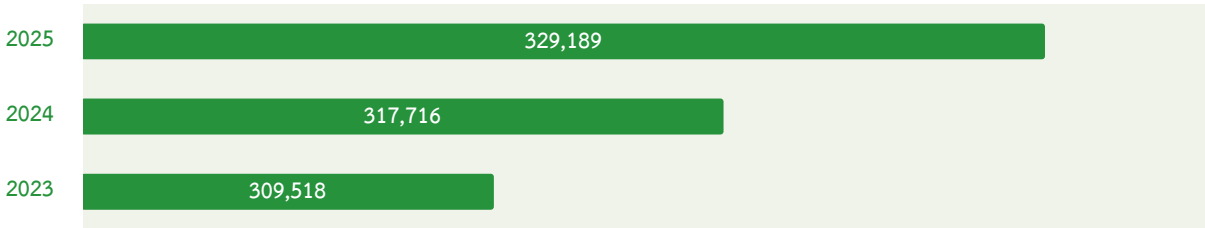
SOCIAL	Target 2025	overall operation 2025	Target 2032
1. Employee engagement with the organization			
• Employees' level of commitment to the organization	≥ 78%	75%	≥ 80%
2. Fair treatment of workers			
• The proportion of female employees is more than 30%.	≥ 30%	48%	≥ 40%
• The proportion of female executives is more than 30%.	≥ 30%	50%	≥ 40%
• Support employment for people with disabilities	✓	✓	✓
3. Human rights			
• All departments within the organization are audited for human rights.	✓	✓	✓
• Partner groups have been assessed for human rights risks.	✓	✓	✓
• Significant number of human rights complaints	0	0	0
4. Occupational health and environment			
• Employee injuries (cases)	0 case	0 case	0 case
• Contractor's injury (case)	0 case	None	0 case
• Employee injury causing work stoppage (case)	0 case	0 case	0 case
• Contractor's work stoppage injury (case)	0 case	None	0 case
• Number of employees who died from work (cases)	0 case	0 case	0 case
• Number of contractors who died while working (cases)	0 case	None	0 case
5. Human resource development			
• Employee satisfaction rate in the company	≥ 75 %	75 %	≥ 85 %
6. Local employment and career creation			
• Local employee satisfaction rate	≥ 75 %	78 %	≥ 80 %
7. Responsibility to the community and locality			
• Number of issues complained about by the community	0 case	0 case	0 case
• Significant proportion of community complaints resolved	100%	100%	100%

ENVIRONMENT	Target 2025	overall operation 2025	Target 2032
1. Promote environmental sustainability			
• Complaints related to environmental issues	0 case	0 case	0 case
• Chemical leakage incidents	0 case	0 case	0 case
• Incidents of environmental practices that do not comply with the law	0 case	0 case	0 case
2. Water management			
• Water consumption in the Saraburi Center building (cubic meters/day)	≤ 55	51.00	≤ 45
• Water consumption in the Ayutthaya Center building (cubic meters/day)	≤ 30	23.23	≤ 20
• Wastewater treatment and reuse rate (Saraburi Center)	100%	100%	100%
3. Noise management			
• Number of noise pollution complaints	0 case	0 case	0 case
• Noise level is within the Saraburi Center standard (%)	100%	100%	100%
• Noise level is within the Ayutthaya Center standard (%)	100%	100%	100%
4. Air management			
• Number of air pollution complaints	0 case	0 case	0 case
• Air pollution emissions do not exceed the standard value	100%	100%	100%
5. Waste and waste management			
• Separate waste in the office for recycling (Saraburi Center)	>30%	88.99%	>50%
• Separate waste in the office for recycling (Ayutthaya Center)	>15%	56.46%	>50%
• Number of significant waste leaks from work processes (times)	0 case	0 case	0 case
6. Greenhouse gas management			
• Greenhouse gas emission rate per unit of product (Center Saraburi)	Not more than 200,000	194,669	Not more than 182,000
• Greenhouse gas emission rate per unit of product (Center Ayutthaya)	Not more than 200,000	210,488	Not more than 209,000
7. Biodiversity			
• Number of complaints on biodiversity	0 cases	0 cases	0 cases
8. Energy management			
• Energy consumption rate per unit of product (megajoules/ton) Saraburi Center	≤ 35	38.8	≤ 30
• Energy consumption rate per unit of product (megajoules/ton) Ayutthaya Center	≤ 90	91.52	≤ 85
*Use 2020 as the base year for calculation			

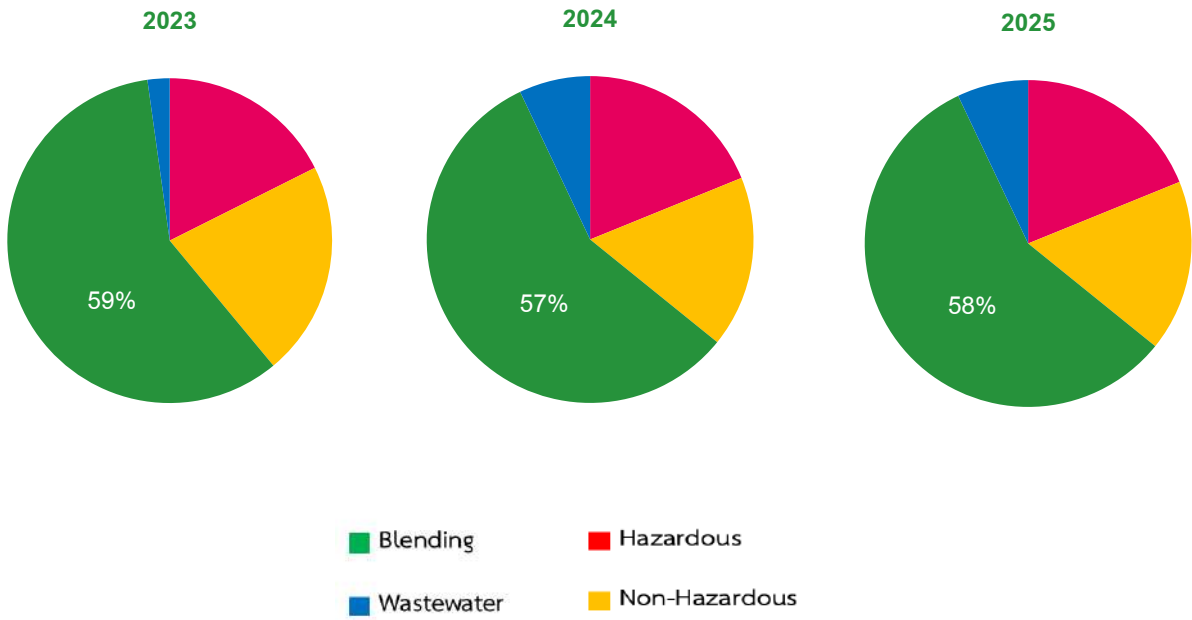
Performance results for 2025

In 2025, the company provided industrial waste disposal services totaling 568,949 tons, generating revenue from services of 1,262.24 million baht and revenue from sales of 254.59 million baht, for a total of 1,516.83 million baht. This is broken down into the following management systems:

Landfill	110,865	tons
Stabilization and Landfill	93,527	tons
Wastewater Treatment	35,368	tons
Renewable Energy Utilization	329,189	tons



Graph showing the amount of industrial waste used as renewable energy in 2023-2025



Management Analysis and Discussion (Management Discussion and Analysis : MD&A)**Performance Analysis****Revenue by Business Group**

(Unit: million baht)

Business Group	Consolidated financial statements					
	2023		2024		2025	
	million baht	Percentage	million baht	Percentage	million baht	Percentage
Revenue from sales and services	1,680.28	66.97	1,833.85	68.41	2,000.35	60.07
Income from selling electricity	708.38	28.23	748.05	27.91	734.58	22.06
Construction contracting income	57.77	2.30	23.26	0.87	-	-
Profit from changing the status of investment in a subsidiary to a joint venture	-	-	39.17	1.46	-	-
Profit from the sale of investment in a joint venture	-	-	-	-	569.46	17.10
Other income	62.63	2.50	36.26	1.35	25.66	0.77
Total income	2,509.06	100.00	2,680.59	100.00	3,330.04	100.00

Revenue from sales and services

For the year ended December 31, 2023, the company had revenue from the sale and service of industrial waste disposal of 1,680 million baht, an increase of 106 million baht from 2022, or 7 percent compared to the same period of the previous year. This was due to the group's increased capacity to handle industrial waste through treatment, disposal, and reuse for environmentally friendly and harmless energy production. BWG and its subsidiaries conduct their business according to sustainability principles, the Circular Economy, and a comprehensive zero-waste management approach.

For the year ended December 31, 2024, the company's revenue from industrial waste disposal increased by 153 million baht, or 9%, compared to the same period of the previous year. The company's policy focused on adjusting service rates, resulting in an 11% increase in the average service rate per ton compared to the same period of the previous year. This may have impacted the volume of industrial waste accepted for disposal, which decreased by 2% this year compared to the same period of the previous year. Revenue from this segment accounted for 63% of total revenue. In addition, the company was able to sell industrial waste used as alternative fuel (SRF) to external customers, increasing by 19% compared to the same period of the previous year. This was due to increased customer demand for its use as an alternative fuel to primary energy sources. The selling price per ton depends on the calorific value, moisture content, and size of the waste product, according to the needs of each customer.

Revenue from this segment increased by 8 million baht, or 7%, compared to the same period of the previous year. This revenue segment accounted for 5% of total revenue. This aligns with the government's policy of addressing the industrial waste problem in the country, as well as reducing environmental pollution and greenhouse gas emissions by converting waste into energy, creating a circular economy that aligns with government policy. Bio-Circular-Green Economy or BCG

For the year ended December 31, 2025, the company generated revenue from industrial waste disposal of 1,866 million baht, an increase from 1,699 million baht in 2024, or an increase of 167 million baht, or 10%. This year, the group was able to increase the volume of industrial waste accepted for disposal by 13% compared to the same period of the previous year, with the average service rate per unit remaining similar to the previous year. This revenue accounted for 56% of total revenue.

Furthermore, the sale of industrial waste used as renewable fuel (SRF) to external customers increased by 19% due to increased customer demand for its use as a substitute for primary energy. The selling price per ton depends on the calorific value, moisture content, and size of the waste product, according to the needs of each customer. This revenue increased by 2% compared to the same period of the previous year, accounting for 4% of total revenue. This aligns with the government's policy of addressing the industrial waste problem in the country, preventing environmental pollution, and reducing greenhouse gas emissions by converting waste into energy, thus creating a circular economy in line with government policy. Bio-Circular-Green Economy or BCG

Income from selling electricity

For the year ended December 31, 2023, the Company's revenue from electricity sales amounted to 708 million baht, a decrease of 30 million baht, or 4%, compared to the same period of the previous year, due to scheduled maintenance shutdowns of assets.

For the year ended December 31, 2024, the Company's revenue from electricity sales amounted to 748 million baht, an increase of 39 million baht, or 6%, compared to the same period of the previous year, due to planned asset maintenance, resulting in more efficient electricity production.

For the year ended December 31, 2025, the Company's revenue from electricity sales amounted to 735 million baht, similar to the same period of the previous year, due to planned asset maintenance, resulting in continued efficient electricity production.

Income from construction work

For the year ended December 31, 2023, the company had construction revenue of 58 million baht, a decrease of 133 million baht. This was due to the group completing the contract for the Kliti Stream Restoration Project from the Pollution Control Department, Ministry of Natural Resources and Environment in 2022, and signing a contract with the Department of Industrial Works on March 29, 2024, with a project value of 58 million baht and a 210-day work period.

For the year ended December 31, 2024, the company had construction revenue of 23 million baht, a decrease of 34 million baht. This was due to the group completing the contract with the Department of Industrial Works on September 1, 2023, with a project value of 58 million baht and a 210-day work period.

For the year ended December 31, 2025, the company is awaiting the next phase of projects.

Profit from the Sale of Investments in Joint Ventures

The Company and its subsidiaries sold their investments in industrial waste-to-fuel projects and 12 power plant projects, which are still in the pre-construction phase, for 1,100 million baht. The net remaining investment value of these projects at the time of sale was 531 million baht. This resulted in a one-time profit of 569 million baht for the Company and its subsidiaries. This transaction is not income from normal business operations and is part of the Company's portfolio management strategy to increase liquidity and strengthen its financial position.

Management believes that the sale of these projects will not significantly impact the long-term revenue generation capability of the core business.

Other income

For the year ended December 31, 2023, the Company had other income of 63 million baht, an increase of 21 million baht or 51% compared to the same period of the previous year. This consisted of income from other services, interest income, gains from the sale of assets, and reversals from estimates.

For the year ended December 31, 2024, the Company had other income of 36 million baht, a decrease of 26 million baht or 42% compared to the same period of the previous year. This consisted of income from other services, interest income, and gains from the sale of assets.

For the year ended December 31, 2025, the Company had other income of 26 million baht, a decrease of 11 million baht or 29% compared to the same period of the previous year. This consisted of income from other services, interest income, and gains from the sale of assets.

Costs and expenses

Cost of sales and services

The costs of industrial waste disposal services and the costs of electricity production and sales for 2025, 2024, and 2023 amounted to 1,936 million baht, 1,903 million baht, and 2,046 million baht, respectively. This represents 71% in 2025, 73% in 2024, and 84% in 2023, respectively, when compared to service revenue. The main costs are landfill amortization, fuel costs, oil costs, and benefits to the Department of Industrial Works. Fixed costs include employee salaries and compensation. Depreciation is also a factor, as the Group has increased fuel costs for truck transportation due to rising oil prices, and maintenance costs for power plant machinery and equipment, maintenance costs for waste-to-fuel (SRF) production equipment, and increased prices of chemical raw materials due to market fluctuations. Construction costs are recognized as a percentage of the completed work in the project cost estimate.

Construction contract costs

Recognized based on the percentage of work completed of project cost estimates

Service costs

Service expenses for 2025, 2024, and 2023 amounted to 41 million baht, 33 million baht, and 31 million baht, respectively, representing 1% in the latest year and respectively when compared to total revenue. The majority of these expenses are marketing costs, which vary proportionally to revenue, and promotional expenses.

Administrative expenses

Administrative expenses for 2025, 2024, and 2023 amounted to 283 million baht, 267 million baht, and 261 million baht, respectively, representing 8% in the latest year and 10%, respectively, compared to total revenue. The majority of these expenses are related to salaries and compensation for office employees, expenses for preparing the operations of the subsidiary companies' power plants, and office management expenses.

Executive compensation

Executive compensation for the years 2025, 2024, and 2023 amounts to 101 million baht, 87 million baht, and 86 million baht, respectively, representing 3% in the latest year and when compared to total revenue. This expense includes salaries for directors and executives. Meeting fees for directors and executives are included in this section.

Financial costs

Financial costs for 2025, 2024, and 2023 amounted to 174 million baht, 204 million baht, and 121 million baht, respectively, representing 5% in the latest year and 8% in the final year, respectively, when compared to total revenue. This expense includes interest on bank overdrafts, loan interest, bond interest, installment payments, and bank fees. The increase is due to the issuance of new bonds by a subsidiary company.

Income tax

Income tax for the years 2025, 2024, and 2023 amounts to 31 million baht, 13 million baht, and 11 million baht, respectively, representing a tax rate of 0.9 percent in the most recent year, 0.5 percent, and 0.4 percent, respectively, when compared to total income.

Profit

For the reasons and causes mentioned above, in 2025, the company and its subsidiaries had a gross profit of 1,394 million baht, representing 42%, and a net profit for the year of 759 million baht.

Financial Analysis

For the year 2025, there were significant changes in assets, liabilities, and equity. Most notably, assets decreased by 1,139 million baht from the beginning of the year, representing an 11% decrease. Liabilities decreased by 1,970 million baht from the beginning of the year, representing a 48% decrease. Equity increased by 831 million baht from the beginning of the year, representing a 14% increase, resulting from the issuance of additional debentures totaling 545 million baht, the repayment of debentures totaling 2,485 million baht (net repayment of debentures: $2,485 - 545 = 1,940$ million baht), the repayment of loans from financial institutions totaling 333 million baht, the issuance of additional ordinary shares totaling 104 million baht, and the receipt of proceeds from the sale of investments in associate companies totaling 1,100 million baht. This resulted in a decrease in cash and cash equivalents of 961 million baht. Apart from this, there were no significant changes in assets or liabilities.

Assets with a remaining value exceeding 5% of total assets include

Land, buildings, and equipment, valued at 5,581 million baht, representing 63% of total assets.

Cash and cash equivalents, amounting to 1,574 million baht, representing 18% of total assets.

Trade receivables and other current receivables, amounting to 770 million baht, representing 9% of total assets.

Liabilities with a remaining value exceeding 5% of total assets are:

Loans from financial institutions, amounting to 486 million baht, representing 5% of total assets.

Debentures, amounting to 546 million baht, representing 6% of total assets.

As a result of the above, the consolidated financial statements regarding shareholders' equity have increased by 831 million baht since the beginning of the year. This increase is attributed to proceeds from a general authorization capital increase to a limited group of individuals amounting to 104 million baht, dividend payments to external parties amounting to 7 million baht, and recognition of comprehensive operating profit amounting to 734 million baht.

Trade receivables - net

The company and its subsidiaries have an average debt collection period of 98 days in 2025, compared to 101 days and 105 days in 2024 and 105 days in 2023, respectively, with an estimated debt collection policy of 120 days.

(Unit: million baht)

list	31 Dec 2023	31 Dec 2024	31 Dec 2025
● Post dated check	8.99	14.00	27.42
● Trade receivables - not yet collected	193.77	179.51	192.37
● Trade debtors			
Debtors who are in due payment	302.64	320.10	395.93
Overdue debtors			
No more than 3 months	56.48	32.33	62.76
3 - 6 months	15.05	59.52	5.13
6 - 12 months	2.39	19.23	22.14
More than 12 months	30.22	4.03	11.14
Total trade receivables	609.54	628.72	716.89
Less allowance for doubtful accounts	(10.38)	(19.47)	(31.89)
Total trade receivables - net	599.16	609.25	685.00

Liquidity

(Unit: million baht)

list	2023	2024	2025
Cash flow from operating activities	327.88	966.34	933.44
Cash flow from investing activities	(1,238.12)	(479.39)	527.53
Cash flow from financing activities	1,233.21	259.87	(2,421.89)
Net cash flow increased (decreased)	322.98	746.83	(960.92)
Cash and cash equivalents at year-end.	1,835.65	2,535.03	1,574.11

Due to the continuous investment and expansion of operations by the Company and its subsidiaries, the majority of cash flow is used for investing activities. The main sources of funding come from cash flow from operating activities, borrowing from financial institutions for project investment, and capital increases from minority shareholders in subsidiaries. In 2025, the Company and its subsidiaries received cash from operating activities of 933 million baht. Of this, 528 million baht was used for investments, primarily in land, buildings, and equipment for expansion. The Company also received proceeds from the sale of investments in joint ventures, and 2,422 million baht was repaid as net financing, mainly through long-term loan repayments, interest payments, and dividend payments.

As a result of the above cash flow, the Company and its subsidiaries experienced a decrease in net cash flow of 961 million baht, and had cash and cash equivalents of 1,574 million baht at the end of the period.

Capital Structure

The debt-to-equity ratio in 2025 is projected at 0.77 times, compared to 0.60 times in 2022.

Summary of audit report

<i>Year 2023</i>	<i>Checked by</i>	<i>Ms. Bongkotrat</i>	<i>Somruamsiri</i>	<i>Certified Public Accountant No. 13512</i> <i>Grin Audit Co., Ltd.</i>
<i>Year 2024</i>	<i>Checked by</i>	<i>Ms. Bongkotrat</i>	<i>Somruamsiri</i>	<i>Certified Public Accountant No. 13512</i> <i>Grin Audit Co., Ltd.</i>
<i>Year 2025</i>	<i>Checked by</i>	<i>Ms. Bongkotrat</i>	<i>Somruamsiri</i>	<i>Certified Public Accountant No. 13512</i> <i>Grin Audit Co., Ltd.</i>

The auditor's report for the financial statements of the Company and its subsidiaries in 2023 expressed an unqualified opinion that the consolidated and separate financial statements present the consolidated and separate financial positions, consolidated and separate operating results, consolidated and separate cash flows in all material respects in accordance with the Financial Reporting Standards.

The auditor's report for the financial statements of the Company and its subsidiaries in 2024 expressed an unqualified opinion that the consolidated and separate financial statements present the consolidated and separate financial positions, consolidated and separate operating results, consolidated and separate cash flows in all material respects in accordance with the Financial Reporting Standards.

The auditor's report for the financial statements of the Company and its subsidiaries in 2025 expressed an unqualified opinion that the consolidated and separate financial statements present the consolidated and separate financial positions, consolidated and separate operating results, consolidated and separate cash flows in all material respects in accordance with the Financial Reporting Standards.

General information and other important information

Company information

Company name	:	Better World Green Public Company Limited																		
Abbreviation for securities trading	:	BWG Companies listed on the Stock Exchange of Thailand																		
Company registration number	:	Registration number: PCL. 0107548000161																		
Registered Capital and Paid-up Capital	:	<i>Details of Capital</i> <table> <tr> <td>Registered capital</td><td>:</td><td>2,062,065,745 Baht</td></tr> <tr> <td>Paid-up Capital</td><td>:</td><td>1,450,302,059 Baht</td></tr> <tr> <td>Par Value</td><td>:</td><td>0.25 Baht per share</td></tr> </table> <i>Details about common shares</i> <table> <tr> <td>Listed stocks</td><td>:</td><td>8,248,262,979 shares</td></tr> <tr> <td>Paid-up shares</td><td>:</td><td>5,801,208,233 shares</td></tr> <tr> <td>Voting rights</td><td>:</td><td>1 share per 1 vote</td></tr> </table>	Registered capital	:	2,062,065,745 Baht	Paid-up Capital	:	1,450,302,059 Baht	Par Value	:	0.25 Baht per share	Listed stocks	:	8,248,262,979 shares	Paid-up shares	:	5,801,208,233 shares	Voting rights	:	1 share per 1 vote
Registered capital	:	2,062,065,745 Baht																		
Paid-up Capital	:	1,450,302,059 Baht																		
Par Value	:	0.25 Baht per share																		
Listed stocks	:	8,248,262,979 shares																		
Paid-up shares	:	5,801,208,233 shares																		
Voting rights	:	1 share per 1 vote																		
Business Description	:	Engaged in the business of providing industrial waste management and administration services by treating, disposing and reusing for energy purposes																		
Accounting cycle	:	January 1 – December 31																		
Website	:	www.bwg.co.th																		
Facebook	:	BWG-Better World Green																		
Line ID	:	@bwgcenter																		
Head office location	:	No. 488, Soi Lat Phrao 130 (Mahathai 2), Lat Phrao Road, Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240 Tel. 02-012-7888 Fax 02-012-7889																		
Location of Industrial Waste Management and Administration Center	:	No. 140 Village No. 8, Huai Haeng Subdistrict, Kaeng Khoi District, Saraburi Province 18110																		
Location of Renewable Energy Center	:	No. 9/991, 9/992, 9/993 Village No. 4, Bang Phra Khru Subdistrict, Nakhon Luang District, Phra Nakhon Si Ayutthaya Province 13260																		

Subsidiary Company Information

Company name	Business type	Head office location	Telephone
Better West Care Company Limited "BWC"	It is an agent for procuring and collecting industrial waste for treatment and disposal, and conducting a business providing services for improving the quality of liquids for reuse.	No. 488, Soi Lat Phrao 130 (Mahathai 2), Lat Phrao Road, Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240	02-012-7888
Better World Transport Company Limited. "BWT"	Providing transportation services and brokerage services, collecting waste and discarded materials.	No. 488, Soi Lat Phrao 130 (Mahathai 2), Lat Phrao Road, Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240	02-012-7888
Akki Prakarn Public Company Limited "AKP"	Providing services for burning industrial waste	No. 792 Village No. 2, Soi 1C/1, Bangpoo Industrial Estate Sukhumvit Road, Bangpoo Mai Subdistrict, Mueang Samut Prakan District Samut Prakan Province 10280	02-323-0714, 16,18
B Green Development Company Limited. "Be Green"	Providing engineering services, procurement of machinery and equipment, management of industrial waste disposal centers and renewable energy centers in a one-stop service.	No. 488, Soi Lat Phrao 130 (Mahathai 2), Lat Phrao Road, Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240	02-012-7888
Better Me Company Limited "BME"	Act as a broker or agent providing services related to the disposal of industrial waste, both solid and/or liquid, and both hazardous and non-hazardous.	No. 488, Soi Lat Phrao 130 (Mahathai 2), Lat Phrao Road, Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240	02-012-7888
Earth Tech Environment Public Company Limited "ETC"	Production and distribution of electricity from mixed waste	No. 88,88/1 Village No. 1 Banthat Subdistrict, Kaeng Khoi District, Saraburi Province 18110	036-200-294-5

Subsidiary of Earth Tech Environment Public Company Limited

Company name	Business type	Head office location	Telephone
Link 88 Power Company Limited “Link 88”	Holding company holding shares in Recovery House Co., Ltd.	No. 88,88/1 Village No. 1 Banthat Subdistrict, Kaeng Khoi District, Saraburi Province 18110	036-200-294-5
Recovery House Company Limited “RH”	Production and distribution of electricity using fuel from industrial waste	No. 8/888 Village No. 4 Bang Phra Kru Subdistrict, Nakhon Luang District Phra Nakhon Si Ayutthaya Province 16260	035-750-113
Eva Grand Energy Company Limited. “AVA”	Production and distribution of electricity using fuel from industrial waste	No. 100 Village No. 1, Nong Lum Subdistrict, Wachirabarami District, Phichit Province 66140	056-619-751
Sirilapa Power Company Limited “SIRI”	Production and distribution of electricity using fuel from industrial waste	88,88/1 Village No. 1, Banthat Subdistrict, Kaeng Khoi District, Saraburi Province 18110	036-200-294-5
Earth Engineering & Construction Company Limited. “EEC”	Providing engineering services, procurement of machinery and equipment, and construction of complete power plants and maintenance of power plants.	No. 2728, 2730 Lat Phrao Road, Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240	063-393-4779

References

Issuing regulatory agency	:	Securities and Exchange Commission (SEC) 333/3 Vibhavadi Rangsit Road, Chom Phon Subdistrict, Chatuchak District, Bangkok 10900 Tel. 0-2033-9999 Fax 0-2033- 9660 Website: https://www.sec.or.th E-mail: info@sec.or.th
Listed Company Regulatory Authority	:	The Stock Exchange of Thailand (SET) 93 Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400 Tel. 0-2009-9000 Fax 0-2009-9991 Website:www.set.or.th WebsiteSET Contact Center :www.set.or.th/contactcenter
Registrar of Securities	:	Securities Depository (Thailand) Co., Ltd. No. 93, Stock Exchange of Thailand Building (next to the Chinese Embassy)Rachadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400 Tel. 0-2009-9388 Fax 0-2009-9476 Website:http://www.set.or.th/tsd
Auditor	:	Grin Audit Company Limited 72 CAT Telecom Building, 24th Floor, Charoen Krung Road, Bang Rak Subdistrict Bang Rak District, Bangkok 10500 Tel. 0-2105-4661 Fax 0-2026-3760 http://www.karinaudit.co.th E-mail – audit@karinaudit.co.th
Legal Advisor	:	Law Office of Business Partners Lawyer No. 58/591 Ram Intra 68, Soi 7-3, Ram Intra Road Khan Na Yao Subdistrict, Khan Na Yao District, Bangkok 10230 No. 44 Village No. 5 (Next to Saraburi Provincial Court) Daoruang Subdistrict Mueang Saraburi District, Saraburi Province 18000 Tel. 081-9840580
Other contact		
● Providing services to shareholders		Investor Services Division
● Notification of lost share certificate		Securities Depository Center (Thailand) Co., Ltd.
● Editing shareholder information		93 Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400 Telephone 0-2009-9000 Fax 0-2009-9991



Part 2

Corporate Governance

Corporate Governance Policy

The Company has established a Corporate Governance Policy based on the principles and guidelines of good corporate governance for listed companies in 2017, as stipulated by the Securities and Exchange Commission. This policy serves as a guideline for organizational management, ensuring confidence in the Company's operations as being fair, transparent, and prioritizing the best interests of shareholders and all stakeholders. The Company's Corporate Governance Policy comprises eight key principles.

1. Recognizing the role and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the business.
2. Defining core objectives and goals for the business that are aimed at sustainability.
3. Strengthening an effective Board of Directors.
4. Recruiting and developing senior management and human resource management.
5. Promoting innovation and responsible business practices.
6. Ensuring appropriate risk management and internal control systems.
7. Maintaining financial credibility and information disclosure.
8. Supporting shareholder engagement and communication.

And apply these principles in conjunction with the "Principles of Good Corporate Governance for Listed Companies 2012" of the Stock Exchange of Thailand, which covers all five OECD categories as follows:

Section 1 The Rights of Shareholders

Section 2 The Equitable Treatment of Shareholders

Section 3 The Roles of Stakeholders

Section 4 The Disclosure and Transparency

Section 5 The Responsibilities of Directors

This includes establishing a code of ethics to guide and provide best practices for directors, executives, and employees to follow in performing their duties and fulfilling the company's mission with honesty, integrity, and fairness in dealing with the company, all stakeholders, the public, and society. A system for regularly monitoring compliance with these guidelines has also been established. The company has continuously conducted training to brief employees on adhering to the business code of ethics. Directors, executives, and employees are obligated to strictly adhere to the code of ethics. Supervisors at all levels have a duty to monitor and encourage their subordinates to comply with the established code of ethics and to set a good example to promote employee compliance. The company mandates annual reviews of the policy and practices. All executives and employees must acknowledge and adhere to the policy through the electronic corporate governance reporting system. Last year, 100% of company employees reported and adhered to the 2025 policy electronically.

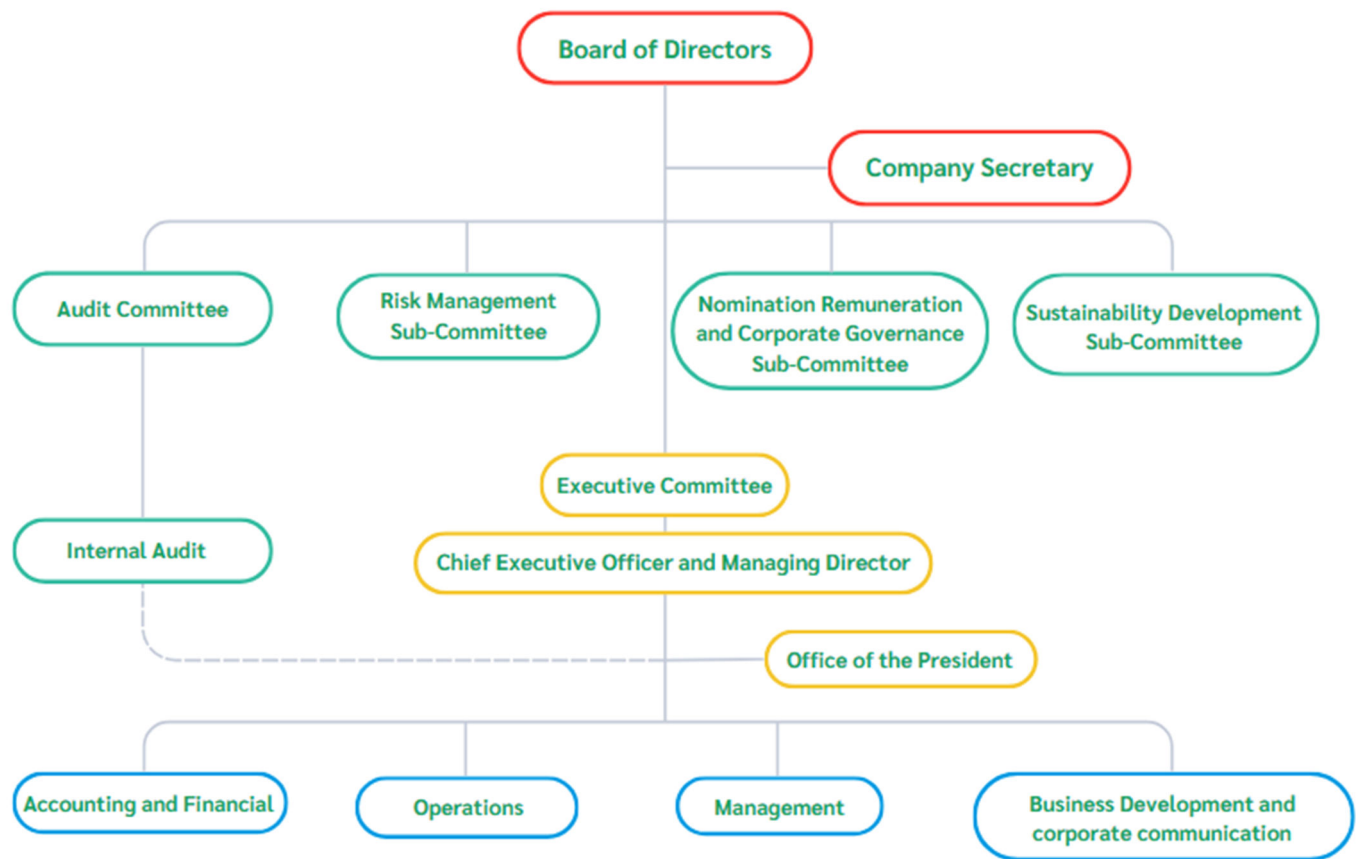
The company publishes its corporate governance policy and business code of ethics on www.bwg.co.th. In 2025, no cases of misconduct by directors, executives, or employees related to business practices violations or corruption were found.

Corporate Governance Structure

Management

The board of directors is primarily responsible for setting policies, vision, and participating in operational decisions that will benefit the company, shareholders, stakeholders, employees, and the community, as well as monitoring and overseeing management's implementation of the company's policies, plans, and strategies.

The company's management structure is as follows:



1. Board of Directors

The Board of Directors should be composed of qualified people of different genders and ages who possess knowledge and experience in many areas in order to successfully specify business policies and objectives and authorize strategic and operation plans as well as to perform supervisory and inspection duties over the work of the Management Department and support work management in line with the principles of good corporate governance.

The Board of Directors as of 31 December 2025 consisted of 9 directors, consisting of 6 non-executive directors and 3 executive directors, accounting for 66.67% and 33.33% respectively, divided into 3 female directors. representing 33.33% and 6 male directors representing 66.67% of which 3 out of 6 non-executive directors are members of the Audit Committee. Including non-executive directors, 5 out of 6 are independent directors who are considered representatives of shareholders in overseeing the Company's operations to ensure accuracy and transparency.

List of the Board of Directors consists of 9 persons (as of December 31, 2025), consisting of:

First-Last Name		Position	Appointment Date
1. Dr. Vicharn	Vithayasai	Chairman of the Board/ Independent Director	18 th , February 2005
2. Mr. Akarawit	Khankaew	Vice Chairman of Board	11 th , August 2005
3. Dr. Thamnoon	Ananthothai	Independent Director/ Vice Chairman of Board	30 th , June 2007
4. Dr. Boonyabaramee	Sawangwong	Independent Director	18 th , February 2005
5. Miss Jitsiri	Thanapatra	Independent Director	14 th , August 2024
6. Miss Nartrudee	Unthanuwat	Independent Director	18 th , February 2005
7. Mr. Suwat	Luengviriya	Director	17 th , March 2005
8. Mr. Suthat	Boonya-Udomsart	Director	5 th , September 2006
9 Miss Nattaphan	Luengviriya	Director	11 th , August 2018

With Miss Siriphorn Suasakul as the Company secretary of the Board

Directors authorized to sign on behalf of the company

The directors authorized to sign on behalf of the company are Mr.Suwat Luengviriya who can sign together with Mr. Suthat Boonya-Udomsart or Miss Nattaphan Luengviriya and the official company seal.

Definition

Executive Directors:

Directors who hold executive positions and are involved in the company's daily management.

Non-Executive Directors:

Directors who do not hold executive positions and are not involved in the company's day-to-day management may or may not be independent directors..

Independent Directors:

Independent directors, or external directors, who are not involved in day-to-day management and are not major shareholders of the company, must also be independent from major shareholders, groups of major shareholders, or other stakeholders.

Position in Sub-Committees

Name List		Audit Committee	Recruitment & Wage Sub-Committee	Risk Management Sub-Committee	Corporate Governance and Sustainability Sub-Committee
1. Dr.Vicharn	Vithayasai	-	-	Chairman	-
2. Mr. Akarawit	Khankaew		Committee	-	Chairman
3. Dr.Thamnoon	Ananthothai	Chairman	Chairman	Committee	Committee
4. Dr.Boonyabaramee	Sawangwong	Committee	Committee	Committee	Committee
5. Miss Jitsiri	Thanapatra *	-	-	-	-
6. Miss Nartruidee	Unthanuwat	Committee	Committee	-	Committee
7. Mr.Suwat	Luengviriya	-	-	Committee	Committee
8. Mr.Suthat	Boonya-Udomsart	-	Committee	Committee	-
9 Miss Nattaphan	Luengviriya	-	-	-	-

Securities Holdings of the Directors and Executives of the Year 2025

The company has informed its board of directors and executives of their obligation to report their securities holdings in the company, as well as those of their spouses and minor children, to the Securities and Exchange Commission (SEC) within 30 days of their appointment as directors or executives. Furthermore, any change in such securities holdings must be reported to the SEC within 3 business days (via the electronic system at www.sec.or.th) from the date of purchase, sale, transfer, or receipt of such securities, in accordance with SEC regulations.

Securities holdings of “BWG” by the Board of Directors and Executives

as of December 31, 2025 are as follows:

Name	Shares as of As of December 31, 2024	Shares as of As of December 31, 2025	Up (Down)
Board of Directors and Executive Management			
1. Dr. Vicharn Vithayasai their spouses and minor children	2,500,000	2,500,000	-
2. Mr. Akrawit Khankaew their spouses and minor children	1,250,000	1,250,000	-
3. Dr. Thamnoon Ananthothai their spouses and minor children	2,827,644	2,827,644	-
4. Dr. Boonyabarammee Sawangwong their spouses and minor children	1,250,000	1,250,000	-
5. Miss Nartrudee Unthanuwat their spouses and minor children	1,250,000	1,250,000	-
6. Mr. Suwat Luengviriya their spouses and minor children	183,150,000	183,150,000	-
7. Miss Jitsiri Thanapatra their spouses and minor children	18,000,000	18,000,000	-
8. Mr. Suthat Boonya-Udomsart their spouses and minor children	1,250,000	1,250,000	-
9. Miss Nattaphan Luengviriya their spouses and minor children	1,000,000	1,000,000	-
10. Miss Kamala Luengviriya their spouses and minor children	-	-	-
11. Miss.Charuwan Phochaeng their spouses and minor children	12,500,000	12,500,000	-
12. Mrs. Pornpen Paoratchatapiboon their spouses and minor children	13,375,000	13,375,000	-

Appointment and Removal of Company Directors

The nomination, appointment, removal and termination of Directors are prescribed in the Company's articles of Association, which can be summarized as follows:

1. The shareholders meeting shall elect no more than five directors and no less than half of the total number of directors must reside in the Kingdom and the company directors must be individuals with the qualifications as specified by the law.

2. The shareholders' meeting shall appoint directors by using a majority vote in accordance with the following criteria:

- One shareholder has one vote. equal to one share per vote.
- Election of Directors will be assigned to select individually.
- Persons receiving the highest approval votes in descending order. but not exceeding the number of elected positions be elected as a director.
- In the event that the persons elected in descending order have equal votes. The person presiding over the meeting shall have an additional vote as a casting vote.

3. At every annual general meeting One-third of the directors shall retire if the number of directors cannot be divided into three parts. The number closest to one-third but not more than one-third of the total number of directors shall retire.

4. Directors who must retire from office in the first and second year after the registration of the company. If the directors do not agree among themselves in other ways, use the lottery to determine who will leave. For the following years, the director who has been in office the longest retiring A director who retires by rotation may be re-elected for a new position.

5. A director shall vacate office upon death. Submit a letter of resignation before the due date of the court's order or the meeting has passed a resolution to remove him from office. or lack of qualifications as specified in the regulations.

6. If a director's position becomes vacant for reasons other than retirement by rotation, the remaining members of the Board of Directors shall elect a person who has qualifications and does not have prohibited characteristics as specified to be a replacement director at the next Board meeting, except for the director's term. There will be less than two months remaining with a vote of not less than three-fourths of the number of remaining directors. and the person who replaces this director shall be in office only for the remaining term of the director whom he/she replaces.

The Company has given minority shareholders an opportunity to nominate qualified persons. in order to be elected as a director in advance of the annual general meeting of shareholders according to the Company's director nomination criteria. However, in the year 2025, there was no minority shareholder to nominate a person to be elected as a director of the Company.

Composition and Qualifications of Directors

1. The Board of Directors consists of at least 5 directors and not less than half of the total number of directors. Must have a settlement in the Kingdom. The Board of Directors shall consist of:

- Executive Directors and/or
- Non-executive directors, and
- Non-executive directors who are independent directors in the absence of one-third of the total directors and not less than 3 persons, independent directors and related persons holding shares in excess of one of the registered capital.

2. All directors shall be qualified in accordance with Section 68 of the Public Limited Companies Act B.E. 2535 (1992) and in accordance with the Notification of the Securities and Exchange Commission and/or the Notification of the Capital Market Supervisory Board.

3. Independent directors are qualified persons in accordance with the announcements of the Securities and Exchange Commission and/or the Capital Market Supervisory Board announcements, as well as having appropriate experience and having good judgment without bias. Fairness in the performance of work, which may include persons from any profession approved by the Nomination and Remuneration Committee, which is set up by the Board of Directors. Qualified for presentation

Currently, the company's board of directors consists of 9 members: 3 executive directors, 7 non-executive directors, and 5 independent directors. This ensures a balance of power in management, allowing for transparent oversight of the company's operations and the safeguarding of the interests of shareholders as a whole.

Roles, Duties and Responsibilities of the Board of Directors

Observing Company's regulations, the Board of Directors is authorized to conduct roles and responsibilities under the law, Company's objectives, regulations, and resolutions approved by Shareholders' meetings. Directors must observe the "Code of Practice for Directors of Listed Companies" stipulated by the Stock Exchange of Thailand (SET) with integrity and prudence to protect the Company's interests and maximize profits for its shareholders. To enable employees to observe the business principles and establish credibility among shareholders and investors, the Company has defined the following roles and responsibilities for the Board of Directors:

1. Elect a person who possesses the qualifications and does not have prohibited attributes stated in the Company Articles of Association to replace the vacant director position due to reasons other than completion of term.
2. Assign one or several directors or other persons to act on behalf of the Board of Directors.
3. Appoint other persons to operate the Company business under supervision of the Board of Directors or may assign a power of attorney to act on behalf within the appropriate period, including consolidating or segregating or replacing the entire or part of the authority of the involved directors, and the Board of Directors may occasionally cancel, terminate, change or amend such authority.

4. Appoint 4 specific committees, namely the Audit Committee, the Nomination Remuneration and Corporate Governance Sub-Committee, the risk management subcommittee and the Corporate Governance Subcommittee and Social Responsibility to screen significant matters with care and efficiency.

5. Appoint a Company Secretary according to the Securities and Exchange Act to prepare and maintain documents and other matters as determined by the Capital Market Supervisory Board as well as to facilitate the Board's and the company's business, such as meetings of the Board and shareholders, regularly provide the Directors and the Company with legal advice and remind them of the various regulations that they need to know and

comply with, as well as ensuring that Directors and the Company disclose correct, complete and transparent information.

6. Perform duty with accountability and duty of care. Directors and executives shall perform their duties as other persons of ordinary prudence or business operators shall act under the same situation.

7. Perform duty with integrity for the ultimate benefits of Company and with righteous objectives and take no action that may cause significant conflict of interest with Company.

8. Operate the Company's business in conformity with laws, objectives, Articles of Association and resolutions of the shareholders' meeting with integrity, morals, and business ethics as well as try its best to cautiously safeguard the interests of Company's and shareholders.

9. Set directions, goals and business policies as well as direct the management to operate efficiently according to the Company's policies and plans to achieve corporate goals under good corporate governance, thus maximizing the Company's economic value and the wealth of its shareholders.

10. Monitor the company's business operations at all times and conscientiously comply with the law and the company's specifications in related contracts. Stipulate that the management report to the company's Board of Directors on the company's work performance and other relevant issues for acknowledgement in Board of Directors' meetings. The objective is to ensure that the company's business operations are effective.

11. Manage business for sustainable value, which includes sound performance, creating value with long-term perspectives, ethical and responsible business that benefits or eases socio-environment impacts (Good Corporate Citizen), and resilience to changes.

12. Hold at least three (3) monthly meetings of the Board at the venue set by the Board of Directors.

13. Independent directors and external directors are ready to independently exercisediscretion in consider the setting of strategies, managing work, using resources, appointing directors and setting business operation standards. They are also ready to object to the actions of other directors or the management in cases where there are differences of opinion on matters with impact on the equality of every shareholder.

14. Directors who have conflict of interest in particular matters shall have no right to vote on the matters.

15. Each Director cannot hold a Director position in a listed company in SET more than five companies.

16. Directors shall not operate other businesses having the same nature and competing directly with the Company, or shall not be a partner in a limited partnership or a partner with unlimited liability in a limited partnership, or a director in other public limited or private companies operating business of the same nature and directly competing with company, whether for personal or others' benefits, except the director informs the shareholders' meeting prior to the appointment resolution.

17. Provide balance sheets and income statements as well as audit report of the auditor, all of which are to be approved by the Audit Committee, at the end of accounting year of the Company. Such information will be disclosed in the annual reports and submitted to the annual general meeting of shareholders within 4 months after the end of the accounting year.

18. Establish a corporate governance policy and code of conduct to guide Directors and employees, with an annual review and assessment.

19. Exemplify compliance with the corporate governance policy and code of conduct, together with the Stock Exchange of Thailand's (SET's) policy on good practices for Directors of limited companies.

20. Ensure reliable accounting system, financial report and audit report to be submitted to the Audit Committee as well as set up an internal audit unit and ensure efficient evaluation processes of internal control and internal audit.

21. Prepare accurate minutes and resolutions of the meetings of shareholders and Board of Directors and the reports shall be kept at the Company's office. The reports, signed by the chairman of the meeting or approved by the next meeting, is considered the evidence of the matters appeared in the minutes, and resolutions and other considerations recorded in the minutes shall be considered correct.

22. Deliver the following documents to the shareholders together with the invitation letter to the annual general shareholders' meeting:

22.1 Copies of balance sheet and income statement audited by the auditor together with an audit report

22.2 Company's annual report (from 56-1 One Report)

23. Dedicate time and effort in formulating vision, direction and strategy through full opinion expression and with adequate research on information useful for formulating such direction as well as consider possible risks in order to ensure that the executives would be able to concretely and effectively implement the vision, direction and strategy.

24. Review and participate in the vision and mission to ensure that management and employees are oriented in the same direction. The Board of Directors shall review and approve the Company's vision and mission regularly. And give approval Follow up and keep the management team in line with the direction and strategy of the organization.

25. Board of Directors have authority to check and consider approving policies and guidelines and action plans for the company's large investment projects as proposed by the sub-committee and/or management.

26. Establish a risk management policy with efficient risk management and internal control systems that cover the whole organization. The Board of Directors shall also require the management to regularly report risk management results and possible risk management guidelines, with full disclosure in the annual report (from 56-1 One Report).

27. Provide appropriate system or mechanism for top executive's remuneration to ensure good incentives in both short and long term.

28. Report their interests and the interests of concerned parties. The reported interests are those related to the operations of company's and its subsidiaries. Updated reports shall also be submitted whenever there are changes. Directors are required to fill in the information on the interests of their own and related parties in the conflict of interest report of the directors as required.

29. Maintain the Company's inside information obtained from their job performance and refrain from exploiting such information for personal or other parties' gains. Undertake no securities transactions at least one month prior to announcement of financial statements and at least three days after such announcement.

30. Monitor and solve conflict of interest, including connected transaction, and concentrate on significant transactions to ensure the ultimate benefits of shareholders and stakeholders.

31. Establish a suitable executive compensation system to inspire them and benchmark them with prevailing industry practices, linking it with Key Performance Indicators (KPIs). Short-term compensation means monthly salaries and bonuses; long-term compensation is individually decided, including Employee Stock Option Program.

32. Provide appropriate communication channels with each group of shareholders as well as evaluate the information disclosure to ensure correctness, lucidity, transparency, reliability, and high standards.

33. New directors need to receive orientation on knowledge about the company's business operations.

34. Training in at least one course offered by the Thai Institute of Directors (IOD) that is concerned with the Director Accreditation Program (DAP) or a course on Director Certification Program (DCP) or the equivalent thereof to increase operational skills and ability.

35. The company's Board of Directors is authorized to consider and approve any matters as necessary and concerning the company or as deemed fitting in the interests of the company. This includes the following:

1. Approve and revise the Company's vision, mission and policies.
2. Approve both short-term and long-term strategic plans; including action plans, Annual budget and manpower to be in line with the strategic plans.
3. Establish and amend the sub-committees' charters.
4. Establish and amend the Company's regulations.
5. Establish and revise the organization structure of Company.
6. Dividend payment policy.
7. Make a decision for the interest of the Company, shareholders, and stakeholders and to monitor the Management's performance and provide suggestions to solve the problems appropriately.
8. Investment and operation of key projects for company and affiliates.
9. Appointment of Directors who resign during the year and that of sub-committees.
10. Designation of Directors authorized to sign.
11. Approve the change in significant accounting policy and compliance with new accounting standards.
12. Appointment of executives from the level of Assistant Chief Executive Officer and Managing Director.
13. Self-assessment of personal performance and the Chief Executive Officer and Managing Director.
14. Specification of the Chief Executive Officer and Managing Director's remuneration.
15. Approve the Company's salary structure, wages, compensation and benefits.

According to the Company's Articles of Association and the Public Limited Company Act B.E. 2535 (1992), the Board of Directors shall take action only when receiving approval from the shareholders' meeting with majority votes of the shareholders attending the meeting and having voting rights on the following matters.

1. Approval of balance sheets and income statements.
2. Approval of dividend payment.
3. Appointment of directors replacing those who retire by rotation and approval of director remuneration.
4. Appointment of auditor and approval of auditor remuneration.
5. Any issue designated by law as requiring the decision of the shareholders' meeting.
6. Any issue concerning the directors' gains or losses and within the precepts of the Lawyer announcements by the Stock Exchange Bureau and Stock Market, or the Stock Exchange of Thailand by the express approval of the shareholders meeting.

The decision of the Company's board of directors to take action regarding the Following issues must be performed only with the approval from the shareholders' meeting and the votes of no less than three quarters of all the votes of the shareholders attending the meeting and entitled to vote.

1. Amendment of Memorandum of Association and Articles of Association.
2. Increase of registered capita / Decrease of registered capita.
3. Issuance of shares and offering of debentures.
4. Dissolution of business/ Merger of business.

5. Sale or transfer of the company's business All or some important parts to another person.
6. Purchasing or accepting transfer of business of other companies, whether public limited or private companies.
7. Making, amending or terminating of contracts related to the lease of whole or Significant parts of the Company's business.
8. Assigning other persons to manage the Company's business, or
9. Merger of business with other persons with the purpose of profit and loss sharing.
10. Any other matter as stipulated under the provisions of the Securities and Exchange Act and/or the regulations of the Stock Exchange of Thailand that requires approval from the Board of Directors and the Shareholders' Meeting with the aforementioned votes.

Roles and responsibilities of the Chairman

1. The chairman of the board is not an executive director and not the same person as the CEO. Furthermore, the chairman of the board is not involved in any way to the management.
2. By oneself or assign a delegate, calls the meetings of the Board of Directors with meeting notices sent at least seven days prior to the meeting date so that the Directors may have adequate time to study, review, and make proper decisions.
3. Serves as the person casting the deciding vote in meetings of the company's board of directors when both sides have cast equal votes.
4. Encourages the Board of Directors to attend Shareholders' meetings and presides over such meetings to ensure the meeting efficiency and address shareholders' queries.
5. Supports, assists and leads the work performance of the management through the Chief Executive Officer and Managing Director, but does not interfere with the regular work or business under the responsibility of the management under the Chief Executive Officer and Managing Director.
6. Plays a key role in encouraging the Board of Directors' conformance to corporate governance principles, including identifying themselves, refraining from voting, and leaving the meeting in case of having conflicts of interest in any agenda.
7. Encourages the Board of Directors to perform their duties under the scope of authority given by laws, and the corporate governance.
8. Responsible as the head of the board of directors in directing, monitoring and governing the work of the executive committee and other sub-committees in order to achieve the objectives as planned.
9. Allocate sufficient time in board meetings to allow board members to discuss various issues related to management and governance, or to oversee the careful and effective nomination of items for agenda items, encourage independent judgment, and invite executives to provide necessary information to support appropriate decision-making.
10. Informs the Board of Directors all significant matters.

Approval of the Board of Directors

The Board of Directors has the authority to approve matters of the Company in accordance with the scope of duties prescribed by the Company's laws, the Charter of the Board of Directors and the resolutions of the Shareholders' Meeting, including determining and reviewing the vision, strategy, financial goals, risks, plans and budgets, approving the Company's financial statements and operating results, and approving any transactions or

actions that have a significant impact on the Company's financial position, liabilities, financial statements, and financial statements. Business and reputation of the Company.

2. Company Secretary

In order to comply with the corporate governance principles of listed companies under the Responsibilities of the Board of Directors and in accordance with the requirements of the Securities Act and stock exchange by the resolution of the Board of Directors' meeting and resolutions of the Nomination Remuneration and Corporate Governance Sub-Committee meeting It was resolved to appoint Ms. Siriporn Suasakul to be the company secretary.

Miss Siriphorn Suasagoon

- **Age 48 years**
- **Education / Training**
 - Master's Degree: Kasetsart University (Majoring in Marketing).
 - Bachelor's Degree: University of the Thai Chamber of Commerce (Accountancy).
 - Auditor and Tax Auditor.
 - Company Secretary Program (CSP 94/2018), Board Reporting Program (BRP 28/2019), Company Reporting Program (CRP 25/2019), Effective Minutes Taking (EMT 46/2020), and Anti-Corruption: The Practical Guide (ACPG 23/2015) from the Thai Institute of Directors Association (IOD).
 - Internal Audit Certification Course (IACP) from the Federation of Accounting Professions under the Royal Patronage.
 - ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007 Internal Audit Course from SGS (Thailand) Co., Ltd.
 - Business Risk Management for ISO 9001:2015 and ISO 14001:2015 with ISO 31000:2009 Guideline Course • Practical training course on COSO 2013, a framework for internal control systems, from the Federation of Accounting Professions under the Royal Patronage.
 - "Update COSO Enterprise Risk Management: Integrating with Strategy and Performance" course from the Stock Exchange of Thailand.
 - Completed the Professional Development Program for Company Secretaries, Batch 1/2021, organized by the Thai Listed Companies Association.
 - Training course on Governance System for Fraud Detection from the Thai Listed Companies Association, 2023.
 - Training course on COSO-ERM 2017: Enterprise Risk Management from the Thai Listed Companies Association, 2023.
 - Dividend Payment Seminar organized by the Thai Listed Companies Association, 2024.
 - Q&A Seminar on Observations on Preparing 56-1 One Report organized by the Thai Listed Companies Association, 2024.
 - IR Sharing 4/2024: "How to Write an Effective MD&A" organized by the Thai Listed Companies Association, 2024.
 - IR & CS Networking: Lessons Learned from Preparing e-One Report to Annual Report organized by the Thai Listed Companies Association, 2025.

- PDPA Mastery: Turning Law into Business Opportunity. Organized by the Thai Listed Companies Association in 2025.
- Know Before You Prevent: The Role of Company Secretaries in Preventing Inside Information Trading, organized by the Thai Listed Companies Association in 2025.
- Revolutionizing Internal Control with AI: Building a Robust Business Defense (AI-Powered Internal Control: Building a Robust Business Defense), from the Stock Exchange of Thailand in 2025.
- **Experience**
 - 2018 – Present Company Secretary Better World Green Public Company Limited
 - 2018 – Present Internal Auditing Manager Better World Green Public Company Limited
 - 2007 – 2008 Internal Auditing Manager TEKA Construction Company Limited

Proportion of shareholding in the company : -None-

The importance of family between directors and executives : -None-

The scope, authority, duties and responsibilities as follows:

The Company Secretary executes its duties and responsibilities pursuant to Article 89/15 and Article 89/16 of the Securities and Exchange Act (4th Edition) B.E. 2551 (A.D. 2008) with responsibility, caution and honesty. In addition, the Company Secretary must comply with laws, objectives, company regulations, Board of Directors resolutions and shareholder meeting resolutions. The Company Secretary's duties under the law are as follows:

1. Provide advice and recommendations to the Board of Directors in ensuring that its duties and responsibilities are in compliance with laws and regulations of the companies listed on Stock Exchange of Thailand, the Securities and Exchange Commission and relevant regulators.
2. Schedule Board meetings and shareholders' meetings under the law and company regulations. Coordinate conformance to the resolutions of Board and shareholders' meetings
3. Prepare and keep the shareholders' letters of invitation, supporting documents, and minutes of meetings with complete information within the timeframe of the law.
4. Prepare and compile personnel records of directors.
5. Maintain conflict of interest reports submitted by directors and executives.
6. Supervise, supervise and be responsible for the preparation and storage of the annual report information form (Form 56-1 One Report).
7. Coordinate and collect information from the management covering finance, budget, risk management, internal control, internal audit and report to the Board of Directors.
8. Disclosure of information and information reports as relevant to the responsibilities of to directing work units and according to the regulations and specifications of government agencies.
9. Support the directors in proceeding in line with good corporate governance practices of listed companies according to Good Corporate Governance Guidelines. This includes director training courses, annual self-assessment of the Board of Directors and reporting assessments to the Board of Directors to acknowledge and consider for further implementation of the operating development plan.
10. Contact and communicate with shareholders in general to inform them of shareholders' rights in addition to company news and information.
11. Carry out other missions as assigned by the Board of Directors.

However, The Board of Directors has the responsibility in supervision and review in order to improve the appropriate practices in accordance with the changeable environmental situation, to create assurance to the efficient, transparent, and measurable management system, and to respond the sustainable benefits to all shareholders and stakeholders.

In 2025, the Company received an assessment of the quality of the Annual General Meeting of Shareholders (AGM) from the Thai Investors Association in the criterion of "excellent" and the assessment result of the good corporate governance report. Listed companies are in the "Excellent" criteria according to the new assessment criteria (ASEAN Corporate Governance Scorecard).

3. Sub Committee

The Board of Directors has appointed 4 sub-committees to assist in the supervision of the company's business as follows:

1. Audit Committee

Audit committee will be appointed from the company committee or from the shareholder meeting for at least 3 people and they should be an independent director of the company, and the audit committee should be qualified in freedom according to the Capital Market Board in the qualification and operation limitations of audit committee.

In 2025, there were 4 audit committee meetings and the following details were in the consideration:

1. Review the completeness, accuracy and reliability of the Company's and its subsidiaries' financial reports.
2. Review the selection and nomination of the Company's auditors and determine their remuneration.
3. Review the adequacy of the internal control system, supervision of internal audit work, and anti-corruption.
4. Review related transactions or transactions that may lead to conflicts of interest.
5. Review compliance with regulations, requirements and laws.
6. Review risk management.
7. Select and appoint internal auditors.

The Audit Committee as of December 31, 2025 consisted of 3 members as follows:

First-Last Name		Position
1. Dr. Thamnoon	Ananthothai	Chairman of the Audit Committee (Independent director)
2. Dr. Boonyabaramee	Sawangwong	Audit Committee (Independent director)
3. Miss Nartrudee	Unthanuwat	Audit Committee (Independent director)

With Miss Siriphorn Suasakul as the Secretary of the Audit Committee

Composition and properties

1. Audit Committee Independent Directors 3 securities with qualifications in accordance with the principles set forth in the Notification of the Securities and Exchange Commission (SEC). And it has been appointed by the Board of Directors.
2. Member of the Audit Committee Assembled Directors with sufficient experience in accounting, finance and legal matters to be able to review the reliability of financial statements and internal control systems.

Powers, Duties and Responsibilities of the Audit Committee

1. To ascertain that the company has accurate financial reports with adequate disclosure by Coordinating with the external auditors and the executives responsible for preparing both quarterly and annual financial reports. The Audit Committee might propose that the auditor examine or audit any transactions as deemed necessary and significant during the company's auditing period.
2. Consider checking whether or not the company has an internal control system and an internal audit unit based on the Internal Control Framework (COSO 2013). Furthermore, internal audits are

appropriate and effective according to generally accepted international methods and standards by reviewing with the auditor and the internal auditor.

3. Consider independence of internal audit agencies and give approval in considerations to appoint, transfer or terminate the head of internal audit work or other agencies responsible for internal audits.

4. Review company practices in compliance with laws on securities and exchange, specifications of the Stock Exchange of Thailand and laws related to the company's business.

5. Review summaries of corruption examination results and specify preventive measures in the organization including revising internal processes of the company related to notification of clues and complaint acceptance.

6. Review self-evaluation forms related to anti-corruption measures according to examination and evaluation by the Internal Audit Department to ensure the company has various anti-corruption systems as reported on the self-evaluation form of the Thai Institute of Directors (IOD).

7. Consider, select and propose the appointment of the company's auditor, including consideration of proposed auditor remuneration by considering independence, reliability, resource sufficiency, auditing workload of the auditing office and experience of personnel assigned to audit the company, including attendance at meetings with the auditor without the management in attendance at least once a year.

8. Consider disclosure of information belonging to the company in cases involving connected transactions or transactions with potential for conflicts of interest to ensure accuracy, completeness and compliance with the law and specifications of the Stock Exchange of Thailand along with providing opinions regarding necessity and logic of the aforementioned transactions by considering maximum benefits of the company.

9. Perform any other actions assigned by the Board of Directors and approved by the Audit Committee.

10. Prepare a report on the activities of the Audit Committee. It is disclosed in the Company's annual report (Form 56-1 One Report), signed by the Chairman of the Audit Committee, with details as follows:

- Opinions about the accuracy, completeness and reliability of the company's financial statements.
- Opinions on the sufficiency of the company's internal control system.
- Opinions about compliance with legal stipulations concerning securities and the Stock Exchange and specifications of the Stock Exchange or laws related to the company's business.
- Opinions about the suitability of auditors.
- Opinions about transactions with potential conflicts of interest.
- Number of meetings of the Audit Committee and attendance of each audit director.
- Overall opinions or observations obtained by the Audit Committee from performing duties in compliance with the charter.
- Other transactions for which it is viewed that ordinary shareholders and investors should have knowledge under the scope of duties and responsibilities as assigned by the company's Board of Directors.

11. Report on the performance of the Audit Committee to the Board of Directors at least once a year.

12. The Audit Committee is authorized to audit and investigate various issues as necessary, including the rendering of independent opinions from any other professional consultants when necessary with expenses paid by the company to ensure successful performance of work under duties and responsibilities.

13. Examine suspicious behaviors to determine crimes committed by directors, managers or persons responsible for the work of the company pursuant to Article 281/2, Paragraph Two, Article 305, Article 308, Article 309, Article 310, Article 311, Article 312 or Article 313 of the Securities and Exchange Act (4th Edition) of B.E. 2551

(2008 A.D.) detected and reported by the auditor. The Audit Committee is required to report preliminary internal audit results to the Board of Directors, the Office of the Securities and Exchange Commission and the auditor within 30 days from the date of receiving notification from the auditor. Suspicious behaviors requiring reporting and methods to obtain facts related to the aforementioned events are to be concurrent with notifications and specifications by the Capital Market Supervisory Board.

14. In performing duties, if the Audit Committee detects or suspects the following transactions or actions with potentially significant impacts on financial status and performance of the company, the Audit Committee is to report to the Board of Directors to make corrections within the period of time deemed fitting by the Audit Committee.

- Transactions with conflicts of interest.
- Corruption, abnormalities or significant errors in the internal control system.
- Violations of laws on securities and exchange, including specifications of the stock exchange or laws related to the business of the company.

2. Risk management subcommittees

Board of the company appointed Risk management subcommittee consisted of chief executives or committees from each field for not more than 5. The committee must have at least one person with expertise in risk management.

In 2025, the Risk Management Sub-Committee held a total of 2 meetings to consider the following matters:

1. Review policy and the risk framework to ensure that Risk management and internal management are efficient and effective. Or able to manage the risk levels down to an acceptable level.
2. Consider the significant risks of the organization as disclosed in the annual report. Especially the risks associated with "ESG" (Environmental), Social and Corporate Governance issues. (Governance) is an important foundation for driving the organization to achieve sustainable goals.
3. Consider, analyze and assess risk factors that arise in the year 2025 by defining the business direction, strategic plan and corporate goals. As well as report the risk management results throughout the organization to the Board of Directors for acknowledgment.

The Risk Management Sub-Committee as of December 31, 2025 consists of 5 members as follows:

First-Last Name		Position
1. Dr. Vicharn	Vithayasai	Chairman of the Risk Management Sub-committee (Independent director)
2. Dr. Thamnoon	Ananthothai	Risk Management Sub-committee (Independent director)
3. Dr. Boonyabaramee	Sawangwong	Risk Management Sub-committee (Independent director)
4. Mr. Suwat	Luengviriya	Risk Management Sub-committee
5. Mr. Suthat	Boonya-Udomsart	Risk Management Sub-committee

With Mr. Suthat Boonya-Udomsart as the Secretary of the Risk Management Sub-committee

Composition and Integrity

1. The Board of Directors appoints a Risk Management Committee. The Risk Management Committee shall consist of no more than 5 members appointed by the Board of Directors. At least one member must have knowledge or expertise in risk management. However, there is one director with expertise in risk management.
2. Able to dedicate sufficient time to perform the task.

Powers, Duties and Responsibilities of the Risk Management Subcommittee

1. Verify and present risk management policies and acceptable risks to the company's board of directors for consideration and approval.
2. Supervise development and practice according to the risk management framework for the entire organization.
3. Examination of reports on risk management follow-up on major risks and actions taken to ensure that the organization has sufficient and appropriate risk management.
4. Presentation of overall company risks including the sufficiency of internal control systems for management of major risks in various areas for the company's board of directors.
5. Provision of suggestions to the company regarding risk management and consideration of revisions for information about the development of the risk management system.
6. With authority to appoint a committee for evaluation and follow-up on company risks.
7. Other issues assigned by the company's board of directors regarding risk management.

3. Nomination Remuneration and Corporate Governance Sub-Committee

To comply with the principles of good corporate governance and practices for directors of listed companies prescribed by the SET, the Board of Directors appointed the Nomination Remuneration and Corporate Governance Sub-Committee to recruit and consider remuneration for directors of the company and high ranking executives with transparency, fairness and concurrence with written policies on the Recruitment & Wage Sub-Committee charter.

Diversity Policy of the Board of Directors

The Company is well aware of the diversification of the Board of Directors and sees one important factor. To enhance decision-making and the work of the Board of Directors. That diversity. Not limited to This includes age, educational background, professional experience, skills and competencies, and competencies of the Board of Directors (Skill Matrix). Finance / Banking / Capital Markets / Economist Energy / Environment/Industry Mechanical, Chemical Accounting/Auditing/Internal Auditing / Commercial and Commercial Law / Criminal Law / International Law / General Journalism / Politics / Government Information technology should be assembled. The company's business interests include 3 directors, 1 legal officer and 1 financial accountant, so in the nomination and consideration of the appointment of directors, the company will be based on their ability and use of the selection criteria, which take into account the benefits of diversity.

Therefore, the Company defines the composition of the Board of Directors as follows: Individuals with knowledge, ability, experience, and expertise that are in line with the Company's business strategy, including morality and ethics, have a positive attitude towards the organization. Leadership Far-reaching vision and sufficient dedication of time. Regardless of gender, race, religion, professional skills, and other specialties.

Nomination Policy

The Company places importance on persons with knowledge, ability, experience, good work history and Leadership, far-reaching vision, morality, ethics, as well as a positive attitude towards the organization, able to dedicate sufficient time, which is beneficial to the company's business operations. It also takes into account the diversity in the structure of the Board of Directors. To consider the necessary skills that are lacking in order to determine the qualifications of the directors to be nominated, as well as the qualifications that are appropriate and consistent with the composition and structure of the directors in accordance with the Company's business strategy. By formal and transparent method of nominating directors, the procedure is as follows:

1. The Company provides an opportunity for minority shareholders to nominate a person to be a director of the Company.
2. Nomination Remuneration and Corporate Governance Sub-Committee To review the board structure to be appropriate to the company's strategic needs.
3. To determine the knowledge, ability and experience of the directors to be nominated in accordance with the Company's goals and strategies.
4. Nomination Remuneration and Corporate Governance Sub-Committee Conduct recruitment and recommendation of qualified candidates. In his tenure as a director In lieu of directors who have retired from office by term or additional directors, the nomination of qualified persons shall be determined from the following channels:
 - Opening of the opportunity for shareholders to propose a list of qualified persons to be elected as directors in advance of the Annual General Meeting of Shareholders in accordance with the rules and conditions announced through the channels of the Stock Exchange of Thailand and the Company's website.
 - Give each director the opportunity to nominate a person to consider as a suitable person.
 - Have an external consulting firm (Professional Search Firm) help screen qualified candidates.
 - Use director database Director Pool of Thai Institute of Directors Association (IOD)
5. Nomination Remuneration and Corporate Governance Sub-Committee Consider and select suitable candidates to be directors and propose The Committee approved it.
6. The Board of Directors considers and approves the names of directors to be proposed for approval at the Annual General Meeting of Shareholders.

Board of Directors' Remuneration Policy / Chief Executive Officer and Managing Director / Executive Director

Director Recruitment Policy

In setting director remuneration, the company will consider suitability in relation to duties, assigned responsibilities and comparison with listed companies on the Stock Exchange of Thailand in similar industries and business sizes. The aforementioned remuneration for directors is adequate to motivate directors to have quality and ability to successfully perform duties according to business goals and directions specified by the company with transparent processes to build confidence among shareholders.

Remuneration of the Chief Executive Officer and Managing Director

The remuneration of Chief Executive Officer and Managing Director will be determined each year according to the principles and the policies that the Nomination Remuneration and Corporate Governance Sub-Committee designated. For the best interest of the Company, the level of short term remuneration in the forms of salary, bonuses and long term incentives must be conformed to the financial performance and the long term operational strategies, Executives development, and also considering the business expansion and the growth profit of the Company

Remuneration of Executives

Remuneration of the Executives are determined annually by the Chief Executive Officer and Managing Director, in accordance with the policy of the Nomination and Remuneration Committee.

Nomination Remuneration and Corporate Governance Sub-Committee is scheduled to meet at least 2 times a year by the current committee consists of 5 persons, who must be independent directors, more than half will have a membership of at least one person who has knowledge. Ability or expertise in the field of personnel management. And Chairman of the Nomination Remuneration and Corporate Governance Sub-Committee must be independent directors.

In the year 2025, the Nomination and Compensation Committee There were 2 meetings in total, which were considered In various matters as follows

1. To consider, nominate, and propose a list of qualified individuals to serve as directors on the Company's Board of Directors and other sub-committees, including the Audit Committee, the Risk Management Subcommittee, and the Nomination, Remuneration, and Corporate Governance Subcommittee, to replace directors who have resigned, to the Board of Directors meeting and to the shareholders' meeting.

2. Review the remuneration rates and compensation budget for directors on other boards and sub-committees of the company.

3. Review the succession plan for the Chairman, Chief Executive Officer, Managing Director, and other executives of the company to ensure smooth and efficient continuity in their positions and to reduce the risk of a lack of successors.

4. Review the company's corporate governance policies, business ethics, and related practices to ensure they are appropriate for the business operations and align with international best practices and principles.

5. Consider evaluating the performance of the Board of Directors, both as a committee and individually (self-assessment), and present all evaluation results to the Board of Directors.

Nomination Remuneration and Corporate Governance Sub-Committee as of December 31, 2025 consists of 5 members as follows:

First-Last Name		Position
1. Dr. Thamnoon	Ananthothai	Chairman of the Nomination Remuneration and Corporate Governance Sub-Committee (Independent director)
2. Dr.Boonyabaramee	Sawangwong	Nomination Remuneration and Corporate Governance Sub-Committee (Independent director)
3. Mr. Akarawit	Khankaew	Nomination Remuneration and Corporate Governance Sub-Committee
4. Mr. Suthat	Boonya-Udomsart	Nomination Remuneration and Corporate Governance Sub-Committee
3. Miss Nartrudee	Unthanuwat	Nomination Remuneration and Corporate Governance Sub-Committee (Independent director)

With Mr.Suthat Boonya-Udomsart as the Secretary of Nomination Remuneration and Corporate Governance Sub-Committee

Composition and properties

1. The Board of Directors has set up a nomination and remuneration committee. Assembled The total number of directors is not more than 5, which is more than half of the independent directors. However, there is 1 director who has the ability or expertise in personnel management by requiring that the chairman of the nomination and remuneration committee must be an independent director.

2. Able to dedicate sufficient time to perform the task.

Powers, Duties and Responsibilities of the Nomination Remuneration and Corporate Governance Sub-Committee

1. Establish policies, guidelines, and procedures for the recruitment, selection, and nomination of company directors and members of sub-committees for approval by the Board of Directors.

2. Develop a Board Skills Matrix appropriate to the company's business, considering the diverse roles of the Board members in various aspects, to ensure suitability and benefit to the company.

3. Review the structure and composition of the Board of Directors, the term of office of independent directors, and the independence and qualifications of each independent director to ensure that the company's independent directors meet all applicable criteria and/or relevant laws.

4. Consider the succession plan for senior management.

5. Proposal for a compensation structure for directors and senior executives, including salaries, bonuses, benefits, meeting fees, and other financial and non-financial compensation as agreed upon.

6. Review and scrutinize monetary and non-monetary compensation for the Board of Directors and sub-committees.

7. Present the compensation plan for the Board of Directors and sub-committees to the Board of Directors for consideration and shareholder approval.

8. Define the scope and policies regarding corporate governance and business ethics, including reviewing and recommending policies and practices related to the company's corporate governance to be appropriate for business operations and consistent with international best practices or principles, for submission to the Board of Directors for approval.

9. Disclose policies regarding various forms of compensation, including the amount of compensation for directors, in the company's annual report (Form 56-1 One Report).

10. Evaluate the performance of the Nomination, Compensation, and Corporate Governance Subcommittee and report to the Board of Directors annually.

11. Perform any other duties assigned by the Board of Directors

4. Sustainability Development Sub-Committee

At the 6th Board of Directors meeting on August 14, 2025, a resolution was passed to change the name of the "Corporate Governance and Sustainability Subcommittee" to the "Sustainable Development Sub-committee" as well as to review and approve amendments to the Charter. As of December 31, 2025, the Sustainable Development Subcommittee will have 5 members, with more than half being independent directors.

In the year 2025 has fulfilled duties. And responsibilities as assigned by the Board of Directors and in accordance with the charter of the Sustainable Development Sub-committee. In accordance with the regulations of the Stock Exchange of Thailand by the Sustainable Development Sub-committee. There were 2 meetings which were considered. In various matters as follows:

1. To review, revise, and provide recommendations on the company's sustainability policies, strategies, goals, and plans to align with international best practices and standards, as well as the business environment, risks, and stakeholder expectations, in order to support the organization's sustainable growth.

2. To oversee and monitor the company's sustainability performance in accordance with relevant policies, plans, and regulations, and to advise management, as well as promote the integration of ESG issues into business processes and corporate culture.

3. To monitor and evaluate sustainability performance against established indicators, review sustainability disclosures and reports, and continuously support compliance with national and international laws, regulations, and best practices.

Sustainable Development Sub-committee

as of December 31, 2025 consists of 5 members as follows:

First-Last Name		Position
1. Mr. Akarawit	Khankaew	Chairman of the Sustainable Development Sub-committee
2. Dr. Thamnoon	Ananthothai	Sustainable Development Sub-committee (Independent director)
3. Miss Nartruidee	Unthanuwat	Sustainable Development Sub-committee (Independent director)
5. Dr. Boonyabaramee	Sawangwong	Sustainable Development Sub-committee (Independent director)
4. Mr. Suwat	Luengviriya	Sustainable Development Sub-committee

With Miss Nattaphan Luengviriya is the Secretary to Sustainable Development Sub-committee

Composition and properties

1. The Board of Directors shall appoint a Sustainable Development Sub-committee, consisting of no more than 5 members, and the Chairman of the Sustainable Development Sub-committee shall be an independent director.

2. The Chairman of the Sustainable Development Sub-committee shall not hold the position of Chairman of the Board of Directors.

3. The Chairman shall possess leadership qualities, vision, experience, and ethical conduct, as well as the ability to express opinions independently.

4. The Chairman shall be able to dedicate sufficient time to the work of the Sustainable Development Sub-committee.

5. The executive responsible for overseeing the Sustainable Development Sub-committee, or an executive assigned to do so, shall serve as the secretary of the Sustainable Development Sub-committee.

The Committee's scope, authority, duties and responsibilities are as follows:

1. To assess the suitability and provide advice on developing strategies, goals, policy frameworks, plans, and guidelines for the Group's sustainable development, in alignment with international sustainability practices and standards, as well as adapting to evolving business environments, technologies, and risks. This ensures the Group's efficient operations, responsiveness to stakeholder needs, and social and environmental responsibility for sustainable growth.

2. To oversee and monitor compliance with relevant sustainability policies and/or regulations, including providing advice and recommendations on economic, social, environmental, and corporate governance aspects for

long-term sustainable business operations and promoting a culture of good corporate governance within the organization.

3. To oversee and monitor the implementation of annual plans, providing advice and recommendations to management on sustainability initiatives to align with organizational business strategies, goals, and changing circumstances. This also includes ensuring management integrates sustainability issues into their annual strategy and plan development.

4. To monitor performance against various indicators and provide advice on reporting sustainability-related data.

5. To support, oversee, and monitor compliance with laws, regulations, organizational rules, government agencies, and regulatory bodies, as well as national and international sustainability best practices.

6. To have the authority to appoint and define the roles and responsibilities of sustainability working groups as needed. The subcommittee is responsible for overseeing and monitoring the progress of the aforementioned working groups. Specifically, it is responsible for.

7. Reviewing the company's sustainability reports disclosed to stakeholders and the public, such as the company's annual sustainability report (SD Report), in accordance with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission.

8. Providing advice, recommendations, and useful suggestions to the Board of Directors and management regarding the group's sustainable development.

9. Promoting the participation of the Board, executives, and employees in the company's corporate governance and social and environmental responsibility activities.

10. Advising, encouraging, and supporting directors, executives, and employees to gain knowledge and understanding of sustainability.

11. The subcommittee may hire independent consultants or experts in accordance with company regulations to provide opinions or advice at the company's expense.

12. Performing any other duties assigned by the Board of Directors.

Meeting of the Board of Directors

1. Quarterly meetings are scheduled in advance each year. by company secretary will inform the meeting schedule and the agenda for the whole year's meeting to be informed in advance at the end of the year before the next meeting so that all directors can allocate time to attend the meeting effectively. There may be a special meeting. In case of urgent need.

2. The chairman and Chief Executive Officer and Managing Director set the agenda. Each director is able to offer various topics to be considered as agenda items for the meeting.

3. The secretary is responsible for the delivery of meeting notice with the agenda and supporting documents seven days in prior to the meeting date for that the board of directors to review them before the meeting takes place. For urgent cases, the delivery of documents can be done later.

4. The secretary will provide accurate meeting minutes with details such as list of the directors who attended the meeting and who were absent from the meeting, the summary and points of discussion at the meeting including the opinion of each director and clear recorded resolutions of the board of directors. Shareholders can review the meeting minutes to determine if in accordance with the law. The company will systematically keep all reports and meeting documents so that they are searchable.

5. All directors will have adequate information to make decisions on various topics.

6. Chairman of the board allocates sufficient time for the management to present the date and for the board of directors to thoughtfully consider it and provide the opportunity for a full and open discussion.

7. In some meetings, high-ranking executives may attend the meeting to provide additional information as they are directly involved, including being directly informed of the policy in order to be able to implement it effectively.

8. In every meeting, the management had been asked on questions raised by directors. The directors exercised careful, independent and transparent judgment with fair consideration for the interests of shareholders and stakeholders. Directors with vested interests in the matter under consideration must leave the meeting during consideration of that matter. The Chairman also provided sufficient time for directors to discuss problems and possible solutions. Management related to the presented agenda item were invited to the meeting to provide additional details and answer questions, which also is a good opportunity for the management to get to know the high-level executives for further job-handover.

9. All the Board of Directors is considered a duty to attend every meeting of the Board of Directors except for necessary reasons.

10. Resolution of each agenda item is passed by a majority. One director has one vote. A director who has a financial or personal interest on an agenda item should not attend the meeting and cannot exercise the right to vote on such matters. If the votes are equal, the chairman of the meeting will have an additional vote to make it decisive.

11. The Company has assigned the minimum quorum. The Board of Directors for the resolution other Board of Directors at least 2 out of 3 of its members.

In 2025, the Company held 8 Board of Directors meetings which were appropriate to the duties and responsibilities of the Board of Directors and the business operation of the Company in the past year, and there were 1 non-executive committee meetings. meetings for non-executive directors to exchange opinions and consider various issues related to the Company's business and other matters of interest.

In the year 2025 of Directors meetings and all Sub-Committee meetings

Name		Number of Meeting Attendances					
		Directors	Audit Committee	Risk management sub-committees	Nomination Remuneration and Corporate Governance Sub-Committee	Sustainable Development Sub-committee. (CG&CSR)	AGM 2025
Dr. Vicharn	Vithayasai	8/8	-	2/2	-	-	1/1
Mr. Akarawit	Khankaew	8/8	-	-	2/2	2/2	1/1
Dr. Thamnoon	Ananthothai	8/8	4/4	2/2	2/2	2/2	1/1
Dr. Boonyabaramee	Sawangwong	8/8	4/4	2/2	2/2	2/2	1/1
Miss Jitsiri	Thanapatra	8/8	-	-	-	-	1/1
Miss Nartruidee	Unthanuwat	8/8	4/4	-	2/2	2/2	1/1
Mr. Suwat	Luengviriya	8/8	-	2/2	-	2/2	1/1
Mr. Suthat	Boonya-Udomsart	8/8	-	2/2	2/2	-	1/1
Miss Nattaphan	Luengviriya	8/8	-	-	-	-	1/1

Self - Assessment of the Board of Directors

The company has policy for the company's Board of Directors to conduct annual at least once a year performance assessments by viewing board effectiveness as an important factor contributing to the success of the company. The performance assessment has an important objective to help the company's Board of Directors, furthermore, each director and all sub-committees review their own performance over the past year in addition to improving performance of duties by the entire Board of Directors and all sub-committees in a more effective manner. There are two types of board of director evaluations as follows:

1) The board assesses various aspects as a whole, on various aspects as follows:

1. Structure and Qualifications of the Board of Directors
2. The roles, duties, and responsibilities of the board.
3. Strategy formulation.
4. Business supervision.
5. Committee meetings.
6. The duties of directors.
7. Relationship with Management.
8. Development of directors and executive development.

2) The board assess the performance of individual directors, on various aspects as follows:

1. Availability of directors.
2. Independence.
3. Business supervision.

4. Readiness to become directors and qualifications.
5. Risk management and internal control.
6. Prevention of conflicts of interest.
7. Monitoring of financial reports and operations.
8. Committee meetings.
9. Other.

3) The performance of subcommittees is evaluated in the following:

1. Structure and qualifications of the committee.
2. Committee meetings.
3. Roles, duties, and responsibilities.
4. Reporting.

Evaluation process and criteria

The Board of Directors arranges an annual performance assessment of sub-committees such as the Audit Committee, the Nomination and Remuneration Sub-Committee, the Risk Management Sub-Committee, and the Sustainable Development Sub-committee as a framework. Performance review during the past year in order to be able to make corrections and improve work efficiency.

The information on the performance evaluation process and criteria is as follows:

- 1. The Recruitment and the Wage Sub-Committee reviews the performance evaluation form on a regular annual basis as presented by the Company’s secretary in order to ensure that the committee-level and personal performance evaluation forms contain accurate information in line with appropriate criteria. The self-assessment form used by the Company is based on the guidelines of the Stock Exchange of Thailand.
- 2. The Company’s secretary will gather all performance evaluation forms for scoring and subsequent submission to the Nomination and Remuneration Sub-Committee.
- 3. Nomination Remuneration and Corporate Governance Sub-Committee will present all evaluation results to the Board of Directors for consideration and use as guidelines for improving the Board of Directors’ work management along with the capabilities of individual directors.

The evaluation criteria are based on a percentage of the total score for each item, as follows:

Above 90%	=	Excellent
Above 80%	=	Very Good
Above 70%	=	Good
Above 60%	=	Fair
Below 60%	=	Needs Improvement

In this regard, the results of the performance assessment Both as a group and an individual (self-assessment) for the year 2025, it can be concluded that the Board of Directors, sub-committees and each director has performed their duties completely and effectively in good criteria.



Skill Matrix

Board Skill Matrix	Business Management			Economics Finance			Industry		Engineering				Account		Laws				Political Science		Social	
BWG BOARD OF DIRECTORS	Administration Business Management	Internation Business Management	Marketing	Finance/Banking	Fiscal Economic	Capital Markets	Energy	Environment	Civil / geological	Industrial	Mechanical	Chemistry	Accounting/Auditing	Internal Audit	Civil & commercial code	Criminal Law	International Law	Public Law	Lounalism and Mass Communication	Politics and Government	Coperate Government	Coperate Social Responsibility
	●							●●		■					●●	●●	●	●			★●	●
	●														■●	■●	■●	■●	■●	■●	★●	●
	●●		■●	●	●			●	●	●	●		●	●				●			★●	●
	●		●	●			■●	■●	■●	■		■●	●					★●			★●	●
	●●			■●	■●	■●							■●★	■●★		■●	■●	■●★			★●	●
	■●★	■●★	●●	★●	★●	■●★	★●	■					●●	■	★	■	■	■	●		★	★
	■●	■●		●●	■●	■●	●	●		●		●	■●★	■●★	■●	■●	■●	■●			★●	●
	●									●					■●	■●	■●	■●	■●	■●	★●	●
	●●			●●	■●					●			■●★	■●★			■●★				★●	●
Total	15	7	4	9	9	7	5	5	3	7	3	4	12	11	9	11	10	17	5	4	17	9
	26			25			10		17				23		47				9		26	

Remark :

■ Education

● Experience

★ Training



Development of Directors and Executives

1. The Company promotes and supports training and education for the Board of Directors and employees in order to achieve operational improvements, and encourage directors to develop knowledge in performing their duties as a director on an ongoing basis.

2. The board of directors has established a manual, "Corporate Governance Policy" to understand the workings of the board of directors and subcommittees as well as policies and important other information about the company so that they can perform the role of corporate governance effectively.

3. For the director of a new position, the company has provided orientation in order to have a better understanding of the business of the company and related regulations. Also by meeting other executives, the new director is able to enquire and gain insight about doing business and of the company. It also encourages the new member to attend training courses of the Thai Institute of Directors (IOD) and other relevant institutions.

Training of the Board of Directors.

The Company has supported the Board of Directors have studied and trained more To enhance knowledge and understanding of the principles of good corporate governance, rules, regulations, as well as the roles and duties of the Company's directors in effective management. and has a code of conduct. The company secretary will discuss with each director. To create training programs and develop knowledge to suit the needs of each individual.

In 2025, nine board members participated in various training courses/seminars organized by the Securities and Exchange Commission (SEC) and the Thai Institute of Directors Association (IOD), as follows:

List of directors who attended the training for the year 2025	
1. Dr. Vicharn Vithayasai	<ul style="list-style-type: none"> RIC Knowledge Sharing Seminar 1/2568: Topic: Key Risk Factors to Consider: Geo-Political Risk, Reciprocal Tariff Risk.
2. Dr. Thamnoon Ananthothai	<ul style="list-style-type: none"> Speaker at the Show Case: Class Action seminar, from the US stock market to the Thai stock market, on the process of class action lawsuits, organized by the Stock Exchange of Thailand in collaboration with the Thai Investors Association, in 2025. The 27th Executive Governance Program (Certificate in Good Governance for Middle-Level Executives), King Prajadhipok Institute, 2025.
3. Mr. Akarawit Khankaew	<ul style="list-style-type: none"> The "CS Knowledge Sharing" course, session 2/2568, topic: Preparing Stakeholder Reports and Internal Information Policies.
4. Miss Jitsiri Thanapatra	<ul style="list-style-type: none"> The Thai Investors Association's 2025 Annual Seminar: Topic - Carbon Credit - Carbon Market.
5. Dr.Boonyabaramee Sawangwong	<ul style="list-style-type: none"> RIC Knowledge Sharing Course 1/2568 Topic: Key Risk Factors to Consider: Geo-Political Risk, Reciprocal Tariff Risk.

List of directors who attended the training for the year 2025

6. Miss Nartrudee Unthanuwat

- RIC Knowledge Sharing Course 1/2568 Topic: Key Risk Factors to Consider: Geo-Political Risk, Reciprocal Tariff Risk.

7. Mr. Suwat Luengviriya

- The ESG curriculum, covering opportunities and risks, for the year 2025, from the Thai Listed Companies Association.

8. Mr. Suthat Boonya-Udomsart

- IR Sharing Course 1/2025, Topic: "Best Practices for IR Websites and Leveraging Digital Tools"
- TLCA CFO CPD Course 4/2025, Topic: Financial Reporting Standards Related to Climate Change (Climate-Related Risks)
- TLCA CFO Professional Development Program (TLCA CFO CPD) Course 6/2025, Topic: Green Bonds and Sustainable Benefits
- TLCA CFO Professional Development Program (TLCA CFO CPD) Course 5/2025, Topic: Accounting System Design

9. Miss Nattaphan Luengviriya

- The IR Sharing 3/2025 course topic is "How to Write an Effective MD&A: Creating an effective MD&A that meets investor needs for informed investment decisions."

At present, there are a total of 9 directors who have attended training courses related to the performance of duties as directors of the Director Certification Program (DCP) of the IOD from a total of 9 directors or 100 percent. and useful training for the Board of Directors on a regular basis. Appears in Attachment 1 "Details of Directors, Executives, Controlling Persons of the Company"

Orientation of New Directors

Newly appointed directors will attend an orientation program before assuming their duties. To attend an orientation with the aim to help the new administration can get to know the business and practice of corporate governance of the company. The company secretary and directors of departments. The lecturer explained to acknowledge that the company has given a lecture. And present merged company. The new director has acknowledged the topics below

- Business operation framework (laws, rules and regulations).
- Performance and activity information.
- Main projects.
- Corporate and business development.
- Good corporate governance.
- Corporate social responsibility (CSR).

4. The Executive Committee consists 5 members as follows:

First-Last Name		Position
1. Mr. Suwat	Luengviriya	Chief Executive Committee and Managing Director
2. Miss Charuwan	Phochaeng	Executive Committee
3. Mrs. Pornpen	Paoratchatapiboon	Executive Committee
4. Miss Kamala	Luengviriya	Executive Committee
5. Mr. Suthat	Boonya-Udomsart	Executive Committee

Mrs. Pornpen Paoratchatapiboon, Secretary of the Executive Committee

Powers, Duties and Responsibilities of the Executive Director

1. Follow up and evaluate the results of the Company's business operations in accordance with the business policies, goals, action plans, business strategies and budgets approved by the Board of Directors.
2. Consider screening and monitoring various projects and investment opportunities for concurrence with company strategy before making presentations with opinions to the Board of Directors for consideration of further approval.
3. Consider and monitor human resource development plans, information technology systems and management processes to support long-term corporate structure and human resource maintenance plans in line with strategies by considering the company's sustainability.
4. Determine the organizational structure and management authority to cover the details of the selection, hiring, compensation, transfer, training and termination of employees of the Company.
5. Prepare and present business policies, goals, operational plans, business strategies and annual budgets of the Company for approval to the Board of Directors.
6. Has the power to approve expenses in the normal course of business of the Company, such as purchasing assets, major investment expenditures for the benefit of the Company.
7. May appoint or assign one or more persons to act on behalf of the Executive Committee as it deems appropriate and the Executive Committee can cancel, change or modify such authority.
8. Perform any other function as designated by the company's board of directors.

However, the approval of the executive committee's transactions will not include the approval of the transactions that the executive committee or persons who may have conflicts of interest or may have conflicts of interest in any other manner with the company and/or Subsidiaries or the assignment of other persons to act on their behalf in such cases, including items requiring approval from shareholders for connected transactions and acquisition or disposal of important assets. of the Company and/or its subsidiaries in order to comply with the requirements of the Stock Exchange of Thailand, the Securities and Exchange Commission or the laws related to the Company's business.

5. Executives

First-Last Name		Position
1. Mr. Suwat	Luengviriya	Chief Executive Officer and Managing Director
2. Miss Kamala	Luengviriya	Deputy Managing Director of Management
3. Mrs. Pornpen	Paoratchatapiboon	Deputy Managing Director of Operations
3. Mr. Suthat	Boonya-Udomsart	Deputy Managing Director of Accounting and Finance and Acting Managing Director of Accounting and Finance
4. Miss Nattaphan	Luengviriya	Deputy Managing Director of Business Development and corporate communications.

Mrs. Pornpen Paoratchatapiboon, Executive Secretary

Powers, duties and responsibilities of executives

- Supervision and provision of various recommendations for the operational procedures and daily management of the company.
- Perform or practice duties to ensure compliance with operational procedures, planning policy and budgets according as approved by the company's board of directors.
- Authorized to perform any business procedures to ensure compliance with the objectives, policies, regulations, agreements, orders and decisions of the meeting of the company's board of directors and/or the decision of the meeting of the company's shareholders.
- Holds authority to order, regulate, announce and record to ensure that work performance complies with the policies and benefits of the company and in order to maintain working discipline within the organization.
- Perform daily follow-up and evaluation of the outcomes of the company's operational procedures to remain prepared and prevent potential risks due to both external and internal factors.
- Holds the authority to approve legal actions regarding the company's ordinary business transactions such as trading, procurement of raw materials for production, expenses in performing ordinary business transactions, investments, provision or sales of equipment, property and services in the company's interests including the authorization in the aforementioned procedures for flexibility in the company's operational procedures.
- Have the authority to act and represent the Company to third parties in relevant and necessary business and conduct normal commercial transactions for the benefit of the Company.
- Operate the company's businesses in line with the principles of good governance prescribed by the Board of Directors as practice guidelines.
- Executives must not operate the same business or participate in the same business in competition with the company whether for personal gain or the gain of others, unless executives have notified supervisors and received approval to operate in the aforementioned business.
- Occasional performance of any other duties as assigned by the company's board of directors. With authority to perform any legal procedures with potential conflicts of interest between the Chief Executive Officer and Managing Director or stakeholders in the company or the company's subsidiaries as specified by law and the announcement of the Board of Directors over Stocks and the Stock Exchange or over the Stock Exchange of Thailand, which shall not be considered under the authority of the Chief Executive Officer and Managing Director in considering the right to vote in the aforementioned legal procedure regardless of whether the issue is left to the Managing Director's own discretion, or

assignment for other individuals to act on his/her behalf. In the aforementioned case, that legal procedure must be presented for approval of the Audit Committee for presentation to the company's board of directors and/or the meeting of shareholders (depending upon the case) as specified in the company regulations and according to the law.

Roles, Duties and Responsibilities of the Chief Executive Officer and Managing Director

The Company's Chief Executive Officer and Managing Director has been assigned by the Board of Directors to perform duties relating to the normal business operations of the Company by strictly managing the operations according to the plans and budgets approved by the Board of Directors, honestly and honestly, and maintain the best interests of the Company and its shareholders, not doing anything that has interests or conflicts of interest with the Company and companies in the group whose duties and responsibilities consist of :

1. Manages the Company business and activities under the approved plans and budgets, as well as business strategies.
2. Fine-tune the Company's Positive culture in support of its vision, mission, and strategic imperatives.
3. Prepares and presents the significant company business performance and activity reports as well as other reports required by the Board of Directors.
4. Prepares and provides to the Board of Directors information relevant to the Company business and activities, as well as other information needed.
5. Delegates authority and/or assigns others to act on his or her behalf, under the rules, terms, principles, and orders given by the Board of Directors and/or the Company.
6. Represents the Company in external contacts.
7. Executes all other tasks assigned by the Board of Directors.

Evaluation of the performance of the Chief Executive Officer and Managing Director

The company's non-executive directors are under obligation to evaluate the performance of the Chief Executive Officer and Managing Director on an annual basis. In each year, the Board of Directors will evaluate the performance of the Chief Executive Officer and Managing Director during the past year. The Chief Executive Officer and Managing Director is required to present performance in various areas such as business management guidelines, corporate development and explain effects of current management in terms of success and obstacles, including capacity for opportunity expansion and business competition, social and environmental policy and response to government policies in various areas, etc.

6. Recruitment for Directors and Executives

6.1 Nomination of Company Directors

The company has a Nomination and Remuneration Sub-committee to perform duties in the area of Nomination and Remuneration consideration for specific company directors by considering the basic qualifications of the directors according to the criteria specified by associated laws including consideration of factors in other areas such as knowledge, capability, business-related experience and in the business interests of the company, etc, for proposal to the company's board of directors or the meeting of shareholders in order to consider the appointment (depending upon the case) with the following criteria and procedures:

1. The company directors must perform their duties in compliance with the law, objectives and regulations of the company as well as the decisions of the meeting of shareholders.

2. The company's board of directors shall consist of at least five directors wherein no less than half of all of the directors must reside in Thailand and the directors must possess qualifications as specified by related laws.

3. One-third of the directors shall resign from their positions at every annual common meeting of the company. If the number of the resigning directors cannot be divided into three parts, the directors shall resign by the number closest to one-third, but no more than one-third of the number of all directors. The directors to be released from office during the first and second year after the registration of the company are to draw lots to determine who will be released in subsequent years. The director in office longest will leave that office and the directors already released from office may be reelected.

4. Nomination Remuneration and Corporate Governance Sub-Committeeshall select and recruit individuals with knowledge and capabilities as suitable for the company's businesses including consideration of wages for the directors for proposal to the meeting of shareholders for consideration of approval.

5. The meeting of shareholders shall appoint directors by means of a majority vote according to the following criteria:

- Each shareholder shall have voting power equal to one vote per share.
- Each shareholder must use all of the remaining votes to elect one or several individuals to be a director(s)
- The individual receiving the highest respective amount of votes will be elected as a director according to the appropriate number of directors or the number of directors that should be elected at that time. In the event that the individuals elected in the next rank have equal numbers of votes but exceed the number of director seats up for election at that time, the Chairman of the meeting shall cast the deciding vote.

6. In the event that a director's seat is available due to causes other than release due to expiration of the director's term , the Recruitment & Wage Sub-committee shall choose qualified individuals without forbidden characteristics as specified to replace the director in the next meeting of the board of directors, unless the remainder of the director's term is less than two months and with the votes of no less than three quarters of the remaining directors wherein the individual to replace said director shall remain in office for the length of the term of the director being replaced. The decision of the board of directors must be the result of no less than three-quarters of the remaining directors.

7. Directors must notify the Company without delay. If there is any interest in the contract or activity that the Company has made, directly or indirectly, or holds shares, debentures, increases or decreases in the Company or its affiliates.

8. At every annual general meeting of shareholders The directors shall retire in one-third of all directors. If the number of directors who will leave the position cannot be divided into three parts. The number shall be issued as close as possible to the third of the directors who have been in office for the longest time. Leave the position first. Retired directors may be re-elected.

9. The shareholders' meeting may vote to remove any director from office before the expiration of the term by a vote of not less than three-quarters of the number of shareholders present at the meeting and entitled to vote, and the total number of shares counted together is not less than half of the number of shares held by the shareholders present at the meeting and entitled to vote.

10. The Nomination and Remuneration Committee considers the selection and nomination of qualified persons. Both experience, knowledge and ability are beneficial to the Company and deserve to be nominated as

directors. In order to propose to the Board of Directors' meeting and shareholders' meeting for appointment in accordance with the Company's Articles of Association and in the nomination of new directors, the Company will consider the composition of the Board of Directors in accordance with the Board Skill Matrix approved by the Board of Directors to consider the necessary qualifications, knowledge, skills and experience of the Directors. To ensure that the composition of the Board of Directors is consistent with the business strategy. Director Pool to consider the nomination of new directors

6.2 Procurement of Auditing and Independent Directors

The Audit Committee consists of at least 3 independent directors with a term of office of 3 years each. TorChor. 39/2559, re: Application for and permission to offer for sale of newly issued shares, with the following qualifications:

1. Directors must hold no less than 1 percent of the total shares with voting rights for the company, main company, subsidiaries, corporations, major shareholders or individuals with authority to control the company. Shares held by individuals associated with that independent director shall also be included.

2. Not be or have been a director who has been involved in the management. Employees, employees, consultants who receive regular salaries.

3. Not be a person who has a blood relationship or by legal registration in the manner of parents, spouses, siblings and children, including spouses of children of executives, major shareholders, controlling persons or persons who will be proposed to be executives or controlling persons of the Company or its subsidiaries.

4. Not have or have ever had a business relationship with the Company, the parent company, the subsidiary. Joint ventures, major shareholders or controlling persons of the Company in a manner that may impede the exercise of their independent judgment, including not being or having been a significant shareholder or controlling person who has business relations with the parent company. Subsidiaries Joint ventures, major shareholders or controlling persons of the Company, unless they have been discharged from such characteristics for at least 2 years prior to the date of filing the application for permission with the SEC or before the date of appointment as audit committee.

It's not. Business relationships as mentioned above, including commercial transactions that are normally conducted for business purposes. Renting or renting real estate, transactions relating to assets or services, or providing or receiving financial assistance. By accepting or lending guarantees. Providing assets as collateral for liabilities, including other similar circumstances, which results in the Company or its counterparties having debts payable to the other party, from 3% of the Company's net assets or 20 million baht or more, whichever is lower. The calculation of such debt obligations shall be in accordance with the method of calculating the value of the connected transaction according to the Notification of the Capital Market Supervisory Board. On the criteria for connected transactions However, in determining such indebtedness, the debt obligations incurred during the one year prior to the date of the business relationship with the same person shall be counted.

5. Not be or have been an auditor of the Company, a parent company, a subsidiary company. Associated companies, major shareholders or controlling persons of the Company and are not significant shareholders. Controlling person or partner of the audit office, which has the auditor of the company, the parent company, the subsidiary. Associated companies, major shareholders or controlling persons of the Company, unless they have been discharged from such characteristics not less than two years prior to the date of filing the application for permission with the Office. SEC or before the date of appointment as audit committee member

6. Not be or have been a professional service provider, including providing services as legal advisor or financial advisor, which receives a service fee in excess of 2 million baht per year from the Company, its parent

company, its subsidiaries. Associated companies, major shareholders or controlling persons of the Company and are not counted shareholders. Controlling persons or partners of professional service providers as well. Unless the applicant has been discharged from such characteristics for at least two years prior to the date of filing the application for permission with the Office. SEC. 1.

7. Not be a director appointed to represent the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.

8. Not operate a business with the same condition and is a competition that has implications for the business of the Company or its subsidiaries, or is not an implied partner in a partnership or is a director who participates in management. Employees, employees, consultants who receive a fixed salary or hold more than one percent of the total number of voting shares of other companies operating in the same condition and are in competition with the business of the Company or its subsidiaries.

9. There are no other characteristics that make it impossible to give an independent opinion on the Company's operations.

10. Not be a director assigned by the Board of Directors. To make decisions on the operation of the Company, the parent company, its subsidiaries, associated companies, subsidiaries of the same order. Major shareholders or controlling persons of the Company

11. Not be a director of a parent company, a subsidiary or a subsidiary in the same order only as a listed company.

12. There must be at least 1 audit committee member who has sufficient knowledge and experience in accounting and/or finance to be able to perform the audit duties. Reliability of financial statements

The principles and procedures for appointing audit committee members are in accordance with the principles and procedures for appointing directors. Members of the Audit Committee who retire from office by term may be re-appointed. In the event that the position of audit committee becomes vacant for any reason other than the expiration of the term. The Board of Directors or the shareholders' meeting shall appoint a fully qualified person to be a member of the Audit Committee in order to ensure that the number of audit committee members as specified by the Board of Directors. As soon as the Audit Committee resigns or is removed before the expiration of the term.

6.3 Recruitment for the Risk Management & Sub-committee

The Board of Directors shall appoint a risk management committee consisting of no more than 5 directors or senior executives from various fields by requiring the Chairman of the Risk Management Committee to be an independent director and must have at least 1 director with knowledge and expertise in risk management. The Board of Directors considers risk management in various aspects such as liquidity risks, operational risks or other risks that are significant to the Company, etc., as well as formulates strategies, plans and operational frameworks for risk management in order to comply with the specified risk management policy, which can be analyzed, evaluated, measured and monitored effectively in the risk management process.

6.4 Recruiting recruitment & wage sub-committee members

The Board of Directors appoints the Nomination and Remuneration Committee, which consists of no more than 5 directors who must have more than half of the independent directors and at least 1 director who has knowledge, ability or expertise in personnel management. For the appointment of directors of the Board of Directors and members of various sub-committees (if any), including considering the performance, qualifications and suitability of directors who have retired and deserve to be re-elected, to propose to the Board of Directors, to consider and propose to the shareholders' meeting for approval of appointment as directors and/or directors of various sub-committees (if necessary), as well as to consider and propose opinions to the Board of Directors for approval of the

remuneration structure of the Board of Directors and various sub-committees (if any) to be presented to the shareholders' meeting for approval of the remuneration. In addition, It is also responsible for considering, recruiting, and determining qualifications and suitability. Including determining the compensation structure and conditions for hiring individuals, who will hold the position of Chief Executive Officer and Managing Director of the Company.

6.5 Nomination of the Corporate Governance and Sustainability Subcommittee

The Board of Directors appoints the Sustainable Development Sub-committee, which consists of no more than 5 directors with a position of 3 years at a time, and requires the Chairman of the Sustainable Development Sub-committee to be an independent director. To build public confidence as well as to ensure that the Company manages the organization to grow and create value for all stakeholders sustainably and in accordance with good corporate governance principles.

6.6 Executive Director Nomination

The company's board of directors will appoint the Managing Director by selecting from the directors or senior executives of the company's senior executives and subsidiaries who are capable of managing operations in terms of ordinary business transactions, operational procedures and management operations for the company and with ability to establish policies, business plans, budgets, administrative structures as well as inspections and follow-up on the outcomes of the company's operational procedures in compliance with the policies set forth by the company's board of directors.

6.7 Recruitment Directors

The Board of Directors will select qualified persons. Have knowledge, ability and suitability for the position of Chief Executive Officer and Managing Director while recruiting minor senior executives. The Chief Executive Officer and Managing Director shall consider the qualifications and suitability of experienced and knowledgeable personnel in the management of related fields to hold senior management positions in each line of work, criteria and nomination process the Chief Executive Officer and Managing Director.

- Have knowledge and ability to conduct business with skills, experience, professions, specialized qualifications in various areas that are absolutely necessary and are in the best interest of the Company's business.
- Have a consistent concept and be in line with the consensus and culture of the organization.
- Experience in power plant business and corporate management
- Have high maturity and leadership status accepted by organizations and agencies and passed the consideration of conflicts of interest.

7. Remuneration of Board of Directors and Chief Executive Officer and Managing Director

The Company has a policy to pay the remuneration of directors and executives at an appropriate level. Taking into account the Company's performance and consistency with the same business and industry, as well as the suitability of the duties and responsibilities of the directors. and each executive. In order to maintain and maintain quality executives, executives assigned to their obligations and responsibilities will receive additional remuneration appropriate to their duties and responsibilities in accordance with the general market norm. Before presenting for approval from the shareholders' meeting, the remuneration paid to directors and executives shall be disclosed in accordance with the form prescribed by the Securities and Exchange Commission.

Board of Directors' Remuneration Policy / Managing Director / Executive Director

Director Remuneration

Nomination Remuneration and Corporate Governance Sub-Committee considers setting fair and reasonable remuneration for directors with consistency to responsibilities of directors, financial status of the company and comparison with listed companies on the SET from similar industries and business size along with comparing to mean values of listed companies according to a report on findings from surveys of director remuneration rates in

listed companies by the Thai Institute of Directors. The company sets remuneration in the form of meeting gratuities and bonus payments. The company requests approval for director remuneration from the shareholders' meeting as follows:

1. Remuneration as a meeting allowance

Meeting Gratuities for Directors and Audit Committee Directors The company offers the following monetary compensation:

Meeting gratuities for the company directors shall be paid at the following rates:

The company's Chairman of the Board:	20,000	baht/time
Each company director:	10,000	baht/time

Meeting gratuities for the Audit Committee Directors shall be paid at the following rates:

Company Chairman of the Board:	20,000	baht/time
Each company director:	10,000	baht/time

2. Bonus Remuneration

- None –

3. Other compensation

- None –

Details of the Board of Directors' remuneration in 2025

Name		Compensation details		
		Board of Directors' Meeting Gratuities	Bonus	Total
1. Dr. Vicharn	Vithayasai	120,000	-	120,000
2. Mr. Akrawit	Khankaew	60,000	-	60,000
3. Dr. Thamnoon	Ananthothai*	140,000	-	140,000
4. Dr.Boonyabarammee	Sawangwong*	100,000	-	100,000
5. Miss Nartruidee	Unthanuwat*	100,000	-	100,000
6. Mr. Suwat	Luengviriya	60,000	-	60,000
7. Miss Jitsiri	Thanapatra	60,000	-	60,000
8. Mr. Suthat	Boonya-Udomsart	60,000	-	60,000
9. Miss Nattaphan	Luengviriya	60,000	-	60,000
Total		760,000	-	760,000

Note : * The total meeting allowances for the audit committee in 2025 did not include bonuses paid to the directors.

Executive Compensation

Nomination Remuneration and Corporate Governance Sub-Committee has properly considered and specified the short-term and long-term remunerations of the Chief Executive Officer and Managing Director with considerations to the performance of the previous year as linked to the key performance index in monetary and non-monetary forms as approved by the Board of Directors and comparisons made with the remunerations of other companies in the same Industry in order to ensure that the Company has remuneration structure that is competitive and appropriate for work.

The executives remuneration in 2025 is a total of 28,729,943 baht.

Description	2023	2024	2025
Salary	19,650,000	20,515,320	27,416,140
Retirement Fund	982,500	1,025,000	1,313,803
Total	20,632,500	21,541,092	28,729,943

8. Personnel

Employees are valuable and very important resources in driving the Company's operations to achieve its goal in creating business value and growing sustainably as well as ensuring happiness and trust among its employees and all stakeholders. The Company has therefore formulated employee policy covering management, human resource development, society, environment, ethics and anti-corruption practice. All the guidelines is aimed at promoting employees' capability, competency and desired behaviors corresponding to the corporate value and supporting corporate strategy, goals and the society. Over the past three years, the Company and its subsidiaries had absolutely no labor disputes whatsoever.

In 2025, the company has a total of 185 employees (excluding senior executives), divided into 96 male employees, accounting for 51.89%, and 89 female employees, accounting for 48.11%, with Employee turnover rate is 0.09%.

Number of employees by gender	2023		2024		2025	
	Male	female	Male	female	Male	female
Male/Female	32	66	28	70	96	89

Employee Remuneration and Employee Welfare

Employee Remuneration

The Company has a policy and criteria for fair remuneration to be competitive in the labor market. Including building stability in the career and provide welfare in various fields, suitable to the position and responsibility with consideration on each job's importance, national economic situation, average remuneration in the labor market, especially those in similar businesses and also the Company's short-term and long-term operational performance. To ensure that its remuneration is competitive and can retain capable employees

Remuneration for new employees who have no experience is based on the Company's remuneration structure which is in the same level as other companies in similar businesses. New employees with experience will receive remuneration with consideration on their direct experience for the job and the length of work experience period. Their remuneration is compared against those offered by other companies to their employees in similar status and position. The Company also considers its demand, current situation and the company's business. The remuneration comprises cash and non-cash forms. Cash remuneration includes salary and bonus, varying according to the level of position and individual's annual performance, overtime fee in compliance with the laws and travel expenses incurred in case of field visit. Non-cash remuneration include welfares. And in addition to those required by law, such as expenses, gas fees, telephone bills, financial assistance for parents or the death of an employee, etc.

Employee Welfare

To ensure that its employees have good security and confidence as well as willing to perform at their best in accordance with their assignment and responsibilities, the The company has provided welfare in various fields. as required by law, such as social security and other benefits beyond legal requirements. Other benefits offered included assistance in case of disaster, life and accident insurance, annual health check-up, financial support in case Father, mother or employee is of death, financial assistance on baby delivery and provident fund, for example. Criteria for benefit offering are based on the related regulations and order. For Provident fund, the objectives are mainly to promote savings and enhancing financial security for its employees both in short and long term retirement.

The company pays remuneration to employees. (excluding directors and senior executives) totaling 54,107,800 baht. The compensation is in the form of salary, overtime pay, bonuses, and provident fund contributions, etc.

Personnel compensation (excluding directors and senior executives) in 2025 is detailed as follows:

Details	2024	2025
Salary and Bonus	37,872,543	54,107,800
Provident Fund Contribution	1,270,531	1,311,479
Total	39,143,074	54,107,800

Details categorized by gender	2024	2025
Compensation for male	13,892,267	28,677,479
Compensation for female	25,250,807	25,430,321
Total	39,143,074	54,107,800

Personnel Capacity Building

The Company has a policy to promote human resource development. by encouraging employees to develop knowledge, abilities, potential, and have a good attitude Have morals and ethics and sustainable business growth. Thus, the Company aims to build employee capacity clearly, systematically and continually by setting policies, strategies, goals and indicators of employee development to be consistent with the Company's business direction and strategies. In addition, the Company promotes and improves employee capacity continually to support business expansion in the Company's group by preparing personnel at every level including personnel who will hold important positions in the future through the use of various instruments such as internal and external trainings, on-the-job training, work rotations and assignments. Through the training process such as internal and external training, seminars, work visits, learning workshops. so that employees can be developed effectively.

In 2025, the Company has formulated a personnel development plan suitable for employees at each level, covering both management skills and professional knowledge through training courses both from employees or executives within the Company with knowledge, expertise and from external experts, with the total number of training hours per person at 35.6 hours per person.

Training Details	Unit	2566	2567	2568
Training Hours (hrs/person/year)	hour	45.6	40.4	35.6
Training Hours per Person per Year (by Gender)	hour			
• Male	hour	26.6	33	23.6
• Female	hour	19	9	12
Training Hours per Person per Year (by Employee Level)	hour			
• Operational Level	hour	24	9.2	24.1
• Department Head, Section, Division, and Manager Level	hour	21.6	35.2	11.5
Training and Development Expenses	baht	131,365.44	91,840	115,977

Evaluating employee engagement with the organization

Every employee is considered an important resource and the heart of business expansion. In addition to helping drive business It also helps increase the organization's competitiveness. The company therefore places importance on caring for and treating employees. By supporting the development of knowledge and ability and adhering to standards for good labor treatment according to international principles. To lead the organization to grow steadily and sustainably By surveying employee engagement in 2025, the target group is employees with more years of service. After 4 months, it was found that the results of the survey of employee engagement and satisfaction with the organization were at 74%, achieving the annual target.

Corporate Governance Report

The Board of Directors realizes the importance of good corporate governance principles of good corporate governance which is an important factor in business operation of the Company for sustainable growth. It is also strongly believed that it is a key factor in adding value and maximizing returns to shareholders, and all related parties in the long term. Board of Directors. Therefore, it has formulated and approved corporate governance policies to promote transparency, in the management of the Company's business. Protect the rights of minority shareholders and stakeholders in all sectors. Encourage shareholders to participate in controlling and supervising the operations of the Company. Determine the risk management to ensure the stability of the company's business and formulate the philosophy and code of conduct in business, for the Company's business operations. It is transparent, honest, fair and socially responsible. The corporate governance policy has been set up in accordance with the principles of good governance. The Board of Directors has reviewed and approved the corporate governance policy every year. In order to raise the level of corporate governance of the Company to be more standardized and in accordance with the principles of good corporate governance of the Stock Exchange of Thailand Securities and Exchange Commission and the Thai Institute of Directors Association.

From the management by adhering to the principles of good corporate governance and realizes the importance and responsibility towards the shareholders and stakeholders of the Company. Consequently, in 2025, the company has been assessed by regulatory agencies, and from various organizations as follows:

- "CSR-DIW Continuous Award 2025", social responsibility standard, from the Federation of Thai Industries of Thailand
- Corporate Governance Assessment of Thai Listed Companies or Corporate Governance Report (CGR) Year 2025 "Excellent" (Excellent CG Scoring) for the 10th consecutive year
- Quality Assessment of the Annual General Meeting of Shareholders 2025 (Annual General Meeting AGM) To protect the legitimate rights of investors, the "excellent" level is organized by the Thai Investors Association.
- "Sustainability Disclosure Recognition" Sustainability Information Presentation Comprehensive in all dimensions in terms of environment, society and good governance

In 2017, the Securities and Exchange Commission issued Corporate Governance Code (CG Code 2017) as principles for the Board of Directors to adapt to governance in order to ensure good business performance in the long-term, reliability for shareholders and benefit in building sustainable value for the business. The eight main principles for the Board of Directors are as follows:

1. Awareness of the Board of Directors' role and responsibility as a corporate leader building sustainable value for the business.
2. Setting of main business objectives and goals for sustainability.
3. Promotion of an efficient Board of Directors.
4. Recruitment and development of high-ranking executives and personnel management.
5. Promotion of innovation and responsible business operation.
6. Assurance of appropriate risk management and internal control systems.
7. Maintenance of financial reliability and disclosure of information.
8. Support of shareholder participation and communication.

The Board of Director reached a resolution to consider implementing the Corporate Governance Code 2017 by considering and having awareness of roles and duties as the Governing Board. All directors have thoroughly

considered implementing the aforementioned principles and have understood the benefits and importance of applying the CG Code to build value for the business with sustainability. Nevertheless, regarding unsuitable principles for the Company's business operations, the Board of Directors considered and issued appropriate replacement measures along with recording measures as part of the Board of Directors' resolution in order to hold annual reviews. The Company discloses the Company's corporate governance policies on the website for communication outside the organization and dissemination to the organization's employees to acknowledge the Company's corporate governance along with promoting employee participation in complying with the aforementioned policy.

Furthermore, the Company adheres to and places importance on Corporate Governance Code 2017, which covers principles of the Organization for Economic Co-operation and Development in all five categories for use as guidelines in developing policies with coverage of rights and equitable treatment of shareholders and stakeholders, structures, roles, duties, responsibilities and independence of the Board of Directors, disclosure of information and transparency, risk control and management including business ethics. This is to help the Company's business management and operation to be effective and transparent. The Corporate Governance Code covers the following five principles:

Section 1

The Rights of Shareholders

The Company places importance on shareholders as investors in the Company's assets and the Company's owners. The Company has the Board of Directors appointed by shareholders to perform duties on behalf of shareholders. Furthermore, shareholders have the right to make decisions regarding the Company's significant changes. Therefore, the Company has a policy to support, promote and facilitate convenience to allow shareholders to exercise rights, particularly the following basic shareholder rights:

- The right to purchase, sell or transfer the Company's shares as prescribed by the law.
- The right to receive accurate, complete, sufficient and timely information in appropriate formats for decision-making to monitor operations. In addition, the Company has no policy to obstruct or create barriers in communications between any shareholder.
- The right to attend shareholder meetings, express opinions, provide recommendations, make inquiries at shareholder meetings and make decisions on the Company's main issues.
- The right to appoint and dismiss directors.
- The right to appoint certified public accountants and specify remuneration for certified public accountants.
- The right to receive the Company's profit shares in the form of equal dividends.
- The right to receive share certificates, transfer shares and redeem shares equitably in the Company's name.
- The right specify or revise the Company's objectives, regulations and memorandum of association.
- Other rights decreed in any other related laws and regulations including.

In addition to supporting shareholders to exercise basic rights, the Company treats shareholders equitably such as by providing up-to-date important information via a website, arranging for shareholders to visit the business and the Company does not perform any actions to violate or suppress shareholders' rights.

Shareholder Meetings

In the year 2025, the Company held 1 shareholder meeting **on Wednesday, April 30, 2025 at 2:00 p.m. at the meeting room, Renewable Energy Center, Better World Green Public Company Limited, Industrial Estate, capital Phra Nakhon Si Ayutthaya Province Number 9/991-993, Village No. 4, Bang Phra Kru Sub-district, Nakhon Luang District, Phra Nakhon Si Ayutthaya Province**

In the past, the company have taken action on good corporate governance for the rights of shareholders as follows:

1. Treatment of Shareholders before the Annual General Meeting of Shareholders

1.1. The Company promotes and facilitates every shareholder group including institute shareholder to fully exercise the right to attend shareholder meetings and vote.

1.2. Provide opportunities for minority shareholders to propose matters for inclusion in the meeting agenda and to nominate persons to be elected as directors of the Company in the Annual General Meeting of Shareholders in advance The company has informed the shareholders through the news system of the Stock Exchange of Thailand. with the announcement of the specified criteria and clearly specify the procedures for proposing the agenda

of the meeting on the Company's website at www.bwg.co.th on October 1, 2024. The matter can be submitted to the Company. Available from 1 October 2024 to 1 November 2024

1.3. The Company sends an invitation letter to the shareholders' meeting with information, date, time, place and agenda for the meeting. Reasons and opinions of the Board of Directors accompanying each agenda. as well as all information related to the decision-making. At the meeting, both Thai and English to all shareholders for acknowledgment to consider the details in advance. Not less than 21 days. The Company sent the invitation letter to the shareholders by post on April 9, 2025.

In the 2025 Annual General Meeting of Shareholders, there are agendas to propose to the shareholders for approval as follows:

- Approval of the Statement of Financial Position and Comprehensive Income Statement
- Approval of the allocation of net profit for legal reserves and suspension of dividend payments
- Approval of the suspension of bonus payments for the board of directors
- Approval of directors' remuneration
- Approval of the appointment of the board of directors
- Approval of the appointment of auditors and determination of their remuneration
- Approval of the reduction and increase of the company's registered capital
- Approval of the issuance and offering of additional ordinary shares of the company under a general mandate
- Approval of the issuance and offering of warrants to purchase ordinary shares of the company
- Approval of amendments to the company's Memorandum of Association

1.4. The Company has published the invitation letter for the 2025 Annual General Meeting of Shareholders on the Company's website. www.bwg.co.th both Thai and English From March 28, 2025, so that shareholders can study the information sufficiently before the date of the shareholders' meeting not less than 30 days before the meeting date.

1.5. The Company has given the opportunity and set clear rules for shareholders to submit questions in advance. Before the 2025 Annual General Meeting of Shareholders. Questions can be sent in advance to Company Secretary Department Better World Green Public Company Limited No. 488 Soi Ladprao 130 (Mahatthai 2), Klongchan Sub-district, Bangkok District, Bangkok 10240 or Email : siriphorn.s@bwg.co.th

1.6. The Company encloses the Proxy Form B together with the invitation to the shareholders' meeting. So that shareholders who are unable to attend the meeting in person Able to delegate the power of another person or independent directors at the company was appointed as a proxy instead to attend the meeting and vote on their behalf By doing so according to the conditions specified in the proxy form.

1.7. The Company facilitates the shareholders to fully exercise their rights to attend the meeting and vote. The Company used the Meeting Room, Renewable Energy Center, Better World Green Public Company Limited, Metropolitan Industrial Estate Phra Nakhon Si Ayutthaya Province, No. 9/991-993, Village No. 4, Bang Phra Kru Sub-district, Nakhon Luang District, Phra Nakhon Si Ayutthaya Province as a meeting place which is a place that is spacious enough to accommodate shareholders and convenient to travel.

Due to the spread of the COVID-19 virus in Thailand, the AGM has a large gathering of people so the company is very concerned about the risk of infection at the shareholders' meeting. Therefore, we have drawn up the measures below. **Snack, coffee, and tea will NOT be provided, and snacking in the Meeting area is not allowed** in order to minimize direct contact and to reduce the risk of spreading the Virus. To reduce

exposure and minimize the risk of the spread of the virus. And in order to prevent and reduce the risk of the spread of the COVID-19 virus for those who participate in the meeting.

2. Treatment of Shareholders on the Annual General Meeting of Shareholders' Date

2.1. The Company provides sufficient personnel and technology for the shareholders' meeting. both document verification Meeting registration, vote counting, and voting results for each agenda can be carried out quickly, accurately, and accurately. The Company allows shareholders to register at least 1 hour before the meeting time and also giving opportunities to shareholders who wish to attend the meeting even after the registration period has expired able to vote. In the agenda under consideration and not yet voted and counted as a quorum since the agenda attended the meeting etc.

2.2. The Company allows shareholders to vote with one share being equal to one vote and, to facilitate voting and vote counting, the Company prepares voting forms for each agenda items, especially for director appointment agenda items. The Company allows shareholders to vote and appoint directors individually. Furthermore, the Company allows shareholders to volunteer as witnesses in counting votes and the Company provides legal consultants to count votes for transparency in voting and vote counting along with disclosing voting results to the meeting and recording in the minutes of the meeting.

2.3. At the beginning of the meeting, the Chairman of the Board, the Chairman of every sub-committee, every director, high-ranking executives, the certified public accountant and legal consultants attend the meeting together. Before convening the meeting, the Chairman of the Board who acts as the Chairman of the meeting assigned the staff to explain all criteria related to the meeting such as votes, etc.

2.4. Meetings are held according to agenda items notified in meeting invitations sent to shareholders in advance without changing the aforementioned agenda and without asking the meeting to consider other issues than those specified in the meeting agenda because the Company does not have a policy to add agenda items to meetings without notifying shareholders in advance. With regard to directors who hold a stake in meeting agendas, the Company specifies stakes held by directors in meeting agendas and the Chairman of the meeting notifies the meeting of any directors with stakes or relation in any agenda before considering the aforementioned director. Stakeholding directors will not attend the meeting on that agenda.

2.5. The Chairman of the meeting gives shareholders equal rights to express opinions and make questions at the meeting before voting and summarizing meeting resolutions on each agenda by recording issues, inquiries and significant opinions in the minutes to the meeting in order to allow shareholders to subsequently examine the minutes to the meeting.

3. Treatment of Shareholders after the General Meeting of Shareholders

3.1. The Company discloses resolutions of the meeting of shareholders along with voting results in the evening of the meeting day through the SET's electronic system and on the Company's website.

3.2. The Company makes accurate and complete records of minutes to meetings in Thai and English for shareholders to examine. The Company records the names and positions of directors in attendance, voting methods, shareholders' opinions, directors' explanations and meeting resolutions clearly along with categorizing votes in agreement, disagreement or abstention and delivering voting results to the SET via (www.setlink.set.or.th) within 14 days from the shareholder meeting date along with disseminating the aforementioned reports on the Company's website.

3.3. The Company records images of the meeting's atmosphere to allow shareholders not in attendance at the meeting to acknowledge on the Company's website.

3.4. Take the suggestions and opinions received from shareholders and auditors in evaluating the meeting arrangements for consideration and find solutions/improvements to continually improve the meeting arrangements.

From the results of the assessment of the quality of the 2025 Annual General Meeting of Shareholders conducted by the Thai Investors Association, the Company received a score of 100%.

Section 2

The Equitable Treatment of Shareholders

The Company respects shareholders' and institute investors' legal rights and/or in compliance with the Company's regulations. The Company treats shareholder equitably, regardless of whether shareholders are minor shareholders, foreigners, institute investors or major shareholders without consideration of gender, age, disability, ethnicity, citizenship, religion, beliefs or political opinions. All of the Company's shareholders are entitled to equitable treatments and protection of basic rights as follows:

1. Equitable Treatment

1.1. In shareholders' meetings, the company has policy for preserving the rights of every shareholder by not increasing meeting agendas without notifying other shareholders in advance of the meeting to allow shareholders the opportunity to study meeting agenda information prior to reaching a decision. Every shareholder has the right to vote based on the number of shares held. Each share has one vote and there are no shares with special privileges limiting the rights of other shareholders.

1.2. The Board of Directors gives opportunity to minor shareholders to propose agenda at the annual shareholders' meeting. Including nominating qualified persons to be directors by announcing it through the channels of the SET and on the website of the Company with clear rules, which the Company has given the opportunity to shareholders to propose agenda and names of directors in advance. From 1 October 2024 to 1 November 2024, one or more shareholders holding shares Not less than 1% of the number of shares with voting rights of the Company can propose agenda and the name of the director.

In the year 2025, none of the minority shareholders nominated persons to be elected as the Company's directors.

1.3. For transparency and accountability, the company has arranged for the use of voting ballots on every agenda and allows shareholders to nominate directors individually

1.4. The Company grants stakeholders equal rights to vote with one common share, the only type of share issued by the Company to shareholders, being considered as one vote. Furthermore, resolutions of the shareholders' meeting require a majority vote.

1.5. The Company provides opportunities for shareholders who do not have the convenience to attend meeting in person to grant proxy rights to other persons or any independent director nominated by the Company. The Company grants rights to and treats proxies as shareholders. In addition, the Company provides convenience for shareholders who are unable to attend meetings in person by sending proxy letter forms meeting detailed and clear specifications of the Department of Business Development, Ministry of Commerce, with shareholder meeting invitations in Thai and English no less than 21 days in advance of the meetings date. And to create accuracy and prevent problems from proxies' meeting attendance, the Company displays information concerning the meeting, meeting schedules and agendas including steps, documents and evidence required to grant proxy rights on meeting invitations and the Company's website (www.bwg.co.th) in the part of investor relations under the topic of Investor Relations more than 30 days in advance of the meeting. Shareholders can inquire for more information by telephone and email from Investor Relations (see the topic of Investor Relations for more information).

1.6. Since the majority of shareholders attending the Annual General Meeting are Thai nationals, the meeting will be conducted in Thai. However, to facilitate communication and convenience for foreign shareholders, the Company has prepared various documents in two languages: Thai and English. These include the invitation letter, proxy forms, meeting minutes, and the annual report (Form 56-1 One Report), etc. Furthermore, the Company's website (www.bwg.co.th) is available in both languages to provide information to interested shareholders.

1.7. The company delivered the meeting invitation letter. Along with supporting documents for consideration of various agendas. To shareholders no less than 21 days before the meeting date and bring details about the meeting Meeting schedule Agenda Published on the company's website (www.bwg.co.th) more than 30 days before the meeting date.

1.8. The company does not specify conditions or rules that require document certifications by government agencies or other rules that cause complications for shareholders in proxies. As well as the company Facilitated the duty stamp issuance service in the proxy form for the proxies attending the meeting And provide staff to provide photocopy services that need to be attached And check the accuracy of the document Without charge at the registration point to reduce the burden of procurement of stamp duty and copying documents of shareholders Registration is open for 1 hour before the meeting. The company uses the meeting program of the company. Thailand Securities Depository Company Limited (TSD) for registration and vote counting Including providing a reception for shareholders to attend the meeting.

2. Protection of against Abuse of Insider Information and Conflicts of Interest

The company's board of directors oversees the use of inside information and conflicts of interest in accordance with laws and good corporate governance principles. The company has established guidelines for the retention and protection of inside information in the code of conduct for directors and employees to prevent the misuse of inside information for personal gain or the benefit of others, thereby unfairly disadvantaging other shareholders or causing damage to the overall shareholder base.

The company prioritizes fairness and equality for all shareholder groups. Inside information, or material news affecting stock prices that has not yet been publicly disclosed, is considered confidential information within the group. The company requires all directors, executives, and employees at all levels to maintain the confidentiality of inside information and refrain from disclosing it to others or using it for personal gain or unfair profit from securities trading, or to cause direct or indirect harm to the group.

Furthermore, in 2025, the company will monitor compliance with the policies and guidelines regarding the use and confidentiality of inside information as stipulated in the business code of conduct, with the following key principles:

2.1 The Company maintains confidentiality of inside information and has measures in place to prevent directors and executives from using inside information for their own benefit or the benefit of others in an improper manner, thereby unfairly disadvantaging other shareholders. This includes insider trading, disclosing inside information to individuals related to directors and executives, causing damage to shareholders as a whole. The Company's policy and bylaws govern the protection of the Company's interests and confidentiality, and its code of conduct outlines insider trading, conflicts of interest, and other regulations. Directors, executives, and employees have been notified of these requirements. The Company prohibits directors, executives, employees, and related parties from trading the Company's securities before financial statements or inside information are publicly disclosed, and they should wait at least 24 hours after disclosure. Furthermore, they are prohibited from disclosing material information to any other person. The Company has established disciplinary penalties for violations involving the use of inside information for personal gain, ranging from written warnings and wage reductions to unpaid suspension or termination. The severity of the penalty will be determined based on the intent and severity of the offense.

2.2 The Company Secretary shall regularly notify the directors and executives of the Group of companies via email about the trading prohibition period for the Company's securities one month prior to the announcement of the financial statements and within 48 hours after the public has received the information. Furthermore, the Company

Secretary shall inform the directors and executives of the Company (as defined by the SEC) and senior executives of the Company and its subsidiaries of their obligations to report changes in their holdings of the Company's securities to the Company Secretary at least one day in advance of any transaction, in accordance with the Company's corporate governance principles. They shall also submit reports to the SEC within three business days of the purchase, sale, transfer, or receipt of such securities, in the case of directors and executives of the Company as defined by the SEC.

2.3 The Human Resources Department and the Compliance Department jointly inform management and new employees to review the Group's Corporate Governance policies and practices, which are part of the employee regulations and are published on the website accessible to all personnel.

Furthermore, 100% of all personnel within the Group and new employees in 2025 have signed an agreement to abide by the Corporate Governance policies and practices, including those concerning the use and confidentiality of inside information.

2.4 The Company has provided its directors and executives with information regarding their obligation to report their holdings of securities in the Company and the penalties stipulated in the Securities and Exchange Act B.E. 2535 (1992) and the regulations of the Stock Exchange of Thailand. In cases where directors or executives trade securities of the Company, they are required to report their own, their spouse's, and their minor children's holdings of the Company, as per Section 59 of the Securities and Exchange Act B.E. 2535 (1992), within 3 business days to the Securities and Exchange Commission for public dissemination.

2.5 The Board of Directors has established guidelines to prevent directors or executives with a vested interest or involvement from participating in the decision-making process for transactions between the Company and such stakeholders. Prior to each Board meeting, the Chairman will notify directors with a vested interest in a particular matter to inform the meeting, and such directors will not be entitled to vote on that agenda item.

2.6. The Company has a simple shareholding structure, and almost all related party transactions are routine business.

2.7. Guidelines on not using inside information for improper gain are established in the Company's Code of Ethics and Code of Conduct.

2.8. The Company has measures and procedures in place for approving related party transactions as required by law and in accordance with the standards set by the Securities and Exchange Commission of Thailand. This includes the publication of "Regulations on Entering into Related Party Transactions," which are approved by the Company's Board of Directors. For related party transactions requiring prior shareholder approval, the Company discloses information about the transaction in the meeting invitation letter, such as the names and relationships of related parties, the nature of the transaction, the pricing policy and value of the transaction, the reasons for entering the transaction, and the opinions of the Board of Directors and independent financial advisor on the transaction. Meeting invitation letters are delivered within the stipulated timeframe, and all other related procedures are carried out correctly and completely in accordance with the requirements of the Securities and Exchange Commission of Thailand.

In 2025, the Company did not engage in any related party transactions that required prior shareholder approval, and the Company disclosed details of these transactions that occurred during 2025 in its Annual Report (Form 56-1 One Report) under the heading "Related Party Transactions".

2.9. The Company does not have a business group structure that involves intercompany transactions that may create conflicts of interest.

2.10. The Company strictly complies with the laws and regulations of the Securities and Exchange Commission of Thailand regarding the acquisition or disposal of assets. In the event of a significant acquisition or disposal of assets approved by the shareholders' meeting, the Company will disclose the details of the transaction in the annual report (Form 56-1 One Report) for that year. Throughout its history, the Company has never engaged in any acquisition or disposal of assets that violates or fails to comply with relevant laws and regulations.

2.11. All directors, executives, and employees must not use material inside information of the Company that has not yet been disclosed to the public for their own benefit or the benefit of others, and must strictly adhere to the Company's established policy on the retention and use of inside information. Furthermore, the Company communicates and raises awareness regarding the use of inside information and provides training to its directors, executives, and employees.

The Company considers measures to prevent the use of inside information and conflicts of interest to be of paramount importance and conducts regular reviews to ensure that the control systems are in place to a high standard, transparent, and in accordance with the principles of good corporate governance.

3. Stakeholder Information Disclosure

The company has specified the following guidelines on disclosure of stakeholder information of directors and executives for transparency to prevent problems due to conflicts of interest:

3.1. Directors are required to notify the company without delay when a director and family members have interests or are shareholders in any business with potential interests or conflict with the company having a direct or indirect stake in any contracts made by the company or when a director and family members hold securities in the company and affiliated companies. Stakeholder Directors and executives must be excluded from participation in discussions aimed at rendering opinions or voting to approve the aforementioned transactions.

3.2. Directors and executives are required to report securities held by the company at every meeting of the Board of Directors. The aforementioned agenda is to notify directors that directors and executives, including spouses and children who have not reached adult maturity and related persons according to Article 258 of the Securities and Exchange Act of B.E. 2535 (1992 A.D.), are under obligation to prepare and disseminate reports on security holdings, including reports on changes in security holdings for the SEC whenever securities are purchased, sold, transferred or received within three days (www.sec.or.th) from the securities purchase/sale date.

In 2025, the company has not received any complaints. Regarding the lack of respect for the fundamental rights of shareholders by the Company The shareholders were treated equally and the Company's inside information was not used for any benefit.

Section 3

The Role of Stakeholders

The Company and its Board take into account the rights of all stakeholder groups and consistently abide by corporate governance principles, best practices, and other supporting guidelines, including our Code of Conduct, to ensure equal and proper treatment of all stakeholders. This takes into account, although not exclusively, employees, shareholders, customers, business partners, competitors, creditors, communities in which we operate, society as a whole, and the environment. Furthermore, the Company abides by international human rights principles and anticorruption guidelines to promote the development of society as follows:

1. Shareholders: The company performs duties to shareholders with honesty and fairness and manages business for stable progress and interest of shareholders by disclosing information to shareholders equally, regularly and completely. The company provides opportunities to propose opinions, suggestions, including either additional agenda items or candidates to serve as directors.

2. Customers: The Company has a quality policy as well as the ISO 9001:2008 quality system dedicated to creating customer satisfaction and allowing customers to trust that they are receiving high quality products and services at reasonable prices. The Company aims to maintain good customer relations and is dedicated to ensuring that any customer complaints are dealt with fairly and efficiently. The Company will also safeguard any customer data that should not be divulged, unless such customer information must be disclosed to third parties under the Sustainable Development Policy and Code of Conduct on responsibility to customers.

3. Business partners and creditors : The Company has a fair policy and is responsible to business partners and/or creditors in order to treat all business partners and/or creditors equitably. Selecting partners and/or creditors with justice Under the criteria for evaluating and selecting business partners and/or creditors, the Company adheres to business operations to build trust with trading partners and/or creditors. By taking into account the combined interests, avoiding situations that cause conflicts of interest or bring damage to the Company's reputation. or contrary to any of the following laws as follows:

- The Company will comply with the contract. Terms or conditions including payment of principal, interest and various collateral care under the relevant contract To the business partners and/or creditors fully, if in the event that the conditions cannot be met know in a timely manner to jointly consider solutions using reasonable principles.

- The Company shall provide business partners and/or creditors with adequate data, and shall not provide any false, distorted, or incomplete data which, in turn, can cause business partners and/or creditors to have a misunderstanding and impact decisions.

- The Company shall conduct financial management in a way that business partners and/or creditors shall have confidence in its financial status and ability to pay Company debt.

- The Company shall by no means, ask for, receive, or grant any trade benefits to business partners and/or creditors with dishonesty. If dishonest behavior occurs, the Company shall notify business partners and/or creditors of all details and cooperate with them to correct the problem with speed as well as take measures to prevent recurrence.

- Deals with business partners and/or creditors shall be conducted in a good manner without damage to the Company's reputation or any illegal activity. Conduct should be on a basis of equality, fairness, and mutual benefits.

4. Communities / Society / Environment : The company has a responsibility to communities and society to follow standards related to safety, security, occupational health and environment and address concerns that impacts natural resources and the environment. Moreover, the Company has also implemented Corporate Social Responsibility (CSR) for sustainable community development and society.

5. Employees : Our employees are our most valuable asset. Therefore, there are policies in place to foster advancement of employees, driven by procedures for human resource improvement including the provision of both professional and general improvement training courses on a regular basis. Also, the Company values equal and fair treatment of its employees.

Remuneration Management : The Company has a policy to determine appropriate remuneration and provide welfare in various fields in line with the Company's performance both in the short and long terms. The Company has implemented a job evaluation system to determine the value or worth of a particular job in relation to other jobs within the organization in order to provide merit compensation. Regular salary and benefit surveys are conducted to benchmark the Company against the market, while the cost-of-living index is taken into account to ensure that compensation packages and rewards are reasonable and competitive.

Welfare and Benefits : The company provides welfare in various fields for employees as required by law, such as health checks Insurance, accidents, assistance to employees who suffer from harm or illness due to work for the Company provident fund Various types of assistance, such as marriage assistance Funeral contributions for employees' parents Aid in the event of an employee's death or suffered a disaster money to visit patients in case of sick employees, etc.

Employee Well-being : The Company places consistent priority on employee well-being. In addition to providing a safe and healthy working environment as required under occupational health, safety, and environment legislation, the company also aims to improve overall quality of life for its employees by adhering to international standards for workplace health and safety, providing ergonomic office equipment, and offering facilities and programs to encourage wellness among all employees. The Company has also set up a provident fund, run by a professional fund management company certified by the Securities and Exchange Commission, to help employees prepare for financial security in retirement.

Employee Development : The Company supports and invests in continuous employee development throughout the organization with a systematic approach whereby managers must consistently plan, review, and report on staff development activities that are aligned with their business direction. This development covers managerial knowledge and skills, leadership, professional/functional knowledge & skills, critical thinking skills, and global perspectives. The Company provides a career path for continual advancement, supported by a succession plan and a talent development program, in order to achieve objectives, maintain a culture of good corporate governance, and fulfill commitments to all stakeholders.

6. Government agencies, regulatory agencies : Comply with laws, regulations, regulations, and regulations of government offices. Regulatory matters relating to the company.

7. Competitors : The Company supports and promotes the policy of free and fair competition, non-monopoly and non-contrast with laws and ethics by conducting business under the rules of good competition without damaging the reputation of commercial competitors, including Do not seek competitors' confidential information by dishonest or improper means according to the Company's Code of Conduct with the following guidelines.

- Operate under the rules of good and fair competition. Cooperate with agencies that oversee trade competition.

- Treat competitors equally and fairly and based on fair returns to both parties.
- Behave within the framework of fair competition.
- Do not seek competitors' confidential information through dishonest or improper means.
- Do not damage the reputation of commercial competitors by accusing them of being untruthful.

In 2025, there was no lawsuit dispute between the Company and its competitors.

8. The Media : Any information about the Company to be supplied to outside sources must be factual and accurate, and presented with care. This policy has been included in the Code of Conduct. Those who do not have relevant duties or receive assignment cannot give information or interviews to press or public in reference to the Group in any way. This prohibited action can give rise to undesirable impact on the reputation and business operations of the Company.

9. Safety, Occupational Health, and Environmental Conservation : The Company considers the management of safety, health and environment conditions in workplace to be of utmost importance to successful and sustainable business operations. This includes ensuring safety of the work environment for company employees as well as customers and other relevant persons. The Company therefore maintain has Policy on Occupational Safety, Health, and Environment as follows:

- The administration of occupational safety, health, and environment procedures is carried out in accordance with all applicable laws, regulations, and other relevant provisions throughout the Company's business operations.

- Establish rules and regulations. and an action plan for occupational safety and health and environment in the work, as well as having a continuous review, evaluation and follow-up on a regular basis, as well as establishing preventive measures and to control the risks that may cause losses due to accidents, injuries or illness from work incorrect method and other errors that may occur

- Promote and support the work of personnel to avoid harm to life and body. mental health
- Public relations, communication and dissemination of information on occupational safety and health. and working environment to the Company's personnel as well as stakeholders who related to the operation of the Company appropriately

10. Environmental Preservation and the Efficient Use of Resources : The company encourages the efficient use of resources for maximum benefits concerning environmental impacts and has stipulated systematic measurement to prevent impacts.

11. Human Rights Respect : The Board of Directors, executives and employees at all levels are upholding human rights principles together. Promote treating everyone with respect, fairness, dignity, human dignity, equality, including respect for rights, freedom and equality of individuals without discrimination on the basis of race, nationality, origin, religion, sex, age, skin color, language. beliefs, education, race, disability, political opinions, economic status Joining any other group or social status that is not related to work or any other matters as part of the operation and does not support activities that violate international human rights principles in accordance with the following guidelines.

- Adhere to equal treatment, fairness, non-discrimination in accordance with the United Nations Universal Declaration of Human Rights (UNDHR).

- Perform duties with caution to prevent risks of human rights violations in business operations, including those involved in business operations, monitor human rights respect and report to supervisors promptly to prevent Acts that violate human rights.

- Do not use forced labor, labor from human trafficking or illegal child labor, including punishment that physically or emotionally abuses employees whether through coercion, detention, threat, harassment or violence. In any form, human rights and labor

12. Avoiding Infringement of Intellectual Property : The company has a policy and guidelines to respect by not violating intellectual property or copyrights for which directors, executives and employees have to follow the ethics on intellectual property and copyright.

13. Anti-Corruption : Board of Directors Has established and revised the anti-corruption policy of the company To be more clear With set Anti-Corruption Measures as a guideline for directors, executives and employees with a focus on prevention and resistance to all forms of corruption, both directly and indirectly. And does not engage in bribery and corruption of officials. Government and private agencies To acquire or maintain Which has a competitive advantage Along with the appointment of a working group against corruption To coordinate with executives and all departments in the organization To improve the rules, regulations and guidelines Relevant in accordance with And appropriate to the current situation And arrange for policy dissemination And a manual on anti-corruption measures for third parties as well. The company was certified as a member of the Thai Private Sector Collective Action Coalition against Corruption. The Company has posted this policy on the Company's website at www.bwg.co.th

14. Procedures for Whistle-Blower and Mechanisms for Whistle-Blower Protection : The Company has set up a Whistle-blowing Policy to provide channels for reporting and to encourage all employees to report any information on misconduct and/or fraud occurring in the Company. This is will prevent misconduct and/or fraud which may occur in the organization and help detect and reduce damage from misconduct and fraud. In addition, this Policy provides protection to employees who provide information, cooperation or assistance to the Company concerning misconduct and fraud from any kind of threat or unfair act.

Complainants

Employees, relevant officers, or a third party coming across or becoming aware of dubious acts including those affected by the company's business or the conduct of company directors, executives, or employees that violate laws, regulations, the company's corporate governance, code of conduct, policies, and regulations and suspected corrupt practices. The company encourages complainants to identify themselves and provide adequate evidence.

Channels for Reporting Complaints and Clues of Wrongdoing and Corruption

The Company has assigned the chairman of the investigation committee to consider the whistleblowing, complaints, actionsthat may cause suspicion of bribery and corruption that happened to the company either directly or indirectly and/or all forms of complaints From all groups of stakeholders of the Company, the complainant must specify the details of the matter to be reported. or complaints or evidence or information sufficient to verify Including the name, address and telephone number that can be contacted through various channels as follows:

1. Submit via The audit committee's e-mail
audit@bwg.co.th
2. Submit via The Company's online channels
www.bwg.co.th

Facebook : BWG – Better World Green

Line ID : @bwgcenter

3. Report by telephone 02-012 7888 ext. 211 (Human Resources Department).

4. Report by addressed mail or submit letters directly to the following:

- Chairman of the Audit Committee.
- Chairman of the Investigative Committee.
- Chief Executive Officer and Managing Director.
- Company Secretary.
- Manager, Internal Audit Department.

At Better World Green Public Company Limited.

488, Soi Ladprao 130 (Mahadthai 2), Khlong Chan,

Bang Kapi, Bangkok, 10240.

In cases where informants or complainants have complaints related to the Board of Directors, any sub-committee and high-ranking executives, please send complaints directly to the Chairman of the Audit Committee.

Company Actions Taken after Receiving Complaints

1. When receiving a whistleblower The recipient of the complaint will be responsible for the investigation. collect the facts and consider that What type of complaint is received? or assign to a person or entity that trusts or the investigative committee to investigate the facts.

2. If the facts have been investigated and information or evidence show reason to believe the accused to have committed bribery and corruption, the Company will allow the accused to acknowledge the accusations and prove innocence by presenting additional information or evidence showing no involvement in actions according to accusations.

3. If the accused did commit bribery and corruption, the accused will be considered for disciplinary action according to the Company's regulations. If the aforementioned actions are illegal, the accused will also be punished according to the law. In the area of disciplinary actions according to the Company's regulations, the Chief Executive Officer and Managing Director's judgment is considered final and must be reported to the Audit Committee for further acknowledgement.

4. Informants who report clues or complaints must report honestly. If the Company discovers clues or complaint reports to be dishonest or intended to cause damage and disreputation to others, etc., and the aforementioned person is an employee of the Company, that person will be disciplined in line with regulations. However, in cases where the person is an outside person and the Company is damaged, the Company will consider prosecuting that person.

In cases where complaints are important such as issues with impact on the Company's reputation, image or financial status, conflicts with the Company's policy in business operations or topics related to the Company's high-ranking executives and directors, etc., the Audit Committee has the duty to accept topics, search information and examine facts as notified in order to report to the Board of Directors for consideration and punishment as the Board of Directors considers appropriate.

Disciplinary and Legal Actions

1. The Company will carry out disciplinary actions for employees who violate compliance with this policy including direct supervisors who neglect wrongdoing or acknowledged but did not manage wrongdoing. Direct supervisors may receive disciplinary actions up to termination of employment. Ignorance of this policy and/or related laws cannot be claimed as an excuse for non-compliance.

2. Representatives, business mediums, distributors of goods/services or any contractor of the Company who violate criteria in this policy provide inaccurate data when the Company's enquirers ask for information concerning actions potentially in conflict with this policy may have contracts terminated.

Reporting Results to Complainants

The Company will inform complainants who disclosed names, addresses, telephone numbers, email or other contact channels of progress and results from considering complaints related to wrongdoing and corruption. Nevertheless, if there is reason or necessity concerning personal information and confidentiality, the Company may not provide information related to investigations or disciplinary actions.

Protection of Complainants, Whistle-Blowers, and Related Parties

Complainants or whistle-blowers are to be suitably and fairly protected by the company, which implies no change in job titles, job nature, workplaces, job relief, threats, job harassment, dismissal, or unfair acts. The company will keep their complaints confidential and not disclose them to unrelated parties except when required by law.

Relevant persons who are aware of the matter or information related to the complaint must keep the information confidential and not disclose it to other people unless it is required to be disclosed in accordance with the law. Penalties will be taken in accordance with the Company's regulations and/or legal actions, depending on the case.

Confidentiality

1. All related persons must keep the fraud information and the investigation confidential and disclose details to anyone other than those who have a legitimate need to know.

2. The Investigation Report may not be disclosed to anyone in order to avoid damaging the reputation of an employee suspected but subsequently found innocent of any fraud, and to avoid potential civil liability.

In 2025, the Company has not received any complaints about misconduct or inappropriate behavior.

Section 4

The Disclosure and Transparency

The Company places importance on the disclosure of information that is accurate, complete and transparent, both in the form of financial reports and general information, as well as important information that affects the price of the Company's securities. Various communications, such as the website of the Stock Exchange of Thailand, the annual registration statement (Form 56-1 One Report), and the annual general meeting of shareholders, etc., so that investors and related parties can receive sufficient information of the Company, which have been reported to the Stock Exchange of Thailand, shareholders and investors, will be published in both Thai and English versions on the Company's website. www.bwg.co.th This is another channel for communication that is up to date and accessible to users with ease in disclosing important information of the company apart from disseminating it according to the specified criteria through the channels of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission. and the Stock Exchange of Thailand will be published on the Company's website in both Thai and English, such as the annual report (Form 56-1 One Report), the Company's information, press releases so that shareholders and outsiders can receive information in a timely manner. per event with the most convenient and beneficial access.

1. Important information of the Company consists of financial information and non-financial information. The disclosure of financial information, especially the financial statements, has been reviewed/audited by the accountant to ensure that they are correct in all respects. Important information according to generally accepted accounting principles and approved by the Audit Committee/Board of Directors before disclosure to shareholders. The Board of Directors reports responsibility for financial reports together with the Audit Committee's report Also, the Company has disclosed related party transactions in the annual report (Form 56-1 One Report), etc.

2. The Company was able to submit both the quarterly and annual financial reports for 2023 within the schedule determined by the SEC and SET. The Company emphasized on preparing financial statement properly in accordance with generally accepted accounting standards, using appropriate accounting policies applied on a consistent basis. The Company was very rigorous in submitting financial statements and financial report within the schedule prescribed by law. The Company's financial statements were certified with unqualified opinions by the auditor and have never been ordered by the SEC to make any correction thereto and have never been submitted late.

3. The Company prepared Management's Discussion and Analysis by giving analytical explanations on financial position and operation results of the Company and forwarded them to the SEC and SET together with all quarterly financial statements and publicized them on the Company's website as information supporting disclosure of all quarterly financial statements to enable investors to be aware of and comprehend the changes to the financial position and operation results of the Company in each quarter better.

4. The Company provides a statement of the Board's responsibilities concerning the Company's financial report. This statement is presented in the Company's annual report.

5. The Company reveals auditing fees and other service fees paid to its auditors in Form 56-1 and the annual report. In 2025, the company assigned Karin Audit Company Limited with capability and experience to be the independent auditor and was approved by the Securities and Exchange Commission. The financial statement was verified to be accurate in accordance with accounting standards and also passed the approval of audit committee and the board of directors before disclosure to shareholders

5.1 The Company has paid audit fee to Karin Audit Co., Ltd. in the past year in the amount of 1,400,000 baht, which excludes audit and quarterly audit fees of subsidiaries. Auditor of subsidiaries for the year 2025 under the same audit office as the Company and the audit fees of subsidiaries borne by each subsidiary.

5.2 Other charges (Non-Audit Fee)

-Without-

However, the audit firm and selected auditors are independent and have no relationship with and benefits from the Company, its executives, major shareholders or individuals related to such persons.

6. The Company discloses roles and responsibilities of the Board of Directors and subcommittees, number of meetings, attendance of each member in 2025, as well as trainings and knowledge development activities of the Board and discloses remuneration of directors and senior executives, indicating forms and types of remuneration, in Form 56-1 and the annual report.

7. The Company disclosed the backgrounds of all directors in the annual report, Report 56-1 and on the Company's website by specifying their names-surnames, ages, positions, educational backgrounds, training, working experiences, number of shares in the Company and proportion of shareholding, holding of director office in any other company, clearly separating into the heading of listed company and other companies, date appointed as director, as well as family relationships among executives

8. The compensation of the company's directors reflects the duties and responsibilities of each director. The company will pay compensation to directors in 2025 at the rate approved by the 2025 Annual General Meeting of Shareholders. This rate remains unchanged from 2008 as previously resolved at the 2025 Annual General Meeting of Shareholders.

The company has disclosed the amount and type of compensation received by each director individually in the Annual Report (Form 56-1 One Report) under the heading "Management Structure," which is also published on the company's website.

9. In 2025, the Company paid high-level executives their remunerations in accordance with the Company's policy to pay remuneration by reflecting the obligations and responsibilities of each high-level executive and at suitable rates by comparing with the same type of business, and disclosed the details of remuneration payment in respects of format, nature and amount of remunerations in the annual report and Report 56-1.

10. The company has set a policy for directors and high-ranking executives to submit a copy of the company's securities holding report if there is a change in securities holding (Form 59) to the company within the same period of submission to the SEC. SEC for the company to keep as evidence and report to the Board of Directors' meeting on a regular basis. Directors and senior executives must notify the company secretary at least 1 business day in advance before the date of entering into the transaction. stock trading list

The Company has disclosed changes in the Company's shareholding by directors and top executives by showing the number of shares held at the beginning of the year, the number of changes during the year, and the number of shares at the end of the year in the annual report (Form 56-1 One Report).

11. In addition to disclosing information as specified in regulations through the SET, the Company has disclosed important Company information, both in Thai and English, to the public on the Company's website. All disclosed information is up-to-date and includes the following:

- The Company's vision and mission.
- Nature of Business.
- List of members of the Board of Directors, Subcommittees, and executives.
- Financial statements, financial status and performance .
- Annual report (Form 56-1 One Report) that can be downloaded.
- Shareholders structure and the Company structure.

- Invitation letters for shareholder meetings, other relevant documents and minutes of shareholder meetings.
- Company's Articles of Association and Company Certificate.
- Policy on corporate governance of the company, code of conduct for business operations.
- Corporate Governance Policy, Code of Conduct, Anti-Corruption Policy, Management Policy as well as other policies.
- Contact information for Investor Relations

12. The company recognizes the importance of information about company, both financial and non-financial that influences the decision-making process of its shareholders and stakeholders. The executives place importance on disclosure of information, that is accurate, complete, regular, timely and in accordance with the criteria stipulated by the SEC and the SET. The company, therefore, assigned the Secretarial Company and Corporate Marketing and Communication Department contact number 0-2012-7888 ext. 533 and 715 to disclose material information about company and to supervise the financial reporting system, as well as other material information that may affect the price of company's securities, i.e. financial statements, operational results disclosed through the (www.setlink.set.or.th) to investors. The company presented operational results and disclosure information to investors, shareholders and relevant persons under direct and indirect methods as follow.

- **Direct** : The company presents its operational results to the securities analysts, investors and employees regularly in the form of analyst meetings, during meeting presentations and company visits where executives are met to enquire about progress of its operational results.

- **Indirect** : The company provides information about the company, operational results, financial reports, including other reports through the Stock Exchange of Thailand and can be found under the Investor Relations tab of the Stock Exchange of Thailand website www.set.or.th or the company's website (www.bwg.co.th) on the investor relations page which contains information in both Thai and English.

Those interested can contact for more information at Better World Green Public Company Limited, No. 488 Soi Ladprao 130 (Mahadthai 2), Khlong Chan Subdistrict, Bang Kapi District, Bangkok 10240, Tel. 0-2012-7888 ext. 533 and 715.

In 2025, the Company submitted both quarterly and annual financial reports within the specified timeframe and in accordance with the criteria announced by the Stock Exchange of Thailand and was not notified by the Office of the Securities and Exchange Commission. Amendments to prepared financial statements

Section 5

The Responsibilities of the Board of Directors

The Board of Directors was appointed by shareholders with roles and duties to govern the business on behalf of shareholders who oversee operations in order to build confidence that the Company's activities are consistent laws and ethics. The Board of Directors is independent from the Company's executives and duties and responsibilities are clearly divided between the Board of Directors and executives through specification of roles, duties and responsibilities of the Board of Directors, the Chairman of the Board, the Chief Executive Officer and the Managing Director (*see information on the Board of Directors' scope of authority, duties and responsibilities, etc., at "Management Structure"*).

The Structure of the Board of Directors

1. As at 31 December 2025 the Board of Directors comprised 9 qualified and knowledgeable members with wide experiences and specialties beneficial to the Company. The number of directors was appropriate and adequate to the size and type of the Company's business with non-executive directors having experiences in major business being operated by the Company. The structure of the Board of Directors comprised:

(1) 3 Executive Directors

(2) Non-Executive Directors of 6 people. There are 5 independent directors.

The company disclosed the structure of the board of directors, duties and responsibilities of the selection criteria. Important information of each director such as name-surname, position, date, month, year of being appointed to be director As well as the biography of each director In the annual report and (Form 56-1), as well as the company's website at www.bwg.co.th

2. Diverse board The skills are consistent with the business strategy of the company through the preparation of a table of skills (Board Skills Matrix) and a variety of educational background, experience, without any differences. Details of the biography of directors appear in the heading of "Board of Directors and Executives"

3. 5 Independent directors, more than half

4. The Company has 2 woman Independent Director

5. None of the Company's directors or executives is or was an employee or partner of the external auditing company providing services to True Group for the past two years.

6. The company's chairman is not the same person as the Chief Executive Officer and Managing Director. The authority of the chairman is in accordance with the law. As for the authority of the Chief Executive Officer and Managing Director, the board of directors has clearly defined and disclosed the authority of the Chairman and Chief Executive Officer and Managing Director. in the topic "Management Structure" in the 2025 Annual Report (Form 56-1 One Report), which is published on the Company's website.

7. The Company assigns the organizational line for the Internal Audit Department to report directly to the Audit Committee, who will consider giving you the penalty to the Head of the Internal Audit Department.

The Company has disclosed the name and profile of the head of Internal Audit Department in the annual report and Report 56-1 which is also posted on the Company's website.

8. The function of Company Secretary is in place to serve the Board of Directors in area of providing advice on laws and regulations related to the Board, helping organize the Board's activities, and monitoring compliance with the Board's resolutions. The Company Secretary is training courses as well as participating in any company secretary-related training courses.

The Company has disclosed company secretary's job description, working experience and related training courses attended in the annual report and Report 56-1 which is also posted on the Company's website.

9. Board of Directors appoints sub-committees to perform specific duties and present topics to the Board of Directors for consideration or acknowledgement. Each sub-committee has scopes of authority and duties according to specifications of each of the following sub-committees' authority and duties (*see information on each sub-committee's scope of authority, duties and responsibilities at "Management Structure"*):

- Audit Committee
- Risk Management Sub-Committee
- Recruitment and Remuneration Consideration Sub-Committee
- Corporate Governance and Sustainability Subcommittee
- Executive Board of Directors

Segregation of Duties

The Company has clearly segregated duties and responsibilities between the Board of Directors and executives as follows:

1. The segregation of duty of the Board of Directors and the Management.

The Board of Directors has its duty to govern the operations in accordance with the provisions of the law, the Company's objectives, articles of association, the resolutions of the shareholders' meetings, and the Corporate Governance Policy. In governing the Company, the directors must exercise their business judgment and act in what they reasonably believe to be the best interests of the Company and its shareholders

The Management is responsible for implementing the Company's strategy, Achieving the planned objectives, and handling the day-to-day administration and affairs of the Company.

2. The segregation of duty of Chairman of the Board of Directors and Chief Executive Officer

The Chairman of the Board of Directors and the Chief Executive Officer and Managing Director must be competent and have the appropriate experience and qualifications for their positions. In order to maintain a balance between the supervisory and management functions of the Company, one person cannot hold both of these positions simultaneously.

The Chairman of the Board of Directors is a non-executive director who acts as the Chairman of both Board of Directors and shareholders' meeting.

The Chief Executive Officer and Managing Director Being the head and leader of the company's executive team Has responsibilities to the Board of Directors To manage the company according to the direction, strategy, and budget approved by the Board of Directors. To successfully achieve the goal The scope of authority and duties is under the law, objectives and regulations of the company. as well as resolutions of the Board of Directors and resolutions of shareholder meetings.

However, the Board of Directors There are also supervisory responsibilities. and review to improve and develop appropriate practices consistent with the constantly changing environmental situation in order to build confidence in the management system that is efficient, transparent, and verifiable, as well as being responsive to shareholders and all stakeholders. The parties will receive sustainable benefits forever.

Term of Office of Directors

1. A director shall be appointed for a term of office of 3 years and a retiring director is Eligible for re-election. The Company has no restrictions on re-election of retiring director and age of directors. However, the Company mainly considers their abilities to perform duties.

2. Term of office of directors is in accordance with the Company's Articles of Association. At every annual general meeting, one third of the Directors who are subject to retirement by rotation shall retire. The director to retire by rotation shall be those who have been longest in office since their last appointment and the retiring director is eligible for re-election.

3. Where a vacancy occurs in the Board of Directors for reasons other than the retirement by rotation, the Board shall elect a person who is qualified and is not prohibited under Section 68 of the Public Limited Companies Act B.E.2535 by a vote of not less than three-fourth of the number of shareholders as the substitute Director at the next meeting of Board of Directors. The substitute Director shall hold office only for the remaining term of office of the Director whom he or she replaces.

4. An independent director shall be appointed for a term of office of not more than 3 consecutive terms or not more than 9 years, whichever is longer. If the Board of Directors deem that it is necessary to hold office more than 3 consecutive terms or more than 9 years, the tenure of such independent director shall be extended.

High-Level Executives Succession Plan

The Board of Directors recognizes the importance of human resources by giving importance to individuals who have knowledge, ability, experience, good work history, and far-reaching visionary leadership, as well as morality, ethics, as well as a positive attitude towards the organization. This is beneficial for the Company's business operations and to maintain investor confidence. This is to ensure the smooth operation of the position. To reduce the risk of not having a successor on behalf of the Board of Directors, the Board of Directors has appointed the Nominating Committee and considered to prepare a succession plan. Chairman of the Executive Committee, Chief Executive Officer and Managing Director of the Company to propose to the Board of Directors for consideration and review annually with a clear and transparent nomination process.

Therefore, for the recruitment and selection of persons to be senior management positions of the Company. The Nomination and Remuneration Committee has established a process for formulating a succession plan that covers the position. as follows

1. Chairman of the Chief Executive Officer and Managing Director

When the position of Chairman of the Chief Executive Officer and Managing Director becomes vacant or the person in the position Inability to perform duties in the position. The Company will have a system for executives at the nearest or secondary level to be acting in positions until the recruitment and selection of qualified persons in accordance with the principles at the Company. Must be a visionary, knowledgeable, capable and experienced person who is suitable for organizational culture and leadership. By consideration of the Nomination and Remuneration Committee to present to the Board of Directors. To consider and approve the appointment of suitable persons to hold the position of replacement.

2. Executive Level

Nomination and Remuneration Committee Assign the Executive Committee to jointly formulate criteria and succession plans for senior executives with the following steps:

- The Chief Executive Officer and Managing Director shall approve the appointment of employees at the executive level of each division.
- Establish a policy to prepare for personnel resistance and determine personnel development guidelines.

- Prepare an individual development plan to set up a succession plan for preparing personnel to be ready for senior management positions in advance. Provide training courses to develop employees, prepare employees (Employee Training and Development) or junior and middle management. To continue to become an executive or before an employee retires or leaves his or her position early.

- To develop and evaluate employees who are expected to be able to develop and produce the expected performance, if not as expected, the replacement can be done.

The process of preparing master succession planning (Succession Planning Steps)

Proactive succession planning is one way to reduce the lack of personnel in key positions. Because the organization will periodically assess the situation and anticipate in advance by recruiting, developing and preparing personnel to replace them at all times by knowing the demand and determining who has stepped into a given position (Supply).

There are 6 stages of succession planning. as follows

Step 1 Define this roadmap as a way to plan succession in an organization.

Step 2 Define the primary position where the successor is required.

Step 3 Determine the appropriate qualifications for the primary position.

Step 4 Evaluate the competencies required for the position. In the future, to prepare individuals for changes both inside and outside the organization.

Step 5 Create a leadership development plan for individuals who are expected to be successors.

Step 6 Bring successors to the position and continuously evaluate the effectiveness and success of all plans.

Criteria for selecting successors to the main position

The selected successor must be qualified. as follows

1. Meets the requirements Job Description
2. Experience as a group/department/department leader in accordance with job description and meet the following assessment criteria:
 - 2.1 Management
 - 2.2 Attitude aspects
 - 2.3 Job-specific knowledge
3. Have a working history Conduct, knowledge, ability and expertise as specified by the Company.
4. 2 out of 5 years of outstanding performance

Chief Executive Officer and Managing Director Succession Process

1. Determine the criteria or qualifications of the successor to the position of Chief Executive Officer and Managing Director.
 - Consider the challenges that the Company will face in 5-10 years.
 - Identify the qualifications and skills needed to meet those challenges.
 - Develop an evaluation process for applicants in accordance with specified criteria.
2. Develop an evaluation process for applicants in accordance with specified criteria.
 - Develop an evaluation process for applicants in accordance with specified criteria.
 - Various forms of assessment process

- Evaluate insiders, such as assigning key positions, completing special projects.
 - Evaluate external people, such as expressing the vision and future strategy of the organization.
3. Assess the abilities and potential of potential people who may qualify for succession.
 - The Board of Directors and the Chief Executive Officer and Managing Director evaluate the qualifications of each candidate or successor.
 - Rate candidates or that each successor together.
 - Various forms of assessment process
 - Evaluate insiders, such as assigning key positions, completing special projects.
 - Evaluate external people, such as expressing the vision and future strategy of the organization.
 4. Prepare a development plan
 - To prepare individuals with the possibility of succession.
 - To further assess the readiness of succession.
 5. Repeat progress
 - Further evaluation and summary of succession possibilities
 - Identify the applicant information or that the successor has developed.
 - Identify developments that still need to be added.
 - The evaluation process is serious in selecting the right person.

Policies and Methods of Practice in Positions As Directors of Other Companies for Directors and Executives

The Board of Directors gives importance to the performance efficiency of directors, thereby enabling directors to fully devote time to governing the company's business. Therefore, policy has been set to limit the number of other registered companies in which directors and executives can hold positions as directors to no more than five other registered companies. Currently, no directors of the company hold positions exceeding set criteria.

Supervision of operations of subsidiaries

The Company's investment policy is to invest in businesses that align with its goals, vision, and growth strategies, and support the Company's current business operations, related businesses, or businesses that create synergies with the Company's existing business, all under the law and principles of good corporate governance. This aims to enhance competitiveness and achieve efficient long-term financial performance. The Company may consider investing in additional businesses if they have growth potential or can be leveraged to utilize the Company's existing strengths.

Governance Mechanism for Subsidiaries and Associates

The Board of Directors oversees the operations of subsidiaries and associates as follows:

1. Management is responsible for appointing directors or executives of subsidiaries and associates in proportion to their shareholding in the Company, acting as representatives to determine policies and conduct business in accordance with the Company's policies and governance guidelines.
2. Representatives who are directors or executives in subsidiaries and associates can perform their duties within their scope of authority to protect the Company's investment interests, reporting directly to management. Significant transactions must be approved according to the Company's established approval procedures.

3. Management is responsible for periodically reporting the performance of subsidiaries and associates to the Board of Directors, including any operations that may significantly impact the Company's financial position and performance.

4. The Company's Internal Audit Department is responsible for auditing and reporting the effectiveness of internal controls of subsidiaries to the Audit Committee and the Executive Board periodically according to the established plan.

5. The Board of Directors oversees that subsidiaries and associated companies comply with relevant laws and regulations, including the disclosure of financial status and operating results, transactions with related parties, acquisition or disposal of assets, and other significant transactions, in a complete and accurate manner, in accordance with the same standards as the Company.

Leadership and Vision

The Board of Directors participates in setting short-term and long-term vision, obligations and strategies including goals and business plans by annually revising the company's vision, obligations, strategies and business plans. Furthermore, the Board of Directors has set success indicators for the organization in each aspect such as growth building and finance including preparation of vital work systems such as the internal control system and the risk management system. The Board of Directors monitors management performance by stipulating that the Chief Executive Officer and Managing Director make quarterly reports in order to review and ensure effective company performance.

Business Governance Policy

The company has set up a policy on corporate governance of the company in writing whereby the board of directors will arrange to review the policy and the implementation of such policy on a regular basis. In addition, after the Company's ordinary shares are listed on the Stock Exchange of Thailand, the Company will comply with the rules and regulations prescribed by the Securities and Exchange Commission and the Stock Exchange of Thailand by disclosing the corporate governance report in the report. annual report (Form 56-1 One Report) and published on the Company's website. www.bwg.co.th

Anti-Corruption Policy

The company is committed to preventing and combating corruption in all forms, either directly or indirectly, and to conduct business that may have corruption risks. It has been carefully considered and treated. The company has therefore prepared a written anti-corruption policy requiring the company and its subsidiaries to comply with the anti-corruption policy in order to strive to drive and maintain the corporate culture by adhering to that "Corruption is unacceptable in both public and private transactions," which the company has published on the company's website. www.bwg.co.th

Guidelines for Operations According to the Anti-Corruption Policy

1. The company has zero tolerance policy against bribery and corruption while complying with all anti-bribery and anti-corruption laws in Thailand.

2. The company will not directly or indirectly participate in bribery and corruption. The company is committed to implementing an effective anti-bribery and anti-corruption system.

3. Company directors, executives and employees at every level are required to comply with the zero tolerance policy against bribery and corruption by not participating directly and indirectly in corruption and bribery of public and private officials such as the personnel of companies involved in transactions with the company to gain or maintain businesses or competitive advantages.

4. Employees are under obligation to neither neglect nor ignore. When actions fitting the scope of corruption are encountered, employees are required to notify supervisors or the persons responsible and cooperate in investigating the facts.

5. Any action under the anti-corruption policy is to implement practice guidelines set out in the company's business ethics and regulations, including related company operational manuals and any other practice guidelines specified by the company in the future.

6. The company will give justice and protection to employees who have reported or cooperated in reporting corruption involved with the company.

7. The company recognizes the importance of communication and public relations to build knowledge and understanding among company directors, executives, employees and persons associated with the company on topics requiring compliance with this anti-corruption policy.

8. The company is committed to building and maintaining corporate culture with a firm belief that corruption is unacceptable in transactions with the government sector and the private sector based on protocol.

In addition, the company is still certified as a member of the Collective Action Coalition: CAC. of the Thai private sector in anti-corruption. Moreover, the Company did not find any significant issues or flaws related to litigation. Related to anti-competitive destroying credibility trade monopoly discrimination event Corruption as well as no fines or penalties that are not fines due to inconsistent with applicable laws or regulations and any violation of the Code of Business Conduct

Business Ethics

The Board of Directors has established ethics to provide guidelines and good recommended practices for directors, executives and employees to uphold as guidelines for performance of duty in line with the company's mission with sincerity, honesty and fairness in its treatment of the company, every stakeholder group, the general public and society. Furthermore, the company designated a system to regularly monitor practices according to the aforementioned guidelines. The company has provided continual trainings and explanations for employees to comply with business ethics. The company's directors, executives and employees are under obligation to strictly adhere to ethics. Supervisors at every level are under obligation to observe and promote compliance with designated ethics among subordinates along with conduct aimed at creating a good example to promote compliance among employees. The company disseminates its business ethics www.bwg.co.th

In 2025, there was no ethical offense. and ethics of the organization in any way

Internal control systems

The board of directors places importance on the internal control systems both at the executive level and the operational level in order to ensure efficient operations. Furthermore, the company has clearly set forth duties and authority for the executives and employees in writing, with respect to control over and use of the company's assets to generate profit. The company has also divided the duties of employees and controllers with separate audits in order to create a balance between each other.

The company has established an Internal Audit Department to audit the primary operations and significant financial activities of the company to assure performance in the specified direction that is effective and in compliance with the laws and specifications related to the company's internal control systems. The Internal Audit Department is responsible for auditing the internal control system. The audit department examines significant items continually with reports on the findings sent directly to the audit committee. The internal audit is able to fully inspect and maintain a

balance. In this regard, the Company has assigned Miss. Siriphorn Suasakul to be responsible for internal control and audit systems. With details about the chief of internal audit as follows:

Miss. Siriphorn Suasagoon

Position : Internal Auditing Manager

- **Age 48 years**

Education / Training

- Master's Degree: Kasetsart University (Majoring in Marketing).
- Bachelor's Degree: University of the Thai Chamber of Commerce (Accountancy).
- Auditor and Tax Auditor.
- Completed the Anti-Corruption: The Practical Guide (CAG 23/2015) training course from the Thai Institute of Directors Association (IOD).
- Completed the Internal Audit Practice (IACP) training course from the Federation of Accounting Professions under the Royal Patronage.
- Completed the ISO 9001:2015, ISO 14001:2015, and OHSAS 18001:2007 Internal Audit training courses from SGS Thailand Co., Ltd.
- Completed the Business Risk Management for ISO 9001:2015 and ISO 14001:2015 with ISO 31000:2009 Guideline training course.
- Completed the COSO 2013 practical training course on internal control systems from the Federation of Accounting Professions under the Royal Patronage.
- Completed the "Update COSO Enterprise Risk Management: Integrating with Strategy and Performance" training course from the Stock Exchange of Thailand.
- Completed the Working Paper Training Course for Anti-Corruption Measures in Organizations, Batch 1/2018.
- Online Seminar: Dividend Payment, organized by the Thai Listed Companies Association, 2024.
- Online Seminar: Q&A and Observations on Preparing 56-1 One Report, organized by the Thai Listed Companies Association, 2024.
- IR Sharing 4/2024 "MD&A: How to Write an Impressive Report," organized by the Thai Listed Companies Association, 2024.
- IR & CS Networking: Lessons Learned from Preparing e-One Report to Annual Report, organized by the Thai Listed Companies Association, 2025.
- PDPA Mastery: Turning Law into Business Opportunity, organized by the Thai Listed Companies Association, 2025.
- Know Before You Act: The Role of the Company Secretary in Preventing Insider Trading, organized by the Thai Listed Companies Association, 2025.
- Revolutionizing Internal Control with AI: Building a Robust Business Defense (AI-Powered Internal Control: Building a Robust Business Defense), from the Stock Exchange of Thailand, 2025.

Experience

- 2008 – Present Internal Auditing Manager Better World Green Public Company Limited
- 2007 – 2008 Internal Auditing Manager TEKA Construction Company Limited

Duties and Responsibilities of the Head of Internal Audit

1. Assess the adequacy and effectiveness of controls Risk management, supervising operations a The Extraordinary General Meeting of nd the organization's information system Including ethics for executives and employees of the organization
2. Check the accuracy and reliability of financial information.
3. Examine items that may have conflicts of interest, the potential for fraud and the efficiency of the organization in managing the risk of corruption within the organization.
4. Report key issues about the control processes in the organization's activities and key issues found about the control processes.
5. Advising management In order to ensure good governance and operations with efficiency and effectiveness
6. Performance report of management performance, performance according to the annual audit plan And the adequacy of the resources needed to perform the audit
- 7.Coordination, monitoring, overseeing controls Risk management Compliance with laws, codes of ethics, environment and ensure compliance with laws, regulations, orders, policies and plans.
8. Coordinate with the auditor to be able to understand the plan. And determine the scope of the internal audit For mutual benefits for the organization
9. Formulate guidelines for maintaining and developing the competency of the internal auditors in writing And continuously follow up the results
10. Perform other duties related to internal audit as assigned by the audit committee. Or as requested by the management

Appointment and Consideration of Auditor's Remunerations

The Audit Committee is responsible for selecting, proposing, appointing, and removing individuals who are independent to serve as the Company's auditors. and offer auditor compensation The committee will present it to the shareholder meeting for approval. The Board of Directors and the Audit Committee are of the opinion that Karin Audit Company Limited has professional expertise, is independent and impartial, and has experience in auditing work. There is continuity in checking accounts and knowing the company's information. and subsidiaries very well. In 2025, the general meeting of shareholders approved the auditor's remuneration of the Company in the amount of 1,400,000 baht, which does not include the audit fee and quarterly review fee of the subsidiaries. Subsidiaries for the year 2025 belong to the same auditing office as the company. where each subsidiary company bears its own burden May change according to the number of subsidiaries. and/or the actual amount of work during the year without paying any other services In addition to the company's auditor compensation and subsidiaries mentioned above.

The company that is the audit firm and the selected auditors are independent and have no relationship or interest in the company, executives, major shareholders. or related persons of such persons.

Risk Management

The board of directors set clear specific and measurable goals for business performance. The executives compare actual performance outcomes against the goals determined by internal and external evaluations by assessing risk factors, analysis of causal factors and events that cause risk and also assigned the related department to continuously monitor the risks and report the progress to the supervisors.

Conflicts of Interest

The board of directors has a policy for preventing conflict of interest on the principle that any decision to conduct business activities will be done for the best interest of the company and should avoid actions that cause conflict of interest. It requires those who are involved or have a conflict of interest to notify the company of the relationship or interests in the transaction, and they shall not participate in the decision-making including having no approval authority for such a transaction.

If there is a transaction that may cause a conflict of interest that is not a normal business operation or according to general trading conditions, it must be presented to the Board of Directors' meeting for approval. The Audit Committee will carefully consider the suitability and present it to the Board of Directors' meeting and/or the shareholders' meeting. (Depending on the case) However, the company must comply with the rules of the Securities and Exchange Commission and the Stock Exchange of Thailand, and will also be disclosed in the notes to the financial statements (Form 56-1).

Fraud control

The board of directors considers corruption a major risk to the organization. Therefore, the measures to control corruption are as follows:

1. Preventive measures: set the organization to control and manage, providing a written code of ethical conduct and promoting compliance with the code of ethical conduct, providing a good internal control system, and evaluation of internal controls of each operational unit.
2. Supervisors at each level are responsible to prevent, detect and investigate fraud and errors in the operation. In addition, the internal audit unit that is independent of the executive, reviews the rules, regulations and monitors risk alarms.
3. The investigation must be fair to the accused and afford appropriate protection to the informant or whistle blower.

Reports of the Board of Directors

The Board of Directors is responsible for the important business operations and corporate governance of the Company and its subsidiaries' consolidated financial statements and financial information disclosed to the public in the Annual Registration Statement and Annual Report (form 56-1 One Report) The preparation of such financial statements will be in accordance with generally accepted accounting standards in Thailand and audited by an auditor licensed by the Office of the Securities and Exchange Commission. By selecting appropriate accounting policies and consistently adhering to them and using careful discretion and best estimates in preparation, including sufficient disclosure of important information in the notes to the financial statements. The Board of Directors maintains an effective internal control system to reasonably ensure that accounting records are accurate and complete and to prevent fraud or misconduct. Significantly normal

The board of directors appoints an Audit Committee comprising of directors who are not executives and have sufficient independence to be responsible for the quality of financial reports and internal control systems. The board also appoints subcommittee of Risk Management consisting of independent directors and senior executives who are responsible for evaluating the risks in the company's various operating systems.

Preventing the use of inside information for the benefit of executives

The Company gives importance to the misuse of inside confidential information for personal gain. Thus, it has included in the Company's Policy on Corporate Governance as well as in the Handbook on Business Ethics and

Code of Business Conducts that it is prohibited to make use of confidential information that is known to them and that may be for the purpose of gaining personal benefits prior to such confidential information is disclosed to the general public. As such, a policy has been established the Policy on Protecting the Misuse of Inside Confidential Information together with associated operating guidelines on the buying and selling of the shares of the Company for use by Board Directors, Executives and employees. This is aimed to be measures to prevent the misuse of inside confidential information (or insider trading) by any involved parties, such as Board Directors, Executives and employee working in the Business Units that deal with confidential Company information, and includes those share of the Company owned by their spouses as well as children and adopted children who are not yet of legal age, as follows:

1. Whenever there is any trading (acquisition or disposal) of securities of the Company by directors and executives of the Company, they are required to file a report at least one (1) business day prior to the actual trading of such securities are made, through using the Pre-59 Form "Advance Notice of Trading of the Securities of the Company", to the Company Secretary who will keep the Pre-59 Form on file and will make a summary report of all the reported planned trading to the Board of Directors on an annual basis. Thereafter, once the actual trading of the securities of the Company is completed, then a report on the changes in securities holding, Form 59, must be submitted electronically to the SEC within 3 business days after the actual trade has been made; whereby the SEC will disclose this information on the changes in securities holding on its website. This will enable investors to monitor such changes in securities holding by the said persons who are in the position or situation that might have access to inside information of the Company and might make use of such information for their own personal benefit prior to the information being disclosed to the general public.

2. Board Directors, Executives and employees, who are able to access to or have in their possession any confidential inside information, are told they are forbidden to trade (acquire/dispose of) shares of the Company for a specific duration immediately prior to the disclosure of such information to the general public; whereby the Company has compiled a list of names of such persons who are able to access to or have in their possession any confidential inside information (Insider List); namely Board Directors, Executives and employee or other people, who may have the opportunity to gain access to such confidential information and then seek to gain personal benefits from such information in an improper manner prior to the information is disclosed to the general public. As such, all these persons are prohibited from trading any shares of the Company during the "Blackout period", the period of having access to or possessing inside confidential information or other sensitive information that may affect the share price, as well as for a period of 30 days prior to the disclosure of financial information to the SET and general public and for 1 day after the disclosure.

3. It is prohibited to make improper use of inside confidential information that have not yet been disclosed to the general public or to the SET for the sake of gaining personal benefit or for the benefit of any other involved parties, which is considered to be a means of taking unfair advantage of other Shareholders

4. Educate directors and executives about their duty to report their securities holdings, their spouses and minor children to the Securities and Exchange Commission and the Stock Exchange of Thailand.

5. The company has established disciplinary actions for violations of use of inside information for self gain. These could include: written warning, wage cut, suspension without pay and termination. Disciplinary actions is taken depending upon willfulness and severity of the violation.

In order to monitor the implementation, the Company has communicated and created understanding among the directors, executives, and employees by assigning the Company Secretary to communicate via email to such persons about the policies and practices for preventing the use of inside information, notification of the suspension of

trading during the Silent Period / Blackout Period, communication to follow the Company's securities trading guidelines, and reviewing the procedures for accessing the Company's inside information to be appropriate.

In the past year 2025, no committing offense has been committed by the directors. Executive Director senior management and employees involved in the use of inside information in any way.

Compliance with Corporate Governance Principles on Other Topics

Whereas the SEC and the Stock Exchange rallies and supports listed companies to be aware of benefits from corporate governance, the Company sees and places importance on developing the Company's operating guidelines to be consistent with corporate governance principles. The Board of Directors' acknowledged the SEC's Corporate Governance Code in 2017 and adopts the aforementioned principle including the Stock Exchange's Corporate Governance Principles for Listed Companies of 2012 appropriately in the Company's business for good long-term performance, reliability for shareholders and stakeholders in addition to building value for the business with sustainability.

In 2025, the Company followed the aforementioned Corporate Governance Code except in some cases where the Company was unable to implement the Corporate Governance Code according to the following information:

Unimplemented Criteria	Current Practice Guidelines, Reasons and Necessity
The Company has fixed the term of the independent committee to be able to hold office consecutively. Not more than 3 terms or not more than 9 years, whichever is longer But if the Board of Directors sees that there is the need for independent directors who hold the position for 3 consecutive terms or 9 years, continue to hold the position also empower the Board of Directors Extending the term of office of an independent director further	The Company has independent directors whose term of office exceeds 9 years from the date of first appointment as an independent director. due to the nature of the company's business is a specific business Therefore, independent directors with specific knowledge and expertise are required. Business savvy of the company which takes a long time in learning and understanding and although the Company's independent directors hold office for more than 9 years, but with qualifications and dignity of each independent director As a result, all independent directors still have independence in performing their duties as well.

Internal Control and Related Transactions

Internal Control

Summary of opinions of the Board of Directors

The Board of Directors of Better World Green Public Company Limited attaches great importance to internal control and risk management. Therefore, a sound and effective internal control system has been established and clearly declared in the Company's corporate governance policy. The Board believes that having a good internal control system will help reduce risks and prevent potential damages arising from the Company's business operations, and enable the Company to achieve its vision, mission, and objectives. Therefore, the Audit Committee has been assigned the authority and responsibility to review whether the Company has appropriate and effective internal control and internal audit systems. The Audit Committee reported that the Company has appropriate internal control and internal audit systems. The assessment of the adequacy of the Company's internal control system has been developed based on the internationally recognized internal control framework of COSO (The Committee of Sponsoring Organizations of the Treadway Commission).

From the self-assessment of the Audit Committee for the year 2025, the Audit Committee has performed its duties and responsibilities as specified in the Audit Committee Charter by exercising knowledge, capability, prudence, and sufficient independence, as well as providing opinions and recommendations effectively. The Committee has ensured compliance with applicable laws, the regulations of the Stock Exchange of Thailand, and other relevant laws correctly and completely, and has continuously developed its practices in order to support the Company's sustainable corporate governance.

At the Board of Directors' meeting, the internal control system of the management, which had been reviewed by the Audit Committee, was considered. The Board unanimously agreed that the Company has an appropriate and sufficient internal control system to oversee operations in accordance with its objectives, goals, applicable laws, and related regulations effectively. In addition, the Company has arranged sufficient personnel to ensure that operations under the system can be carried out efficiently and continues to emphasize the importance of internal control. Moreover, the Company has established internal control systems for monitoring the operations of its subsidiaries in order to safeguard the assets of the Company and its subsidiaries from misuse by directors or executives without proper authority, including transactions with persons who may have conflicts of interest and related parties. With respect to other aspects of internal control, the Board of Directors is of the opinion that the Company also has adequate internal control. During the past year, neither the Audit Committee nor the Board of Directors received any reports of material deficiencies from the external auditor or the Internal Audit Department.

Furthermore, the Company's auditor, Ms. Bongkotrat Suamsiri, Certified Public Accountant No. 13512, who reviewed the quarterly financial statements and audited the financial statements for the year ended 31 December 2025, did not express any opinion indicating that the Company had any material deficiencies regarding internal control in the audit report.

Hence, the Company emphasizes five main components of internal control as follows:

1. Control Environment

The Board of Directors and management support an organizational culture that focuses on supervising the Company's business operations in accordance with its vision and mission. The Company maintains a good internal control environment that facilitates efficient operations as follows:

- Establishing clear vision, mission, and business objectives as guidelines for management and employees, and regularly monitoring operations to ensure that they are carried out in accordance with the objectives while taking into consideration fairness toward business partners and co-investors for the long-term benefit of the Company.

- The Company has arranged an appropriate organizational structure that enables management to operate efficiently to support business growth and make improvements when the operating environment changes. Authority and responsibilities are delegated in writing, and Key Performance Indicators (KPIs) are defined as guidelines for employees' performance. Performance results are monitored against targets, including annual target reviews, so that employees are aware of their roles, authority, duties, and responsibilities.

- The Company has established written policies on corporate governance, business ethics, and anti-bribery and corruption for directors, executives, and employees of the Company and its subsidiaries to strictly adhere to. These policies cover disciplinary actions, complaint channels, and whistleblower protection. The objective is to promote corporate values and organizational culture, with the expectation that employees will help monitor or report inappropriate conduct, which will support the sustainable development of the organization.

- Written policies and procedures for human resource development have been established, including workforce planning and management for both the short and long term. Workforce levels are reviewed regularly to ensure alignment with the Company's business direction.

In this regard, in 2025 the Company received the "Sustainability Disclosure Award 2025" in recognition as a model organization for comprehensive and reliable sustainability disclosure and continuous communication with the public and stakeholders. This reflects the Company's commitment to good corporate governance and transparency. The Company also participated in and received the "CSR-DIW Continuous Award 2025" under the program promoting industrial factories to demonstrate social responsibility and sustainable coexistence with communities, organized by the Department of Industrial Works, Ministry of Industry. This recognition serves as an important foundation for strengthening business capability, building investor confidence, and generating sustainable long-term returns, leading to the development of strong and sustainable business growth.

2. Risk Assessment

The Board of Directors and management attach importance to risk management in order to build confidence in guiding the organization toward both short-term and long-term goals, and to ensure that the Company's risks remain at an acceptable level. The risk management guidelines are as follows:

- The Company has appointed a Risk Management Sub-Committee to oversee and promote the development of risk management and to assess the Company's overall risks, particularly those related to ESG issues (Environmental, Social, and Governance), which are fundamental factors for driving the organization toward sustainable success. Opportunities and impacts are considered, and appropriate risk management measures are established to maintain risks at an acceptable level and achieve maximum efficiency, including the assessment of emerging risks in order to reduce potential impacts in the future.

- The Company recognizes the importance of risk assessment as a forward-looking tool that indicates potential risks which may cause damage to the Company. Therefore, the Company conducts risk assessments covering both internal and external factors, including risks that are beyond the Company's control. Appropriate risk management measures are established to mitigate potential impacts on the organization and are regularly reviewed.

Meanwhile, for all departments operating under management system standards, the Company has established regulations regarding organizational context determination and business risk assessment. These regulations define the methods and guidelines for identifying organizational context, stakeholders, and business risks.

The results of these assessments are used to determine risk control measures at various levels, leading to appropriate and effective risk management across the organization.

3. Control Activities

The Company has established control activities to reduce the risk of failing to achieve the Company's objectives to an acceptable level as follows:

- The Company places importance on internal control to ensure operational effectiveness. Responsibilities and authority of executives and staff are clearly defined. Controls are implemented over the use of the Company's assets to ensure they are used appropriately. Duties of operators and those responsible for monitoring and evaluation are separated in order to create appropriate checks and balances. In addition, suitable technology is applied in operational processes.

- The Company has established policies to ensure that the consideration and approval of transactions prioritize the Company's best interests and are treated as transactions conducted with external parties.

- The Company has established written regulations, policies, and operational manuals that clearly define the scope of authority and duties of personnel at each level, as well as operational procedures. These serve as guidelines for operations, and compliance with such regulations, policies, requirements, and manuals is regularly reviewed.

4. Information & Communication

The Company attaches importance to the quality of information technology and data communication systems, which play an important role in supporting effective internal control. The Company manages information and communication systems as follows:

- The Company classifies information confidentiality and establishes guidelines for the storage of important and controlled documents, including operational information from both internal and external sources, to ensure completeness, accuracy, and sufficiency for operations and timely accessibility.

- The Company continuously improves its information systems in order to enhance operational efficiency and support the work of management and relevant employees. The Company also places importance on the accuracy, reliability, and timeliness of information, particularly material information, to ensure that decisions are made correctly and promptly. Communication channels within and outside the organization are systematically established and effectively maintained. Financial data are recorded in accordance with generally accepted accounting standards and accounting records are made regularly. Information is also delivered to the Board of Directors and shareholders in advance of meetings to ensure sufficient information is available for decision-making.

5. Monitoring Activities

The Company has a process to monitor and assess the adequacy of internal control, including setting guidelines for development and improvement to ensure that the Company's internal control system operates with efficiency and effectiveness as follows:

- The Company provides an efficient information system so that the Board of Directors and executives can track information accurately and in a timely manner. This also enables them to review and evaluate performance, as well as provide recommendations and improvements to business plans. At the same time, the Internal Audit Department continuously monitors operations throughout the year. The Internal Audit Department regularly audits the internal control system in accordance with the annual audit plan and reports directly to the Audit Committee. The results of previous audits have not found any material deficiencies in the internal control system. The

Internal Audit Department is responsible for ensuring that key operational activities and significant financial activities of the Company are carried out efficiently under the prescribed guidelines, as well as the rules and regulations of relevant government agencies. In addition, the Company appointed Ms. Siriporn Suasakul as the Internal Audit Manager of the Company on June 2, 2008. She has experience in internal auditing and has attended training courses related to internal audit practices. She also has a good understanding of the Company's activities and operations. Furthermore, she performs duties as the secretary to the Audit Committee in order to support the effectiveness of all duties and responsibilities assigned to the Audit Committee by the Board of Directors. The Audit Committee meetings are held every quarter and play an important role in providing advice and recommendations in various areas for the benefit of the organization. The Company also emphasizes the continuous development of internal audit functions to ensure quality and encourages internal audit personnel to continuously improve their professional knowledge and skills.

- The Company has been certified for Quality Management System ISO 9001:2015, Environmental Management System ISO 14001:2015, and Occupational Health and Safety Management System ISO 45001:2018 by Intertek Certification Institute. These certifications are also considered part of the internal control system. The Internal Audit team responsible for these systems is supervised and managed by the QMR appointed by the Chief Executive Officer and Managing Director. The auditors must pass Internal Audit (IA) system training in order to perform audits of various departments. If the audit results identify any issues or non-conformities with the required standards, the relevant department will be requested to implement corrective actions through a CAR (Corrective Action Request) and will be subject to more frequent follow-up audits. The results are then reported to the Management Review meeting, chaired by the Chief Executive Officer and Managing Director. All results are recorded and continuously monitored. In addition, every six months external certification bodies, including Intertek, conduct surveillance audits to verify that all departments under the management system standards continue to comply with the established systems effectively.

Related Transactions

1. Type of Relationship

The company had some related transactions with persons who may have conflicts of interest. The aforementioned related transactions were transactions with company shareholders and/or executives, including transactions with related companies whereby those who are in conflicts of interests acted as shareholders and/or executive of the company. The nature of relationship can be summarized as follows:

Person with Potential Conflict of Interest	Relationship Status
Akkhie Prakarn Public Company Limited. ("AKP")	Registered founding on 25 January 2008 and 31 December 2025, with registered paid up capital of 202 million baht to provide services involving the incineration and quality improvement of wastes, refuse and discarded materials. The incinerator belongs to the Department of Industries. BWG is a large shareholder of AKP at 51.18 ratio of registered paid up capital and shares two directors, namely, Mr. Suwat Luengviriya and Mr. Suthat Boonya-Udomsart.
Earth Tech Environment Public Company Limited. ("ETC")	Registered founding on 9 January 2004 and 31 December 2025, with registered paid up capital of 1,120 million baht to Produces and distributes electricity from mixed waste. BWG holds 43.93 percent of registered paid up capital and shares two directors, namely, Mr. Suwat Luengviriya and Mr. Suthat Boonya-Udomsart.
Recovery House Company Limited. ("RH")	Registered founding on 26 June 2014 and 31 December 2025, with registered paid up capital amounted to 200 million baht to operate the business of producing and distributing electricity using the fuel from industrial waste. ETC holds 95 percent of registered paid up capital.
AVA Green Energy Company Limited. ("AVA")	Registered founding on 17 August 2016 and 31 December 2025, with registered paid up capital amounted to 125 million baht to operate the business of producing and distributing electricity using the fuel from industrial waste. ETC holds 97 percent of registered paid up capital.
Earth Engineer and Construction Company Limited . ("EEC")	Registered founding on 11 April 2017 and 31 December 2025, with registered paid up capital amounted to 125 million baht to operate business for engineering design services, Supply of machinery and equipment. ETC holds 99.99 percent of registered paid up capital.
Mr. Akrawit Khankaew	Vice Chairman of the Board of Directors

2. Type of Related Transactions

The company made related transactions as part of the company's business interaction with people with potential conflicts of interest. The details of the nature and value of related transactions can be summarized by dividing transactions according to type as follows:

No.	Person with Potential Conflict of Interest	Type of Transaction	Transaction Value (million THB)			Description of Related Transaction	Necessity, Reasonability and Auditor's Opinion
			2023	2024	2025		
1.	Akkhie Prakarn Public Company Limited. ("AKP")	Income from industrial waste disposal	12.59	14.19	16.75	BWG earned income from refuse landfill services provided by AKP. The aforementioned refuse is bottom ash created as a product of the incineration process, which require safe landfill in accordance with the law.	The aforementioned transaction is the provision of industrial waste disposal services that occurred under normal circumstances. The company set price policies to be in line with normal business price policies.
		Trade receivables	3.10	4.17	5.86	As a trade item resulting from sales/service revenue above and The company granted a credit term to AKP for repayment of 30 days from the date specified in the billing.	The aforementioned transaction is a trade transaction, and the payment conditions are according to normal conditions the company presents to ordinary customers.
		Cost of industrial waste retreat	24.95	16.51	14.64	BWG had wastes that could not be disposed of by itself pursuant to the announcement by the Department of Industrial Works. Therefore, the company was required to deliver the aforementioned wastes to AKP for legal incineration.	The expenses incurred from the aforementioned process are considered the industry's operational costs incurred according to normal circumstances.
		Cost of transportation of industrial waste	2.39	4.19	2.20	The company employed AKP to transport industrial wastes. AKP has a standard and license to transport wastes according to the requirements of the company.	The aforementioned transaction is the fee for industrial waste transportation. The rate of transportation fee is in line with the business' normal trade activities with a clearly drafted employment contract.

No.	Person with Potential Conflict of Interest	Type of Transaction	Transaction Value (million THB)			Description of Related Transaction	Necessity, Reasonability and Auditor's Opinion
			2023	2024	2025		
		Trade payables	10.56	4.73	4.48	Trade liability created as a result of the aforementioned service costs for industrial waste transportation and disposal.	The aforementioned transaction is a normal trade transaction occurring reasonably and according to normal trade conditions.
		Dividend income	5.17	-	7.65	The general meeting of shareholders of AKP authorized dividend payment from received net profit granted corporate income tax exemption.	The aforementioned transaction is concurrent with dividend privileges.
2.	Earth Tech Environment Public Company Limited. ("ETC")	Income from industrial waste retreat	25.40	19.34	10.36	The company earned income from the provision of industrial waste disposal services ETC will send waste that occurs after the electricity generation process, which must be landfilled to landfills safely or Stability adjustment process to the law.	The aforementioned transaction is the provision of industrial waste disposal services that occurred under normal circumstances. The company set price policies to be in line with normal business price policies.
		Revenue from sales	47.13	44.83	45.52	The Company receives revenue from Selling Solid Recovered Fuel from ETC to use as alternative fuel with natural gas in incineration and sending industrial waste samples for analysis at BWG. And the fuel	Such transaction is a normal business transaction. The Company sets the price policy as specified in the agreement.
		Trade and other receivables	19.82	16.95	15.97	As a trade item resulting from sales/service revenue above and BWG granted a credit term for repayment of 30 days from the date specified in the billing document.	The above items are normal trade items and payment terms that the Company offers to general customers.
		Postdated cheques	-	-	0.45		

No.	Person with Potential Conflict of Interest	Type of Transaction	Transaction Value (million THB)			Description of Related Transaction	Necessity, Reasonability and Auditor's Opinion
			2023	2024	2025		
		Long-term debts due within one year	-	39.86	170.30	The Company borrowed 350 million baht from ETC Company by entering into a loan agreement between them on July 2024, with an interest rate of 7 percent per annum and repayment of the principal quarterly for 4 years from the date of commencement of the loan.	The said loan is for business necessity, with interest rate as per the loan agreement between the parties.
		Long-term loans	110.59	88.82	80.34		
		accrued interest	13.81	8.90	17.95		
3.	AVA Green Energy Company Limited. ("AVA")	Income from industrial waste retreat	18.37	16.81	13.90	The company earned income from the provision of industrial waste disposal services AVA will send waste that occurs after the electricity generation process, which must be landfilled to landfills safely or Stability adjustment process to the law.	The said items are necessary and reasonable because they are in line with the normal course of business, with a specified market price policy.
		Sale	33.24	33.41	33.34	BWG earns revenue from selling SRF (waste or non-hazardous materials) to AVA for use as fuel for generating and distributing electricity.	The said items are necessary and reasonable because they are in line with the normal course of business with pricing policies specified in the contract.
		Trade and other receivables	13.30	13.06	14.17	As a trade item resulting from sales/service revenue above and BWG granted a credit term for repayment of 30 days from the date specified in the billing document.	The aforementioned transaction is a trade transaction, and the payment conditions are according to normal conditions the company presents to ordinary customers.
		Postdated cheques	8.14	10.26	-		

No.	Person with Potential Conflict of Interest	Type of Transaction	Transaction Value (million THB)			Description of Related Transaction	Necessity, Reasonability and Auditor's Opinion
			2023	2024	2025		
4.	Recovery House Company Limited ("RH")	Income from industrial waste retreat	26.04	23.87	8.09	The company earned income from the provision of industrial waste disposal services RH will send waste that occurs after the electricity generation process, which must be landfilled to landfills safely or Stability adjustment process to the law.	The aforementioned transaction is the provision of industrial waste disposal services that occurred under normal circumstances. The company set price policies to be in line with normal business price policies.
		Sale	42.21	40.34	41.50	BWG Company earns income from selling SRF fuel (waste or non-hazardous materials) to RH Company for use as fuel for generating and distributing electricity.	Such transaction is a normal business transaction. The Company sets the price policy as specified in the agreement.
		Trade and other receivables	15.04	12.44	11.30	As a trade item resulting from sales/service revenue above and BWG granted a credit term for repayment of 30 days from the date specified in the billing document.	The above items are normal trade items and payment terms that the Company offers to general customers.
		Postdated cheques	11.06	14.28	-		
5.	Earth Engineer and Construction Company Limited ("EEC")	Factory building repair cost	-	-	0.27	BWG incurred factory building repair costs and hired EEC to procure tools and equipment for the repair work.	Such items It is considered a normal construction cost. The market price policy is specified.
6.	Mr. Akrawit Khankaew	Consulting fee	-	2.4	2.4	Recovery House Company Limited has hired Mr. Akrawit Khankaew as a project development management consultant.	Such list is necessary and reasonable because Consultants are experienced, knowledgeable and skilled.

3. Needs and Reasonableness of Related Transactions

The related transactions incurred were necessary and reasonable in order to maximize the benefits towards the company, and the Audit Committee considered the related transactions incurred regarding the needs of such transactions and the reasonable of the rate of the related transactions, and disclosed types and values of related transactions of the company and / or subsidiaries with the persons who may have conflicts of interests under the notification and regulation of the Securities Exchange Commission and Stock Exchange of Thailand.

4. Measures or Procedures of Approval of Related Transactions

In case of the related transactions of the company and its subsidiaries with the persons who may have conflicts of interests, the Audit Committee shall provide the opinions regarding the needs of related transactions and the suitability of prices of such transactions by considering from the conditions in order to comply with the ordinary business operations in the industry, and comparing with the prices of outsiders or market price. If the Audit Committee is not proficient in considering the related transactions incurred, the Audit Committee shall provide independent experts to give the opinions regarding such transactions in order to be used for the decision of the Committee, Audit Committee or shareholders. The directors who have conflicts of interests shall have no right to vote for such transactions, and shall disclose such transactions on Notes to Financial Statements of the company and / or subsidiaries.

5. Policies and Trends of Future Related Transactions

Regarding the related transactions incurred in the future, the directors shall follow the rules and regulations stipulated, and the directors shall not approve any transactions that such directors or persons who may have other conflicts of interests with the company and its subsidiaries, and shall not grant the power of attorney to others to act on behalf of themselves regarding such related transactions, and shall disclose such transactions to the Board of Directors and / or subsidiaries for consideration. The company and / or its subsidiaries shall follow the laws regarding the securities and stock market, regulations, notifications, order, or requirements of the Stock Exchange of Thailand, requirements for the disclosure of related transactions, and the receipt or sale of the company and its subsidiaries' properties, and the accounting standard regarding the disclosure of related persons or activities stipulated by Federation of Accounting Professions under the Royal Patronage of His Majesty the King.

In the future, the company and its subsidiaries have no policies to lend the money or petty cash to persons who may have conflicts of interests and / or such related persons, except it complies with the rules of the company or its subsidiaries regarding employee's welfare or with the rules regarding the power of approval or provision of financial assistance to the juristic persons that the company and its subsidiaries hold the shares according to the proportion of shareholding. In case that there are some necessary cases related to the business operations of the company or its subsidiaries and such cases may cause the company or subsidiaries to lend the money or petty cash, the company and its subsidiaries shall follow the relevant requirements of the Securities Exchange Commission and / or Stock Exchange of Thailand.



Part 3

Financial Statements

Board of Directors' Responsibility for Financial Reporting

The Board of Directors is responsible for Better World Green Public Company Limited financial statements and Better World Green Public Company Limited and its subsidiaries' consolidated financial statements, including the financial information presented in this annual report. The aforementioned financial statements are prepared in accordance with generally accepted accounting principles, using careful judgment and the best estimation. Important information is adequately and transparency disclosed in the notes to financial statements for the Company shareholders and investors.

The Board of Directors has in place good corporate governance, risk management system and internal control to ensure that accounting records are accurate, complete, timely and adequate to protect the assets as well as to prevent fraud or significant irregular operations.

In this regard, the Board of Directors appointed the Audit Committee comprising independent directors to review credibility and correctness of financial reports as well as evaluate efficiency of internal control, internal audit and risk management system. The Audit Committee's opinions were presented in the Audit Committee Report and included in this annual report

The financial statements and consolidated financial statements of the company and subsidiaries were audited by the company's auditor, namely, Karin Audit Co., Ltd. In the aforementioned audit, the Board of Directors provided information and various documents for audit by the auditor and for expression of opinions in concurrence with auditing standards. The opinions of the auditor are already included in the report of the auditor, which is already included in the annual report.

The Board of Directors holds the opinion that the overall internal control system of the company is satisfactory and able to reasonable give confidence that the financial statements of Better World Green public company limited and the consolidated financial statements of Better World Green public company limited and its subsidiaries for the year ending 31st, December 2025 are correct and reliable in compliance with generally accepted accounting standards as well as relevant laws and regulations.



(Dr. Vicharn Vithayasai)
Chairman of the Board



(Mr. Suwat Luengviriya)
Chief Executive Officer and Managing Director

Summary of financial status and operating results

Financial statements

(Unit: Million baht)

List	Consolidated					
	2023		2024		2025	
	Amount	Proportion	Amount	Proportion	Amount	Proportion
<u>ASSETS</u>						
<u>Current assets</u>						
Cash and cash equivalents	1,835.65	18.46%	2,535.03	25.18%	1,574.11	17.63%
Trade and other current receivables	735.48	7.40%	724.60	7.20%	770.12	8.63%
Short - term loans and accrued interest	68.82	0.69%	-	-	-	-
Inventory	61.03	0.61%	60.42	60.00%	71.75	0.80%
Contract assets	32.58	0.33%	-	-	-	-
Current tax assets	57.79	0.58%	54.79	0.54%	51.35	0.58%
Other current financial assets	100.00	1.01%	102.00	1.01%	40.00	0.45%
Other current assets	15.16	0.15%	5.52	0.05%	8.48	0.10%
Total current assets	2,906.52	29.22%	3,482.36	34.60%	2,515.82	28.18%
<u>Non - current assets</u>						
Restricted deposits with banks	565.09	5.68%	426.03	4.23%	441.62	4.95%
Investment in joint venture	-	-	534.86	5.31%	-	-
Property, plants and equipment	6,060.95	60.94%	5,352.42	53.17%	5,580.85	62.51%
Investment property	-	-	-	-	142.41	1.60%
Intangible assets	4.72	0.05%	3.33	0.03%	2.65	0.03%
Right of use assets	177.83	1.79%	66.79	0.66%	59.28	0.66%
Deferred tax assets	6.01	0.06%	10.70	0.11%	50.60	0.57%
Other non - current assets	224.24	2.25%	189.53	1.88%	134.07	1.50%
Total non - current assets	7,038.83	70.78%	6,583.65	65.40%	6,411.50	71.82%
TOTAL ASSETS	9,945.35	100.00%	10,066.01	100.00%	8,927.32	100.00%

(Unit: Million baht)

List	Consolidated					
	2023		2024		2025	
	Amount	Proportion	Amount	Proportion	Amount	Proportion
<u>LIABILITIES AND SHAREHOLDERS' EQUITY</u>						
<u>Current liabilities</u>						
Bank overdrafts and short - term loans from financial institutions	258.95	2.60%	294.00	2.92%	243.00	2.72%
Trade and other current payables	433.55	4.36%	436.28	4.33%	418.99	4.69%
Contract liabilities	-	-	-	-	-	-
Short - term loans and accrued interest	433.83	4.36%	-	-	-	-
Current portion of long - term loans	276.44	2.78%	275.97	2.74%	240.16	2.69%
Shareholders' equity due within one year	-	-	1,296.53	12.88%	-	-
Current portion of lease liabilities	61.38	0.62%	61.86	0.61%	58.44	0.65%
Current provisions for employee benefit	8.89	0.09%	3.62	0.04%	17.71	0.20%
Long-term in default	-	-	-	-	-	-
Current income tax payable	3.42	0.03%	2.02	0.02%	43.22	0.48%
Provision for loss of construction projects	4.66	0.05%	-	-	-	-
Other current liabilities	64.16	0.65%	65.92	0.65%	68.53	0.77%
Total current liabilities	1,545.28	15.54%	2,436.20	24.20%	1,090.04	12.21%
<u>Non - current liabilities</u>						
Long - term loans	519.14	5.22%	248.68	2.47%	2.47	0.03%
Debentures	1,986.51	19.97%	1,188.57	11.81%	545.51	6.11%
Lease liabilities	210.86	2.12%	100.09	0.99%	53.56	0.60%
Non - current provisions for employee benefit	56.64	0.57%	72.95	0.72%	94.88	1.06%
Other non - current provisions	20.01	0.20%	13.23	0.13%	300.16	3.36%
Other non - current liabilities	2.52	0.03%	5.66	0.06%	9.01	0.10%
Total non - current liabilities	2,795.68	28.11%	1,629.18	16.18%	1,005.59	11.26%
Total liabilities	4,340.96	43.65%	4,065.38	40.39%	2,095.64	23.47%
<u>Shareholders' equity</u>						
Issued and paid share capital	1,237.80	12.45%	1,350.30	13.41%	1,450.30	16.25%
Share premium on ordinary shares	1,554.81	15.63%	1,680.78	16.70%	1,684.67	18.87%
Retained earnings - Appropriated legal reserve	97.90	0.98%	102.60	1.02%	113.89	1.28%
- Unappropriated	374.98	3.77%	452.01	4.49%	861.41	9.65%
Surplus from business combination under common control	5.15	0.05%	5.15	0.05%	5.15	0.06%
Surplus from change in shareholding proportion in subsidiary	469.56	4.72%	469.56	4.66%	469.56	5.26%
Total parent company's equity	3,740.19	37.61%	4,060.40	40.34%	4,584.97	51.36%
Non - controlling interests	1,864.21	18.74%	1,940.24	19.28%	2,246.71	25.17%
Total shareholders' equity	5,604.40	56.35%	6,000.63	59.61%	6,831.68	76.53%
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	9,945.35	100.00%	10,066.01	100.00%	8,927.32	100.00%

Statements of comprehensive income

(Unit: Million baht)

List	Consolidated					
	2023		2024		2025	
	Amount	Proportion	Amount	Proportion	Amount	Proportion
service income	1,557.87	62.09%	1,698.62	63.37%	1,866.11	56.04%
Sale income	830.79	33.11%	883.28	32.95%	868.82	26.09%
Construction income	57.77	2.30%	23.26	0.87%	-	-
Total revenues	2,446.43	97.50%	2,605.16	97.19%	2,734.93	82.13%
Cost of service	1,418.39	91.05%	1217.50	71.68%	1,381.48	74.03%
Cost of sale	592.33	71.30%	664.27	75.20%	554.62	63.84%
Cost of construction	35.57	7.17%	20.81	89.46%	-	-
Total costs	2,046.30	82.68%	1,902.58	73.03%	1,936.09	70.79%
Gross profit	400.13	15.69%	702.58	26.97%	798.84	29.21%
Profit from change in status of investment in subsidiaries in joint ventures	-	-	39.18	1.46%	569.46	17.10%
Other income	62.63	1.63%	36.26	1.35%	25.65	0.77%
Profit before expenses	462.78	17.32%	778.02	29.02%	1,393.95	41.86%
Service expenses	30.66	1.53%	33.22	1.24%	40.73	1.22%
Administrative expenses	260.51	9.53%	267.24	9.97%	283.10	8.50%
Management benefit expenses	85.87	3.42%	87.10	3.25%	101.36	3.04%
Total expenses	377.05	15.30%	387.56	14.46%	425.19	12.77%
Profit (loss) from operating	85.71	3.27%	390.46	14.57%	968.76	29.09%
Finance costs	210.53	8.39%	203.95	7.61%	174.58	5.24%
Share of profits (losses) of joint ventures using the equity method	-	-	6.47	0.24%	4.32	0.13%
Profit (loss) before income tax expense	124.82	8.39%	180.04	6.72%	789.86	23.72%
Income tax expense	10.72	0.43%	13.35	0.50%	30.61	0.92%
Net profit (loss) for the years	(135.54)	(5.40)%	166.69	6.22%	759.25	22.80%
Profit (loss) attributable to:						
Owners of the Company	(164.62)	(6.56)%	90.66	3.38%	445.48	13.38%
Non - controlling interests	29.08	1.16%	76.03	2.84%	313.77	9.42%

Statements of cash flows

(Unit: Million baht)

List	Consolidated		
	2023	2024	2025
<u>Cash flows from operating activities</u>			
Profit (loss) before income tax expense	(124.82)	180.04	789.86
Adjustment of items affecting profit (loss) to cash received (paid)			
Finance costs	182.93	194.12	167.30
Depreciation and amortization	469.14	499.89	526.64
(Reversal of) expected credit losses	(4.12)	9.09	12.42
(Reverse) loss from impairment of asset	-	-	(4.02)
(Reversal of) provision for employee benefit liabilities	12.65	10.16	9.20
(Reversal of) provision for litigation liabilities	3.06	2.44	2.73
(Reversal of) provision for fines	(16.96)	-	-
(Reversal of) loss from impairment of assets	(0.79)	-	-
(Profit) loss from disposal of assets	1.08	0.64	(0.96)
(Gain) loss on write-off of fixed assets	-	0.36	13.34
Written-off withholding tax	-	-	7.96
(Profit) loss from revaluation of derivative instruments	(3.44)	1.34	0.37
(Profit) loss from change in status of investment in subsidiary to joint venture	-	(39.17)	-
(Gain) loss from disposal of investment in joint venture	-	-	(569.46)
Share of (Profit) loss from investment in joint venture	-	6.47	4.32
Interest income	(5.47)	(6.74)	(4.59)
Changes in operating assets and liabilities	(63.35)	(10.42)	(57.94)
Trade and other current receivables (increase) decrease	(32.58)	27.93	-
Contract assets (increase) decrease	(25.09)	0.61	(11.33)
Inventories (increase) decrease	76.74	9.64	(2.96)
Other current assets (increase) decrease	-	163.84	(15.59)
(Increase) decrease in restricted deposits with banks	(94.20)	(9.81)	7.79
Other non-current assets (increase) decrease	(11.83)	(5.89)	36.86
Trade and other current payables increase (decrease)	0.38	2.92	2.98
Other non-current liabilities increase (decrease)			
Total adjustments to reconcile profit (loss)	488.09	857.42	125.07
Net cash provided by (used in) from operating activities	363.28	1,037.45	914.93
Cash received from interest	2.77	3.58	2.78
Income tax paid	(66.17)	(72.02)	(75.07)
Income tax refund	32.91	7.48	94.78

List	Consolidated		
	2023	2024	2025
Cash paid for employee benefit obligations	(4.90)	(9.47)	(3.86)
Cash paid for damages from lawsuits	-	(0.68)	(0.12)
Net cash provided by (used in) from operating activities	327.88	966.34	933.44
<u>Cash flows from investing activities</u>			
Restricted Deposits (Increase) Decrease	(48.65)	-	-
Cash Payments for Other Current Financial Assets	-	(2.00)	(40.00)
Cash received from other current financial assets	-	-	102.00
Interest Receivable	-	5.97	1.81
Cash received from short - term loan to third party	-	66.00	-
Cash Payments for Current Investments - Deposits at Financial Institutions	-	-	-
Cash Payments for Short-Term Loans	(42.90)	-	-
Cash Payments for Purchases of Interests in Joint Ventures	-	(580.50)	-
Cash Payments for Purchases of Land, Plant and Equipment	(1,116.29)	(415.08)	(622.80)
Cash paid for acquisition of land use rights and deposits	-	-	(3.47)
Cash Payments for Purchases of Intangible Assets	(0.20)	-	-
Cash Payments for Acquisition of Land Use Rights and Deposits	(30.12)	-	-
Cash Received from Disposals of Assets	4.22	1.93	0.99
Cash Received from Increase in Capital in Subsidiaries and	-	-	1,100.00
Changes in Status Investment in Subsidiaries as Joint Ventures	-	451.07	-
Cash Payments for Landfill Coverage Provisions	(4.18)	(6.78)	(11.00)
Net cash provided by (used in) from investing activities	(1,238.12)	(479.39)	527.53
<u>Cash flows from financing activities</u>			
Overdrafts and short-term loans from financial institutions	(129.18)	35.05	(51.00)
increase (decrease)	(459.45)	(270.93)	(282.02)
Cash paid for repayment of long-term loans	181.00	10.00	-
Cash received from short-term loans	(62.12)	(64.25)	(59.93)
Cash paid for repayment of liabilities under lease agreements	(4.92)	-	(7.30)
Dividends paid	1,501.60	499.00	554.70
Cash received from issuance of debentures	-	-	(2,500.60)
Interest paid	(161.68)	(187.47)	(179.64)
Cash received from issuance of equity shares	367.96	238.46	103.89
Net cash provided by (used in) from financing activities	1,233.21	259.87	(2,421.89)
Net increase (decrease) in cash and cash equivalents	322.98	746.83	(960.92)
Cash and cash equivalents, at beginning of year	1,512.67	1,807.21	2,535.03
Cash and cash equivalents of subsidiaries from change of status to joint venture	-	(19.00)	-
Cash and cash equivalents, at ending of year	1,835.65	2,535.03	1,574.11

Important financial ratios

(Unit: Million baht)

List	Consolidated		
	2023	2024	2025
<u>Liquidity ratios</u>			
Current ratio (times)	1.88	1.44	2.31
Quick ratio (times)	1.66	1.42	2.15
Receivable turnover ratio (times)	3.49	3.57	3.66
Collection period (days)	105	101	98
Account payable turnover ratio (times)	4.76	4.37	5.52
Payable days (days)	77	82	65
<u>Profitability ratio</u>			
Gross profit margin	16.36%	26.97%	29.21%
Profit margin before income tax	N/A	6.72%	23.72%
<u>Operating efficiency ratio</u>			
Return on asset	0.93%	1.67%	7.99%
Return on fixed asset	5.79%	11.43%	23.22%
Total assets turnover ratio (times)	0.27	0.27	0.29
<u>Financial policy ratio</u>			
Debt to equity ratio (times)	0.77	0.68	0.31
Times interest earned ratio (times)	3.03	4.59	8.32
<u>Per share information</u>			
Par value per share (baht)	0.25	0.25	0.25
Book value per share (baht)	1.14	1.11	1.10
Net profit (loss) per share (baht)	(0.034)	0.017	0.077

**BETTER WORLD GREEN PUBLIC COMPANY LIMITED
AND ITS SUBSIDIARIES
CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2025
AND INDEPENDENT AUDITOR'S REPORT**

Independent Auditor's Report

To the Shareholders of Better World Green Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Better World Green Public Company Limited and its subsidiaries (“the Group”) and of Better World Green Public Company Limited (“the Company”), which comprise the consolidated and separate statements of financial position as at December 31, 2025, the consolidated and separate statements of comprehensive income, the consolidate and separate of changes in shareholders’ equity, and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the consolidated and separate financial statements referred to above present fairly, in all material respects, the financial position of the Group and the Company as at December 31, 2025 and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor’s Responsibilities for the audit of the consolidated and separate financial statements section of my report. I am independent of the Group and the Company in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the consolidated and separate financial statements and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current year. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

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Allowance for expected credit losses**Risk**

As discussed in Notes 3.3.3 Trade receivables and 7 Trade and other current receivables to the financial statements, as at December 31, 2025, the Group had trade and other current receivables of Baht 716.89 million and allowance for expected credit loss of Baht 31.89 million (Separate : Baht 630.14 million and Baht 4.54 million). The valuation of trade receivables is a matter of significance as it involves substantial the management is required to make significant judgment in estimation of the expected credit losses with the reflection of an unbiased and probability-weighted outcome that a default occurring, time value of money and the reasonable and supportable information about past events, current conditions and forecasts of future economic conditions.

Risk Responses of Auditor

My audit procedures responded to the above are as follows :

- Review policies and procedures to derive the allowance for expected credit loss estimate.
- Verified the accuracy and appropriateness of the classification within the trade receivables aging report for each individual debtor and calculation of allowance for expected credit loss.
- Perform analysis of the allowance for expected credit loss by comparing to historical data and considering related macroeconomic factors.
- Test subsequent collection from receivables after the reporting period.
- Review the litigation report with respect to receivables and opinion of internal legal consultant of the Company.
- Review the adequacy of disclosures in note to financial statements.

Recognition of income from the provision of industrial waste treatment and disposal services**Risk**

The Group operates the treatment and disposal of industrial waste from various industrial activities, which is a significant amount to the financial statements. Therefore, I have focused on the accuracy of the value and timing of the recognition of such revenue.

Risk Responses of Auditor

My audit procedures responded to above are as follows:

- Assessing and test the Company's internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls.

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- On a sampling basis, examining supporting documents for actual revenue transactions occurred during the year and near the end of the accounting period to assure the occurrence and correctness complies with the conditions identified and accounting policies of revenue recognition of service.
- Reviewing the appropriateness of credit notes of service business which the Group issued after the year end.
- Performing the cut-off of service income near the year end and after the year end.
- Performing analytical review and compare service income to check for possible irregularities, including checking service income recorded through general ledgers.

Other Information

Management is responsible for the other information. The other information comprise the information included in the annual report, but does not include the financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group and the Company ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

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Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

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- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards (if any).

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Ms. Bongkotrat Suamsiri.



(Ms. Bongkotrat Suamsiri)

Certified Public Accountant

Registration No. 13512

Karin Audit Company Limited

Bangkok, Thailand

February 27, 2026

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2025

					(Unit : Baht)
		Consolidated		Separate	
	Notes	2025	2024	2025	2024
ASSETS					
Current assets					
Cash and cash equivalents	6	1,574,113,654	2,535,034,199	264,861,382	146,733,437
Trade and other current receivables	5.2,7	770,121,436	724,596,853	842,982,337	915,749,095
Inventory	8	71,751,714	60,424,685	11,692,132	11,370,437
Current tax assets		51,351,140	54,786,343	27,947,828	30,973,601
Other current financial assets	9	40,000,000	102,000,000	-	-
Other current assets		8,483,843	5,519,370	2,337,605	2,237,241
Total current assets		2,515,821,787	3,482,361,450	1,149,821,284	1,107,063,811
Non - current assets					
Restricted deposits with banks	35.4	441,623,443	426,028,690	56,570,279	84,626,749
Investments in subsidiaries	10	-	-	1,384,143,400	1,256,482,200
Investment in joint ventures	11	-	534,862,992	-	124,999,990
Property, plants and equipment	12	5,580,854,023	5,352,418,439	3,017,697,543	2,554,007,468
Investment property	13	142,413,771	-	-	-
Intangible assets	14	2,652,824	3,325,320	276,607	414,463
Right of use assets	15	59,282,033	66,787,522	-	-
Deferred tax assets	16	50,602,593	10,700,552	28,955,916	-
Other non - current assets	17	134,068,227	189,525,625	87,441,023	125,866,188
Total non - current assets		6,411,496,914	6,583,649,140	4,575,084,768	4,146,397,058
TOTAL ASSETS		8,927,318,701	10,066,010,590	5,724,906,052	5,253,460,869

The accompanying notes are an integral part of these financial statements.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION (CONT.)

AS AT DECEMBER 31, 2025

		(Unit : Baht)			
		Consolidated		Separate	
Notes		2025	2024	2025	2024
LIABILITIES AND SHAREHOLDERS' EQUITY					
Current liabilities					
Bank overdrafts and short - term loans from					
financial institutions	18	243,000,000	294,000,000	200,000,000	250,000,000
Trade and other current payables	5.2,19	418,990,315	436,284,217	367,255,215	416,608,270
Current portion of long - term liabilities	5.2,20	240,155,108	275,967,755	150,774,818	159,260,943
Current portion of debentures	21	-	1,296,532,578	-	797,478,321
Current portion of lease liabilities	22	58,444,052	61,861,464	2,491,570	2,951,501
Short - term loans and accrued interest expense - related parties	5.2	-	-	150,000,000	-
Current income tax payable		43,216,352	2,014,416	-	-
Current provisions for employee benefit	23	17,705,716	3,617,568	12,808,596	-
Other current liabilities	34	68,530,520	65,920,021	68,330,521	65,920,021
Total current liabilities		1,090,042,063	2,436,198,019	951,660,720	1,692,219,056
Non - current liabilities					
Long - term loans	20	2,473,988	248,677,989	172,774,831	112,776,378
Debentures	21	545,512,430	1,188,572,170	545,512,430	-
Lease liabilities	22	53,560,221	100,089,896	1,968,486	2,847,345
Non - current provisions for employee benefit	23	94,877,822	72,950,883	17,514,472	16,534,027
Provision for landfill closure costs	24	300,158,223	13,232,013	300,158,223	13,232,013
Other non - current liabilities		9,010,442	5,657,321	-	-
Total non - current liabilities		1,005,593,126	1,629,180,272	1,037,928,442	145,389,763
Total liabilities		2,095,635,189	4,065,378,291	1,989,589,162	1,837,608,819

The accompanying notes are an integral part of these financial statements.

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BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION (CONT.)

AS AT DECEMBER 31, 2025

		(Unit : Baht)			
		Consolidated		Separate	
Notes		2025	2024	2025	2024
Shareholders' equity					
Share capital	25				
Authorized share capital					
8,248,262,979 ordinary shares of Baht 0.25 par value		2,062,065,745		2,062,065,745	
6,841,396,774 ordinary shares of Baht 0.25 par value			1,710,349,194		1,710,349,194
Issued and paid share capital					
5,801,208,233 ordinary shares of Baht 0.25 par value		1,450,302,059		1,450,302,059	
5,401,197,235 ordinary shares of Baht 0.25 par value			1,350,299,309		1,350,299,309
Share premium on ordinary shares		1,684,671,601	1,680,784,709	1,684,671,601	1,680,784,709
Surplus on business combination under common control		5,147,753	5,147,753	-	-
Surplus on change in shareholding in subsidiaries		469,556,901	469,556,901	-	-
Retained earnings					
Appropriated legal reserve		113,887,314	102,597,982	113,887,314	102,597,982
Unappropriated		861,409,067	452,009,887	486,455,916	282,170,050
Total shareholders' equity attributable to					
owners of the Company		4,584,974,695	4,060,396,541	3,735,316,890	3,415,852,050
Non - controlling interests		2,246,708,817	1,940,235,758	-	-
Total shareholders' equity		6,831,683,512	6,000,632,299	3,735,316,890	3,415,852,050
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		8,927,318,701	10,066,010,590	5,724,906,052	5,253,460,869

The accompanying notes are an integral part of these financial statements.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2025

					(Unit : Baht)			
					Consolidated		Separate	
					2025	2024	2025	2024
	Notes							
Service income					1,866,107,366	1,698,621,069	1,262,244,892	1,221,754,863
Sale income					868,821,871	883,283,846	254,593,011	253,405,291
Construction income					-	23,259,421	-	23,259,421
Total revenues					2,734,929,237	2,605,164,336	1,516,837,903	1,498,419,575
Cost of service					(1,381,475,180)	(1,212,166,464)	(925,952,790)	(903,362,971)
Cost of sale					(554,617,897)	(669,606,793)	(254,714,385)	(243,246,695)
Cost of construction					-	(20,808,806)	-	(25,435,246)
Total costs					(1,936,093,077)	(1,902,582,063)	(1,180,667,175)	(1,172,044,912)
Gross profit (loss)					798,836,160	702,582,273	336,170,728	326,374,663
Dividend income					-	-	7,651,082	-
Gain from change the status of investment in subsidiaries to joint ventures					-	39,172,496	-	-
Gain from disposal of investment in joint venture	11				569,459,572	-	125,000,000	-
Other income					25,655,496	36,261,794	12,602,202	16,404,458
Profit (loss) before expenses					1,393,951,228	778,016,563	481,424,012	342,779,121
Service expenses					(40,730,442)	(33,224,116)	(53,471,610)	(48,567,565)
Administrative expenses					(283,099,447)	(267,239,670)	(102,293,208)	(97,581,108)
Management benefit expenses					(101,364,414)	(87,096,646)	(30,618,279)	(23,396,558)
Total expenses					(425,194,303)	(387,560,432)	(186,383,097)	(169,545,231)
Profit (loss) from operating					968,756,925	390,456,131	295,040,915	173,233,890
Finance costs					(174,576,397)	(203,950,622)	(91,107,935)	(79,225,463)
Share of profit (loss) of associates accounted for using the equity method	11				(4,322,575)	(6,467,402)	-	-
Profit (loss) before income tax					789,857,953	180,038,107	203,932,980	94,008,427
Tax (expense) income	30				(30,611,803)	(13,348,451)	21,853,664	-
Net profit (loss) for the years					759,246,150	166,689,656	225,786,644	94,008,427
Other comprehensive income (expense)								
Components of other comprehensive income								
that will not be reclassified to profit or loss subsequently :								
Gains (loss) on remeasurements of defined benefit plan					(24,787,831)	(8,929,840)	(10,211,446)	(2,396,225)
Total comprehensive income (expense) for the years					734,458,319	157,759,816	215,575,198	91,612,202
Profit (loss) attributable to:								
Owners of the Company					445,476,343	90,660,538	225,786,644	94,008,427
Non - controlling interests					313,769,807	76,029,118	-	-
					759,246,150	166,689,656	225,786,644	94,008,427

The accompanying notes are an integral part of these financial statements.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF COMPREHENSIVE INCOME (CONT.)
FOR THE YEAR ENDED DECEMBER 31, 2025

		(Unit : Baht)			
		Consolidated		Separate	
Notes		2025	2024	2025	2024
Total comprehensive income (expense) attributable to:					
Owners of the Company		420,688,512	81,730,698	215,575,198	91,612,202
Non - controlling interests		313,769,807	76,029,118	-	-
		734,458,319	157,759,816	215,575,198	91,612,202
Earnings (loss) per share					
	28				
Basic earnings (loss) per share (Baht)		0.077	0.017	0.039	0.018
Weighted average number of					
ordinary shares (shares)		5,753,113,680	5,354,347,920	5,753,113,680	5,354,347,920

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2025

(Unit : Baht)											
Consolidated											
Retained earnings					Other components of shareholder's equity						
	Issued and paid	Share premium	Appropriated legal		Surplus from	Surplus on	Gains (losses) on	Total other	Total shareholders'		
	share capital	on ordinary shares	reserve	Unappropriated	combination under	shareholding in	remeasurements of	components of	equity attributable	Non - controlling	Total
Notes					common control	subsidiaries	plans	shareholder's	to owner's of	interests	
								equity	the Company		
Balance as at January 1, 2024	1,237,799,309	1,554,809,303	97,897,561	374,979,610	5,147,753	469,556,901	-	474,704,654	3,740,190,437	1,864,206,640	5,604,397,077
Share capital increase	25	112,500,000	125,975,406	-	-	-	-	-	238,475,406	-	238,475,406
Appropriated for legal reserve	26	-	-	4,700,421	(4,700,421)	-	-	-	-	-	-
Comprehensive income (expense) for the year		-	-	-	90,660,538	-	-	(8,929,840)	(8,929,840)	81,730,698	157,759,816
Transferred to retained earnings (loss)		-	-	-	(8,929,840)	-	-	8,929,840	8,929,840	-	-
Ending balance as at December 31, 2024		1,350,299,309	1,680,784,709	102,597,982	452,009,887	5,147,753	469,556,901	-	474,704,654	4,060,396,541	6,000,632,299
Share capital increase	25	100,002,750	3,886,892	-	-	-	-	-	103,889,642	-	103,889,642
Dividend payment	27	-	-	-	-	-	-	-	-	(7,296,748)	(7,296,748)
Appropriated for legal reserve	26	-	-	11,289,332	(11,289,332)	-	-	-	-	-	-
Comprehensive income (expense) for the year		-	-	-	445,476,343	-	-	(24,787,831)	(24,787,831)	420,688,512	734,458,319
Transferred to retained earnings (loss)		-	-	-	(24,787,831)	-	-	24,787,831	24,787,831	-	-
Ending balance as at December 31, 2025		1,450,302,059	1,684,671,601	113,887,314	861,409,067	5,147,753	469,556,901	-	474,704,654	4,584,974,695	6,831,683,512

The accompanying notes are an integral part of these financial statements.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2025

(Unit : Baht)

Separate							
Notes	Issued and paid share capital	Share premium on ordinary shares	Retained earnings		Other components of shareholder's equity		Total
			Appropriated legal reserve	Unappropriated	Gains (losses) on remeasurements of defined benefit plans	Total other components of shareholder's equity	
Balance as at January 1, 2024	1,237,799,309	1,554,809,303	97,897,561	195,258,269	-	-	3,085,764,442
Share capital increase	25	112,500,000	125,975,406	-	-	-	238,475,406
Appropriated for legal reserve	26	-	-	4,700,421	(4,700,421)	-	-
Comprehensive income (expense) for the year	-	-	-	94,008,427	(2,396,225)	(2,396,225)	91,612,202
Transferred to retained earnings (loss)	-	-	-	(2,396,225)	2,396,225	2,396,225	-
Ending balance as at December 31, 2024	1,350,299,309	1,680,784,709	102,597,982	282,170,050	-	-	3,415,852,050
Share capital increase	25	100,002,750	3,886,892	-	-	-	103,889,642
Appropriated for legal reserve	26	-	-	11,289,332	(11,289,332)	-	-
Comprehensive income (expense) for the year	-	-	-	225,786,644	(10,211,446)	(10,211,446)	215,575,198
Transferred to retained earnings (loss)	-	-	-	(10,211,446)	10,211,446	10,211,446	-
Ending balance as at December 31, 2025	1,450,302,059	1,684,671,601	113,887,314	486,455,916	-	-	3,735,316,890

The accompanying notes are an integral part of these financial statements.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2025

	(Unit : Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit (loss) before income tax expense	789,857,953	180,038,107	203,932,980	94,008,427
Adjust items that profit (loss) is cash received (paid)				
Financial costs	167,300,885	194,108,085	90,924,616	79,232,900
Depreciation and amortization	526,642,768	499,892,848	304,066,869	284,253,001
(Reverse) expected credit loss	12,417,625	9,086,789	(2,415,437)	1,856,638
(Reverse) loss from impairment of assest	(4,018,067)	-	(4,018,067)	-
(Reverse) provision for employee benefit obligations	9,203,043	10,161,310	1,309,534	1,122,643
(Reverse) provision for loss on pending lawsuits	2,730,500	2,440,500	2,410,500	2,410,500
(Gain) loss from sale of fixed assets	(958,760)	642,770	(656,073)	(296,287)
(Gain) loss on write-off of fixed assets	13,339,801	362,226	12,924,247	-
Written-off withholding tax	7,962,548	-	1,465,949	-
(Gain) loss on derivative instruments	372,173	1,342,789	-	-
(Gain) loss from change the status of investment in subsidiaries to joint ventures	-	(39,172,496)	-	-
(Gain) loss from disposal of investment in joint venture	(569,459,572)	-	(125,000,000)	-
Share of (gain) loss from investment in joint ventures	4,322,575	6,467,402	-	-
Interest income	(4,586,923)	(6,736,608)	(687,951)	(4,440,881)
Dividend income	-	-	(7,651,082)	-
Changes in operating assets and liabilities				
Trade and other current receivables (increase) decrease	(57,942,207)	(10,421,835)	75,182,195	(158,404,073)
Contract assets (increase) decrease	-	27,926,576	-	27,926,576
Inventory (increase) decrease	(11,327,029)	610,199	(321,694)	(9,305,980)
Other current assets (increase) decrease	(2,964,473)	9,643,033	(100,366)	(974,315)
(Increase) decrease in restricted deposits with banks	(15,594,754)	163,837,341	28,056,470	(2,403,743)
Other non - current assets (increase) decrease	7,792,209	(9,809,333)	8,629,378	(11,784,711)
Trade and other current payables increase (decrease)	36,861,166	(5,885,738)	(28,133,191)	45,628,191
Other non - current liabilities increase (decrease)	2,980,950	2,920,662	-	-
Total adjustments to reconcile profit (loss)	125,074,458	857,416,520	355,985,897	254,820,459
Net cash provided by (used in) from operating activities	914,932,411	1,037,454,627	559,918,877	348,828,886
Cash received from interest income	2,779,173	3,584,849	687,951	529,838
Cash paid for income tax	(75,069,422)	(72,020,556)	(32,497,218)	(30,973,601)
Cash recieved from refundable withholding tax	94,779,781	7,476,977	59,303,440	-
Cash paid for employee benefit obligations	(3,860,212)	(9,473,209)	(284,800)	-
Cash paid from lawsuit	(120,000)	(680,000)	-	-
Net cash provided by (used in) from operating activities	933,441,731	966,342,688	587,128,250	318,385,123

The accompanying notes are an integral part of these financial statements.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CASH FLOWS (CONT.)

FOR THE YEAR ENDED DECEMBER 31, 2025

	(Unit : Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Cash flows from investing activities				
Cash paid for other current financial assets	(40,000,000)	(2,000,000)	-	-
Cash received from other current financial assets	102,000,000	-	-	-
Interest income	1,807,748	5,970,953	-	13,904,907
Cash received from dividend	-	-	7,651,082	-
Cash received from short - term loan to related parties	-	-	-	156,200,000
Cash received from short - term loan to third party	-	66,000,000	-	-
Cash paid for investment in subsidiary	-	-	(127,661,200)	(200,749,775)
Cash paid for investment in joint ventures	-	(580,502,890)	-	(124,000,290)
Cash paid for purchase of property, plant and equipment	(622,796,646)	(415,084,572)	(490,596,889)	(268,991,321)
Cash paid for acquisition of land use rights and deposits	(3,473,545)	-	-	-
Cash received from sale of fixed assets	991,067	1,933,331	656,112	1,143,879
Cash received from capital increase in subsidiaries and change of status				
investments in subsidiaries to investment in joint ventures	-	451,069,556	-	-
Cash received from disposal of investment in joint venture	1,099,999,990	-	249,999,990	-
Cash paid for provision for completed landfills	(10,999,757)	(6,777,975)	(10,999,757)	(6,777,975)
Net cash provided by (used in) from investing activities	527,528,857	(479,391,597)	(370,950,662)	(429,270,575)
Cash flows from financing activities				
Increase (decrease) in bank overdrafts and short - term loans				
from financial institutions	(51,000,000)	35,049,239	(50,000,000)	50,000,000
Cash received from long - term loans - related party	-	-	200,000,000	150,000,000
Repayment of long - term loans - related party	-	-	(78,047,673)	(131,901,884)
Repayment of long - term loans	(282,016,647)	(270,927,226)	(70,440,000)	(70,440,000)
Cash received from short - term loan - related party	-	-	150,000,000	-
Cash received from short - term loan	-	10,000,000	-	-
Cash paid for lease liabilities	(59,927,087)	(64,253,184)	(3,622,790)	(3,022,892)
Dividend payment	(7,296,748)	-	-	-
Cash received from issuance of debentures	554,700,000	499,000,000	554,700,000	-
Cash paid for bond redemption	(2,500,600,000)	-	(800,000,000)	-
Cash received from increase in share capital	103,889,642	238,475,406	103,889,642	238,475,406
Interest expense	(179,640,293)	(187,470,096)	(104,528,822)	(76,469,383)
Net cash provided by (used in) from financing activities	(2,421,891,133)	259,874,139	(98,049,643)	156,641,247
Net increase (decrease) in cash and cash equivalents	(960,920,545)	746,825,230	118,127,945	45,755,795
Cash and cash equivalents, at beginning of year	2,535,034,199	1,807,208,724	146,733,437	100,977,642
Cash and cash equivalents of subsidiaries				
from change status to investment in joint ventures	-	(18,999,755)	-	-
Cash and cash equivalents, at ending of year	1,574,113,654	2,535,034,199	264,861,382	146,733,437

The accompanying notes are an integral part of these financial statements.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF CASH FLOWS (CONT.)
FOR THE YEAR ENDED DECEMBER 31, 2025

	(Unit : Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Supplemental disclosures of cash flows information :				
Non - cash transactions				
1. Purchase of vehicles under finance lease agreements	(9,980,000)	(20,779,100)	(2,284,000)	-
2. Cash paid for purchase of property, plants and equipment set off with				
- Subcontract payable	35,507,979	(15,692,015)	14,281,550	(12,709,865)
3. The provision for landfill closure costs is recognized as part of the cost of the landfill asset.	(297,925,968)	-	(297,925,968)	-
4. Transfer of property, plant and equipment to investment property	142,413,771	-	-	-

The accompanying notes are an integral part of these financial statements.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

1. Company information

Better World Green Public Company Limited (the “Company”) is incorporate since July 23, 1997 and has been listed on the Stock Exchange of Thailand since November 14, 2007. Its head office is located on 488 Soi Ladprao 130 (Mahatthai 2) Klongchan Sub-District, Bangkapi District, Bangkok.

The Company’s principal business is the integrated waste treatment and disposal of the industrial waste and construction.

2. Basis for preparation of the consolidated financial statements

- a) The consolidated financial statements include the financial statements of Better World Green Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries") (collectively as “the Group”):

Company name	Type of business	Location	Percentage of holding	
			2025	2024
Direct - Subsidiaries :				
Better Waste Care Company Limited	Being an representative for the procurement and collection of industrial waste for treatment and removal as well as in the business of providing liquid quality improvement services for reuse.	Bangkok	99.96	99.96
Better World Transport Company Limited	Transportation and agency services of waste and unused materials.	Bangkok	99.99	99.99
Earth Tech Environment Public Company Limited**	Generation and distribution of electricity from industrial waste.	Saraburi	43.93	43.93
Akkhie Prakarn Public Company Limited	Provided services of incinerating.	Samutprakarn	51.18	51.18
Be Green Development Company Limited	Providing engineering services, procurement of machinery and equipment Complete management of industrial waste disposal centers and renewable energy centers.	Bangkok	99.97	99.96
Better Me Company Limited	Being an representative or agent in providing services of the treatment of industrial waste both solid and liquid as well as hazardous and non - hazardous.	Bangkok	99.68	99.68

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Company name	Type of business	Location	Percentage of holding	
			2025	2024
Indirect - Subsidiary :				
Held by Earth Tech Environment Public Company Limited				
Ava Grand Energy Company Limited	Generation and distribution of electricity from industrial waste.	Phichit	97.00	97.00
Siri Lapha Power Company Limited*	Generation and distribution of electricity from industrial waste.	Saraburi	97.00	97.00
Link 88 Power Company Limited	A holding company that invests in Recovery House Company Limited.	Saraburi	99.88	99.88
Earth Engineer and Construction Company Limited	Service on integrated engineering, procurement and construction (“Integrated EPC”).	Bangkok	99.99	99.99
Held by Link 88 Power Company Limited				
Recovery House Company Limited	Generation and distribution of electricity from industrial waste.	Phra Nakhon Si Ayutthaya	95.00	95.00
Joint venture company :				
Held by Better World Green Public Company Limited				
Circular Camp Company Limited***	Production and distribution of processed fuel for use in electric generation and as a combined fuel in industrial furnaces.	Bangkok	-	50.00
Joint venture company :				
Held by Earth Tech Environment Public Company Limited				
Get Green Power Company Limited***	A holding company that invests and/or jointly invests with other investor(s) for operating a power plant business.	Bangkok	-	50.00
Suntech Innovation Power Company Limited***	Invest in a project for generating electricitv from industrial waste.	Chonburi	-	33.00

* Has not yet engaged in business activities.

** Akkhie Prakarn Public Company Limited holds shares of Earth Tech Environment Public Company Limited at 7.14% of the company registered capital.

*** Disposal of investment in an associate as described in Note 11 to the financial statements.

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

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- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as applied to the Company.
- e) Material balances and transactions amongst the Group are eliminated in the preparation of the consolidated financial statements.
- f) Non - controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated income statement and within equity in the consolidated statement of financial position.

3. Basis of preparation of the financial statements and significant accounting policies

3.1 Basis of preparation of the financial statements

The financial statements have been prepared in accordance with Thai generally accepted accounting principles under the Accounting Act B.E. 2543, being those Thai Financial Reporting Standards issued under the Accounting Profession Act B.E. 2547, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act.

The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

An English version of the financial statements have been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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3.2 New financial reporting standards

3.2.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after January 1, 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2.2 Financial reporting standard that will become effective for fiscal years beginning on or after January 1, 2026

The Federation of Accounting Professions issued a revised financial reporting standard, which are effective for fiscal years beginning on or after January 1, 2026. This financial reporting standards was aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

3.3 Significant accounting policies

3.3.1 Revenues and costs recognition

- Revenue from service is recognised as revenue when the service is rendered based on the stage of completion which requires additional judgment in determining the timing of the transfer of control - at a point in time or over time.
- The Group has determined that its construction contracts generally have one performance obligation. The Group recognises construction revenue over time where the stage of completion is measured using an output method, based on information provided by project engineers or project managers.

The likelihood of contract variations claims and liquidated damages, delays in delivery or contractual penalties is taken into account in determining the revenue to be recognised, such that revenue is only recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur.

When the value and stage of completion of the contract cannot be reasonably measured, revenue is recognised only to the extent of contract costs incurred that are expected to be recovered.

- The revenues from sale of electricity are according to the unit of measurement electrical under condition in contract as agreed with PEA. The revenue from sale of electricity recognised at a point in time when the controls over the products are transferred at destinations as stated in the agreements. The revenue from sale are recognised based on transaction price net of output tax, rebates and discounts.

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- Rental income is recognised on an accrual basis by the straight - line method over the term of the lease.
- Dividend incomes are recognised when the company has the right to receive dividends.
- Interest income is recognized as interest on accrual basis on the effective rate method.
- Costs of waste treatment incurred during the period are calculated by actual units of production provided to customers divided by the estimated capacities that are estimated by external expertise.
- Costs of construction are recognized in accordance with the percentage of work completed based on total estimated costs. Provision for anticipated losses on costs of rendering of services is made in the accounts in full when the possibility of loss is ascertained. Differences between the estimated costs and the actual costs are recognised as current assets or current liabilities in the statement of financial position.

3.3.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

3.3.3 Trade receivables

Accounts receivable are presented at net realizable value.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at its present value.

The Group measuring expected credit losses which uses a simplified approach, which requires expected lifetime losses to be recognised from initial recognition of the receivables. To measure the expected credit losses, trade receivables have been grouped based on the days past due. The expected loss rates are based on the payment profiles and the corresponding historical credit losses which are adjusted to reflect, the historical loss rates based on expected changes in these factors. The impairment losses are recognised in profit or loss within administrative expenses.

Unbilled service income

The service income that has not yet been collected from the customer is in the process of confirming the weight from the customer in order to issue an invoice. Normally the period is 1 - 60 days.

3.3.4 Inventories

Raw material, chemicals and fuels, spare parts and repair materials are measured at the weighted average cost.

The cost of purchase comprises both the purchase price and costs directly attributable to the acquisition of the inventory.

Allowance for obsolescence, slow moving or defective inventories is recorded based on the consideration of future use of those inventories and the aging analysis at the end of each reporting year.

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3.3.5 Contract assets / Contract liabilities

Contract assets

A contract asset is the excess of cumulative revenue earned over the billings to date. Allowance for impairment loss is provided for the estimated losses that may be incurred in customer collection. Contract assets are transferred to receivables when the rights become unconditional (i.e. services are completed and delivered to the customer).

Contract liabilities

A contract liability is recognised when the billings to date exceed the cumulative revenue earned and the Group have an obligation to transfer inventory or services to a customer. Contract liabilities are recognised as revenue when the Group fulfil their performance obligations under the contracts.

3.3.6 Investments in subsidiaries associates and joint ventures

Investments in associates and joint ventures presented in the consolidated financial statements are accounted for using the equity method.

Investments in subsidiaries, associates and joint ventures presented in the separate financial statements are valued at cost net of allowance for decline in value (if any).

3.3.7 Property, plant and equipment

Owned assets

Land, except land located landfill of hazardous, are recorded at cost.

Land located landfill of hazardous, building and equipment are stated at cost less accumulated depreciation.

The Company depreciates its land located buried pit of hazardous and landfills on quantities of buried wastes.

Additions to plant and equipment under operating right agreement

Additions to plant and equipment under operating right agreement are recorded at costs. Costs are measured by the cash or cash equivalents prices of obtaining the assets to bring them to the location or condition necessary for intended use. Additions to plant and equipment under operating right agreement are presented in the statement of financial position at cost less accumulated depreciation and allowance for loss on impairment of assets (if any). The subsidiary must transfer the rights on factory building improvement which the subsidiary repairs and maintenance or construct on the area of Industrial Waste Management Center Project (Industrial Waste Incinerator) to the owner, the Department of Industrial Works, at the date of those repair and maintenance or when the construction is completed.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2025****Depreciation**

Depreciation is charged to profit or loss on a straight - line basis over the estimated useful lives of each component of an item of property, plant and equipment. The estimated useful lives are as follows:

	Assets owned by the Company (year)	Assets under licensing agreements (year)
Land improvement	3	-
Buildings and building improvement	5	4 - 20
Fixtures and office equipment	5	5
Computer and accessories	4 - 10	-
Tools	2 - 5	-
Vehicles	5	-
Machinery, equipment and accessories	5	2 - 15

No depreciation is made for work in process and machinery under installation.

Expenditures for addition, renewal and betterment are capitalized. Repair and maintenance costs are recognized as expenses when incurred.

3.3.8 Investment property

Investment property, defined as property owned to earn rentals, capital appreciation; or both, is disclosed in the financial statements separately from other property, plant and equipment.

The Group has selected the cost method for accounting for its investment properties at cost net of accumulated depreciation and allowance for impairment losses (if any).

Depreciation is charged to profit or loss on a straight - line basis over the estimated useful lives of an item of property, plant and equipment. Depreciation is calculated based on cost of the property and equipment less residual value. Useful life and residual values are reviewed at each year - end. The estimated useful lives are as follows :

	<u>Useful lives (Years)</u>
Buildings and structures	5 - 50
Furniture and equipment	5

Land is not depreciated.

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3.3.9 Intangible assets and amortization

Intangible assets consist of computer software.

The Group present intangible assets are stated at cost less accumulated amortization. Such amortization are calculated at cost of assets on a straight - line basis over the economic useful life of that asset.

No amortization is provided on Intangible asset in process.

3.3.10 Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets are added to the cost of those assets less investment income earned from those specific borrowings. The capitalization of borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Other borrowing costs are expensed in the period in which they are incurred.

3.3.11 Leases

Lease - where the Group is the lessee

At inception of contract, the Group assesses whether a contract is, or contains, A lease is contract or contains if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group applied a single recognition and measurement approach for all leases, except for short - term leases and leases of low - value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right of use assets representing the right to use underlying assets and lease liabilities based on lease payments.

a) Right of use assets

The Group recognises right of use assets at the commencement date of the lease. Right of use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right of use assets includes the amount of lease liabilities recognised through initial measurement, initial direct costs incurred, and lease payments made at or before the commencement date, less any lease incentives received.

Land improvements

Unless the subsidiary is reasonably certain that it will obtain ownership of the leased asset at the end of the lease term, the recognised right of use assets are depreciated on a straight-line basis from the commencement date of the lease to the earlier of the end of the useful life of the right of use asset or the end of the lease term.

Land improvements under leased are amortized using the straight-line method throughout the contract period.

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b) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of the lease payments to be made over the lease term, discounted by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification or reassessment.

c) Short - term leases and leases of low - value assets

Payments under leases that, have a lease term of 12 months or less at the commencement date, or are leases of low - value assets, are recognised as expenses on a straight-line basis over the lease term.

Leases - where the Group is the lessor

A lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee is classified as finance leases. As at the commencement date, an asset held under a finance lease is recognised as a receivable at an amount equal to the net investment in the lease or the present value of the lease payments receivable and any unguaranteed residual value. Subsequently, finance income is recognised over the lease term to reflect a constant periodic rate of return on the net investment in the lease.

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

3.3.12 Impairment of non - financial assets

The Group have determined the impairment of assets if there is indicator that the carrying amount of asset exceeds its recoverable amount.

In case that the book value of an asset exceeds its net realizable value, the Group will recognize as impairment loss in the statements of comprehensive income. The Group will reverse the impairment loss whenever there is an indication that there is no longer impairment or reduction in impairment.

3.3.13 Provision for completed landfills

A provision costs to complete landfills is recognized when the Company utilizes landfill occurring in the present, and it is probable that an outflow benefits will be required to settle when closed. landfill. These provisions are determined by basing on expected expenses and equipment for closing landfill and will be annually reviewed.

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3.3.14 Interest bearing liabilities

Interest bearing liabilities are recognized initially at fair value less attributable transaction charges. Subsequent to initial recognition, interest-bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognized in the profit or loss over the period of the borrowings on an effective interest basis.

3.3.15 Employee benefits

Short - term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post - employment benefits

- Defined contribution plans

The Group and their employees have jointly established a provident fund. The fund is monthly contributed by the employees and the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

- Defined benefit plans

The Group have obligations in respect of the severance payments it must make to employees upon retirement under labor law. The treat these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post - employment benefits are recognised immediately in other comprehensive income.

Past service costs are recognised in the statement of comprehensive income on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

The defined benefit obligations are measured at the present value of estimated future cash flows using a discount rate that is similar to the interest rate on government bond.

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3.3.16 Tax expense (income)

Tax expense (income) for the year comprises current and deferred tax. Current and deferred tax are recognized in profit or loss except to the extent that they relate to a business combination, or items recognized directly in equity or in other comprehensive income.

Current tax

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for the following temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and jointly - controlled entities to the extent that it is probable that they will not reverse in the foreseeable future.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Group to change its judgment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously. A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

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3.3.17 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to trade receivables.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), and fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Group’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Opened Fund and derivative measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group’s financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

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A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

Impairment of financial assets

The Group measures expected credit losses (ECLs) that result from default events that are possible within the next 12 months. For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment. Impairment loss is recognized in profit or loss under the account "Administrative expenses".

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

3.3.18 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group apply a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measure fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

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All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- Level 1 Use of quoted market prices in an observable active market for such assets or liabilities
- Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determine whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

4. Significant accounting judgments and estimates

The preparation of financial statements in conformity with generally accepted accounting principles at times requires management to make subjective judgments and estimates regarding matters that are inherently uncertain. These judgments and estimates affect reported amounts and disclosures and actual results could differ. The significant accounting judgments and estimates are as follows:

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Impairment of investments

The Group treat investments as impaired when there has been a significant or prolonged decline in the fair value below their cost or where other objective evidence of impairment exists. The determination of what is "significant" or "prolonged" requires judgment.

Impairment of property, plant and equipment

The management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

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Post - employment benefits under defined benefit plans

The post - employment benefits and other long - term employee benefit liabilities are determined using actuarial valuations. The actuarial valuation involves making assumptions such as discount rates, future salary increases, mortality rates and staff turnover rates. Due to the long - term nature of these plans, such estimates are subject to significant uncertainty.

Litigation

The Company has contingent liabilities as a result of litigation. The Company management has used judgement to assess the results of the litigation and believes that the provision made would be sufficient. However, actual results could differ from the estimates.

All other estimates are further detailed in the corresponding disclosures.

5. Significant Transactions with related parties

Portion of accounting transactions arose from transactions with below related parties, which are linked to the Company by common shareholders or directors. Some of the assets, liabilities, revenues, and expenses arise from transactions with these related parties.

<u>Companies</u>	<u>Relationship</u>
Better Waste Care Company Limited	Subsidiary
Better World Transport Company Limited	Subsidiary
Earth Tech Environment Public Company Limited	Subsidiary
Akkhie Prakarn Public Company Limited	Subsidiary
Be Green Development Company Limited	Subsidiary
Better Me Company Limited	Subsidiary
Ava Grand Energy Company Limited	Indirectly holding shares through subsidiary
Recovery House Company Limited	Indirectly holding shares through subsidiary
Earth Engineer And Construction Company Limited	Indirectly holding shares through subsidiary

Related parties

Mr. Akkaravit Khanthkaew

Key executives

Nature of relationship

Persons related to key executives

Individuals who have the authority and responsibility for planning, directing, and controlling the activities of the business, whether directly or indirectly (including directors of the company and its subsidiaries, whether or not they serve as executives).

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During the year, the Company had significant business transactions with related parties. Such transactions, which are summarized below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related.

5.1 Related incomes and expenses for year ended December 31, 2025 and 2024 are as follows:

(Unit : Thousand Baht)					
Type of transactions	Pricing policy	Consolidated		Separate	
		2025	2024	2025	2024
<u>Sale and service income</u>					
Income from industrial waste retreat	(1)				
Direct - subsidiaries		-	-	210,286	180,808
Indirect - subsidiaries		-	-	22,040	40,683
Total		-	-	232,326	221,491
Income from transportation of industrial waste	(1)				
Direct - subsidiaries		-	-	9,192	9,104
Sale	(2)				
Direct - subsidiaries		-	-	45,520	49,880
Indirect - subsidiaries		-	-	74,836	73,748
Total		-	-	120,356	123,628
<u>Other incomes</u>					
Rental incomes	(2)				
Direct - subsidiaries		-	-	2,246	2,503
Income from documentation management	(2)				
Direct - subsidiaries		-	-	720	720
Interest incomes	(5)				
Direct - subsidiaries		-	-	-	3,916
Dividend income	(6)				
Direct - subsidiary		-	-	7,651	-

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(Unit : Thousand Baht)					
Type of transactions	Pricing policy	Consolidated		Separate	
		2025	2024	2025	2024
Other incomes	(1)				
Direct - subsidiaries		-	-	917	839
Indirect - subsidiaries		-	-	10	-
Total		-	-	927	839
<u>Expenses</u>					
Cost of transportation of industrial waste	(1)				
Direct - subsidiaries		-	-	332,098	361,490
Cost of industrial waste retreat	(1)				
Direct - subsidiaries		-	-	33,203	26,555
Cost of construction	(1)				
Direct - subsidiaries		-	-	-	4,626
Cost management	(4)				
Direct - subsidiary		-	-	376,522	366,182
Marketing operation expense	(3)				
Direct - subsidiary		-	-	49,910	47,157
Finance costs	(5)				
Direct - subsidiary		-	-	19,869	8,904
Other costs	(1)				
Direct - subsidiaries		-	-	458	49
Indirect - subsidiaries		-	-	265	-
Total		-	-	723	49
Consulting fee	(2)				
Related parties		2,400	2,400	-	-

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					(Unit : Thousand Baht)	
Type of transactions	Pricing policy	Consolidated		Separate		
		2025	2024	2025	2024	
Key management personnel compensations						
- Short - term employee benefits		98,107	82,604	29,613	22,477	
- Post - employment benefits		3,257	4,493	1,005	920	
Total		101,364	87,097	30,618	23,397	

Pricing policy

- (1) Market price
- (2) Contract price
- (3) Contract price charging 5% of revenue
- (4) Contract price charging 25% of revenue
- (5) The interest rate charged is not lower than the MLR rate of the lender company.
- (6) Right to receive dividend

5.2 Outstanding balances in statements of financial position

5.2.1 Trade and other current receivables - related parties

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
<u>Trade receivables</u>				
Direct - subsidiaries	-	-	270,785	202,650
Indirect - subsidiaries	-	-	25,466	50,046
Total	-	-	296,251	252,696
<u>Other receivables</u>				
Direct - subsidiaries	-	-	203,610	333,842
Total	-	-	203,610	333,842
Total trade and other current receivables				
- related parties	-	-	499,861	586,538

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(Unit : Thousand Baht)				
	Consolidated		Separate	
	2025	2024	2025	2024
The aging of trade receivables - related parties are as follows :				
Postdated cheques	-	-	45	24,540
Not yet due	-	-	76,279	62,967
Past due				
Not over 3 months	-	-	72,689	62,722
Over 3 - 6 months	-	-	44,275	45,094
Over 6 - 12 months	-	-	47,597	42,097
Over 12 months	-	-	55,366	15,276
Total	-	-	296,251	252,696

5.2.2 Trade and other current payables - related parties

(Unit : Thousand Baht)				
	Consolidated		Separate	
	2025	2024	2025	2024
Direct - subsidiaries	-	-	169,185	214,816
Total	-	-	169,185	214,816

5.2.3 Short - term loans and accrued interest expense - related parties

(Unit : Thousand Baht)				
	Consolidated		Separate	
	2025	2024	2025	2024
Akkhie Prakarn Public Company Limited				
Short - term loans	-	-	150,000	-

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The movement of short - term loans and accrued interest expense is as follows:

	(Unit : Thousand Baht)			
	Separate			
	As at			As at
	January 1,			December 31,
	2025	Increase	(Decrease)	2025
Principal	-	150,000	-	150,000
Accrued interest expense	-	1,917	(1,917)	-
Total	-	151,917	(1,917)	150,000

The Board of directors meeting of the Company No. 3/2025 on February 28, 2025, Approval to receive the Financial Assistance from Akkhie Prakarn Public Company Limited (“AKP”), a subsidiary of the Company. Form of any loan or promissory note in the revolving credit line of not more than Baht 150 million, the Company to withdraw and repay the loan period of each drawdown not exceeding 1 year from the date of the first drawdown and can extend the loan period for up to 3 times, not exceeding 1 year the loan period not exceeding 4 years from the date of the first drawdown, with the interest rate 5.98%, The Company has issued post-dated checks as collateral for the loans.

5.2.4 Long - term loans and accrued interest expense - related parties

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Earth Engineer And Construction Company Limited				
Long - term loans	-	-	250,636	128,683
<u>Less</u> current portion due within one year	-	-	(80,335)	(88,821)
Net - current portion due within one year	-	-	170,301	39,862

The movement of long - term loans and accrued interest expense is as follows:

	(Unit : Thousand Baht)			
	Separate			
	As at			As at
	January 1,			December 31,
	2025	Increase	(Decrease)	2025
Principal	128,683	200,000	(78,047)	250,636
Accrued interest expense	-	17,952	(17,952)	-
Total	128,683	217,952	(95,999)	250,636

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The Board of directors meeting of the Company No. 3/2024 on March 11, 2024, approved to borrow a loan from Earth Tech Environment Public Company Limited (“ETC”), a subsidiary of the Company. In an amount not exceeding Baht 350 million, with an interest rate of 7% per annum and a loan period of 4 years from the date of the transaction. The total value of the loan with the interest throughout the contract period does not exceed Baht 404.93 million.

The Board of directors meeting of the Company No. 7/2025 on November 13, 2025, approved to borrow a loan from Earth Tech Environment Public Company Limited (“ETC”), a subsidiary of the Company. In an amount not exceeding Baht 80 million, with an interest rate of 6.50% per annum, to be used as the Company’s working capital. The Company is permitted to draw down and repay the loan on a revolving basis, with each drawdown period not exceeding one year, and the total outstanding balance of the revolving facility not exceeding Baht 80 million at any time. The loan period for each drawdown shall not exceed one year from the date of the first drawdown, and may be extended twice, each time for a period not exceeding one year, resulting in a total loan term not exceeding three years from the date of the first drawdown. As of December 31, 2025, the credit facility remained undrawn.

6. Cash and cash equivalents

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Cash	897	967	30	50
Deposit at banks				
- Saving accounts	1,284,223	1,784,927	117,250	74,925
- Current accounts	288,994	749,140	147,581	71,758
Total	<u>1,574,114</u>	<u>2,535,034</u>	<u>264,861</u>	<u>146,733</u>

7. Trade and other current receivables

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
<u>Trade receivables</u>				
Trade receivables - related parties (Note 5.2.1)	-	-	296,251	252,696
Unbilled service income	192,365	179,512	67,083	62,151
Trade receivables	497,101	435,213	244,151	247,948
Postdated cheques	27,423	13,997	22,660	6,874
Total trade receivables	716,889	628,722	630,145	569,669
<u>Less allowance for expected credit loss</u>	<u>(31,887)</u>	<u>(19,470)</u>	<u>(4,542)</u>	<u>(6,957)</u>
Trade receivables - net	<u>685,002</u>	<u>609,252</u>	<u>625,603</u>	<u>562,712</u>

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	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
<u>Other current receivables</u>				
Other receivables - related parties (Note 5.2.1)	-	-	203,610	333,842
Revenue department receivable	9,504	14,551	-	-
Other receivables	75,615	100,794	13,770	19,195
Total other current receivables	85,119	115,345	217,380	353,037
Total trade and other current receivables	770,121	724,597	842,983	915,749

The aging of trade receivables are as follows:

Not yet due	395,931	320,101	183,283	159,398
Past due				
Not over 3 months	62,761	32,323	34,138	18,984
Over 3 - 6 months	5,124	59,523	4,043	56,029
Over 6 - 12 months	22,141	19,234	20,210	13,093
Over 12 months	11,144	4,032	2,477	444
Total	497,101	435,213	244,151	247,948

The aging of unbilled service income is as follow:

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Within 60 days	187,900	174,416	66,065	60,399
Over 60 - 120 days	4,455	4,372	1,018	1,622
Over 120 days	10	724	-	130
Total	192,365	179,512	67,083	62,151

As of December 31, 2025 and 2024, the Group's unbilled service income amounted to Baht 192.37 million and Baht 179.51 million, respectively. Of these amounts, Baht 182.68 million and Baht 160.29 million have subsequently been invoiced. (Separate : Baht 67.08 million and Baht 62.15 million, with subsequent invoicing of Baht 61.65 million and Baht 57.16 million, respectively).

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Movement of allowances for expected credit loss during the year is as follows:

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Beginning balance	(19,470)	(10,383)	(6,957)	(4,901)
(Increase) decrease	(12,417)	(9,087)	2,415	(2,056)
Ending balance	<u>(31,887)</u>	<u>(19,470)</u>	<u>(4,542)</u>	<u>(6,957)</u>

8. Inventory

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Raw material	3,595	2,475	-	-
Energy fuels	2,018	2,290	489	423
Spare part	58,996	51,147	10,309	9,808
Chemicals and other materials	<u>7,143</u>	<u>4,513</u>	<u>894</u>	<u>1,139</u>
Total	<u>71,752</u>	<u>60,425</u>	<u>11,692</u>	<u>11,370</u>

9. Other current financial assets

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Fixed deposit over 6 months	<u>40,000</u>	<u>102,000</u>	<u>-</u>	<u>-</u>

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10. Investments in subsidiaries

(Unit : Thousand Baht)								
Company's name	Separate						Dividend income for the	
	Paid - up share capital		% Of holding		At cost		year ended, December 31,	
	2025	2024	2025	2024	2025	2024	2025	2024
Better Waste Care Company Limited	300,000	300,000	99.96	99.96	299,880	299,880	-	-
Better World Transport Company Limited	150,000	150,000	99.99	99.99	149,998	149,998	-	-
Earth Tech Environment Public Company Limited	1,120,000	1,120,000	43.93	43.93	492,000	492,000	-	-
Akkhie Prakarn Public Company Limited	202,000	202,000	51.18	51.18	103,394	103,394	7,651	-
Be Green Development Company Limited	300,000	200,000	99.97	99.96	299,910	199,910	-	-
Better Me Company Limited	40,000	12,250	99.68	99.68	39,872	12,210	-	-
Total investments in subsidiaries					1,385,054	1,257,392		
<u>Less</u> allowance for impairment of investments								
- Be Green Development Company Limited					(910)	(910)	-	-
Total investment in subsidiaries - net					1,384,144	1,256,482	7,651	-

Be Green Development Company Limited

On March 16, 2024, the Extraordinary General Meeting of Shareholders No. 1/2024 of the subsidiary (Be Green Development Company Limited) resolved to increase the registered capital from Baht 100 million to Baht 300 million by issuing 20 million shares newly issued ordinary shares with a par value of Baht 10 per share and already paid some shares of Baht 100 million. On March 28, 2024, the subsidiary has already registered the capital increase with the Ministry of Commerce. On February 27, 2025, the subsidiary requested the full payment of the remaining subscribed shares.

Better Me Company Limited

On July 17, 2025, the subsidiary (Better Me Company Limited) had already paid the remaining amount of Baht 27.66 million and the Company has paid for the shares.

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Details of non - wholly owned subsidiaries which have material non - controlling interests as at December 31, 2025 and 2024, are as follows:

(Unit : Million Baht)								
Company	Proportion of equity interest held by non - controlling interests		Accumulated balance of non - controlling interests		Profit/loss allocated to non - controlling interests during the year		Dividend paid to non - controlling interests during the year	
	2025	2024	2025	2024	2025	2024	2025	2024
	(Percentage)	(Percentage)						
Akkhie Prakarn Public Company Limited	48.82	48.82	338.74	313.77	32.27	17.74	7.30	-
Earth Tech Environment Public Company Limited Group	56.07	56.07	1,996.91	1,715.41	281.50	58.27	-	-

The summarized financial information before intragroup eliminations of each non - wholly owned subsidiary which has material non - controlling interests for the year ended December 31, 2025 and 2024, are as follows:

	(Unit : Million Baht)			
	Akkhie Prakarn Public Company Limited		Earth Tech Environment Public Company Limited Group	
	2025	2024	2025	2024
Statement of financial position as at December 31,				
Current assets	401.67	330.43	1,428.43	2,473.85
Non - current assets	407.13	413.57	2,406.41	2,682.75
Current liabilities	(78.01)	(58.20)	(264.71)	(792.45)
Non - current liabilities	(36.87)	(43.04)	(44.02)	(1,334.13)
Net assets	693.92	642.76	3,526.11	3,030.02
Carrying amount of non - controlling interest	338.74	313.77	1,996.91	1,715.41
Statement of comprehensive income for the year ended December 31,				
Revenues total	406.29	351.86	1,215.86	772.15
Net profit (loss) for the year	71.36	36.35	499.48	99.31
Other comprehensive income (expense)	(5.26)	(3.15)	(3.38)	(0.84)
Total comprehensive income (expense)	66.10	33.20	496.10	98.47
Gain (loss) allocated to non - controlling interest for the year	32.27	17.74	281.50	58.27
Total comprehensive income (expense) allocated to non - controlling interest	32.27	17.74	281.50	58.27

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	(Unit : Million Baht)			
	Akkhie Prakarn Public Company		Earth Tech Environment Public	
	Limited		Company Limited Group	
	2025	2024	2025	2024
Statement of cash flows				
for the year ended December 31,				
Dividends paid to non - controlling interests	7.30	-	-	-
Cash flows provided (used in) operating activities	76.36	73.78	214.11	483.79
Cash flows provided (used in) investing activities	(95.68)	(21.04)	669.78	(138.47)
Cash flows provided (used in) from financing activities	(28.19)	(12.58)	(1,926.51)	263.18
Net increase (decrease) in cash and cash equivalents	(47.51)	40.16	(1,042.62)	608.50

11. Investment in joint venture

As at December 31, 2025 and 2024, the Company has investment in joint venture as follows:

					(Unit : Thousand Baht)			
Company	Nature of business	Established in the country	Investment		Consolidated		Separate	
			percentage (%)		Book value			
					(the equity method)		At cost	
			2025	2024	2025	2024	2025	2024
Joint venture held by the Company								
Circular Camp	Managing industrial waste							
Company Limited	to produce renewable							
	energy	Thailand	-	50.00	-	116,902	-	125,000
Joint venture held by the subsidiary								
Get Green Power	Investing in							
Company Limited	electricity generation							
	from industrial waste	Thailand	-	50.00	-	336,329	-	-
Suntech Innovation Power	Investing in							
Company Limited	electricity generation							
	from industrial waste	Thailand	-	33.00	-	81,632	-	-
Total					-	534,863	-	125,000

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The movement for the year ended December 31, 2025, are as follows:

	(Unit : Thousand Baht)	
	The equity method	Cost method
	Consolidated	Separate
As at January 1, 2025	534,863	125,000
Share of profit (loss) from investment in joint ventures	(4,323)	-
Disposal of investment in joint venture	(530,540)	(125,000)
As at December 31, 2025	-	-

According to the resolution of the Board of Directors' Meeting No. 5/2025 of the Company held on 14 July 2025, the Board of Directors approved the disposal of investments in associate companies to Gulf Waste to Energy Holdings Company Limited. with the details as follows:

1. Approval of the disposal of the entire investment in Circular Camp Company Limited. ("CC"), an joint venture of the Company. The Company shall dispose of all 12,499,999 ordinary shares held, with a par value of Baht 10 per share, representing 50% of the total issued and paid-up shares of CC, at a price not exceeding Baht 20 per share. The total transaction value shall not exceed Baht 249,999,980.
2. Approval of the disposal of the entire investment in Get Green Power Company Limited. ("GGP"), an indirect joint venture of the Company held through Earth Tech Environment Public Company Limited ("ETC"), a subsidiary of the Company. ETC shall dispose of all 3,749,999 ordinary shares held, with a par value of Baht 100 per share, representing 50% of the total issued and paid-up shares of GGP, at a price not exceeding Baht 193.33 per share. The total transaction value shall not exceed Baht 724,999,806.67.
3. Approval of the disposal of the entire investment in Suntech Innovation Power Company Limited. ("SIP"), an indirect joint venture of the Company held through Earth Tech Environment Public Company Limited ("ETC"), a subsidiary of the Company. ETC shall dispose of all 825,000 ordinary shares held, with a par value of Baht 100 per share, representing 33% of the total issued and paid-up shares of SIP, at a price not exceeding Baht 151.52 per share. The total transaction value shall not exceed Baht 125,000,000.

The Company has completed the aforementioned investment disposal, resulting in a gain on disposal of investment in the consolidated and separate financial statements amounting to Baht 569.46 million and Baht 125.00 million, respectively.

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12. Property, plants and equipment

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Property, plants and equipment (Note 12.1)	5,540,814	5,288,986	3,017,698	2,554,007
Additions to plant and equipment				
under operating right agreement (Note 12.2)	40,040	63,432	-	-
Total	<u>5,580,854</u>	<u>5,352,418</u>	<u>3,017,698</u>	<u>2,554,007</u>

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12.1 Property, plants and equipment

(Unit : Thousand Baht)									
	Consolidated								
	Land and land improvements	Land location at landfills of hazardous industrial waste	Landfills	Building	Machinery and equipment	Office equipment	Vehicles	Construction in progress	Total
At cost									
Balance as at December 31, 2024	602,598	17,630	1,487,989	2,814,391	3,018,803	207,221	968,411	393,397	9,510,440
Additions	719	-	348,324	22,092	39,504	4,355	15,558	463,765	894,317
Deductions	-	-	-	(125,187)	(48,523)	(1,039)	(8,782)	-	(183,531)
Transfer in (out)	19,163	-	455,663	94,878	5,898	3,375	-	(578,977)	-
Transfer to investment property	(49,483)	-	-	(48,689)	-	(225)	-	(45,000)	(143,397)
Balance as at December 31, 2025	572,997	17,630	2,291,976	2,757,485	3,015,682	213,687	975,187	233,185	10,077,829
Accumulated depreciation									
Balance as at December 31, 2024	-	(11,979)	(699,322)	(1,075,576)	(1,537,260)	(138,130)	(713,585)	-	(4,175,852)
Additions	-	(499)	(64,841)	(128,106)	(228,793)	(23,515)	(44,995)	-	(490,749)
Deductions	-	-	-	116,331	44,103	971	8,782	-	170,187
Transfer (in) out	-	-	-	-	-	-	-	-	-
Transfer to investment property	-	-	-	968	-	15	-	-	983
Balance as at December 31, 2025	-	(12,478)	(764,163)	(1,086,383)	(1,721,950)	(160,659)	(749,798)	-	(4,495,431)
Allowance for asset impairment									
Balance as at December 31, 2024	-	-	-	(44,655)	(947)	-	-	-	(45,602)
Deductions	-	-	-	4,018	-	-	-	-	4,018
Balance as at December 31, 2025	-	-	-	(40,637)	(947)	-	-	-	(41,584)
Net book value									
Balance as at December 31, 2024	602,598	5,651	788,667	1,694,160	1,480,596	69,091	254,826	393,397	5,288,986
Balance as at December 31, 2025	572,997	5,152	1,527,813	1,630,465	1,292,785	53,028	225,389	233,185	5,540,814
Depreciation allocation									
Cost of services									471,267
Administrative expenses									19,482
Depreciation for the year									490,749

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	(Unit : Thousand Baht)								
	Consolidated								
	Land and land improvements	Land location at landfills of hazardous industrial waste	Landfills	Building	Machinery and equipment	Office equipment	Vehicles	Construction in progress	Total
At cost									
Balance as at December 31, 2023	1,204,783	17,630	1,487,989	2,766,528	2,900,645	216,441	935,619	250,000	9,779,635
Additions	30,320	-	-	10,976	21,655	6,031	44,650	330,243	443,875
Deductions	-	-	-	(27)	(15,490)	(15,251)	(11,858)	-	(42,626)
Decrease from the change of structure from a subsidiaries to a joint ventures	(632,905)	-	-	-	-	-	-	(37,539)	(670,444)
Transfer in (out)	400	-	-	36,914	111,993	-	-	(149,307)	-
Balance as at December 31, 2024	602,598	17,630	1,487,989	2,814,391	3,018,803	207,221	968,411	393,397	9,510,440
Accumulated depreciation									
Balance as at December 31, 2023	-	(11,491)	(651,965)	(950,403)	(1,327,890)	(127,243)	(679,951)	-	(3,748,943)
Additions	-	(488)	(47,357)	(125,185)	(222,238)	(25,837)	(45,492)	-	(466,597)
Deductions	-	-	-	12	12,868	14,950	11,858	-	39,688
Transfer (in) out	-	-	-	-	-	-	-	-	-
Balance as at December 31, 2024	-	(11,979)	(699,322)	(1,075,576)	(1,537,260)	(138,130)	(713,585)	-	(4,175,852)
Allowance for asset impairment									
Balance as at December 31, 2023	-	-	-	(44,655)	(947)	-	-	-	(45,602)
Additions	-	-	-	-	-	-	-	-	-
Deductions	-	-	-	-	-	-	-	-	-
Balance as at December 31, 2024	-	-	-	(44,655)	(947)	-	-	-	(45,602)
Net book value									
Balance as at December 31, 2023	1,204,783	6,139	836,024	1,771,470	1,571,808	89,198	255,668	250,000	5,985,090
Balance as at December 31, 2024	602,598	5,651	788,667	1,694,160	1,480,596	69,091	254,826	393,397	5,288,986
Depreciation allocation									
Cost of services									445,882
Administrative expenses									20,715
Depreciation for the year									466,597

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(Unit : Thousand Baht)									
	Separate								
	Land and land improvements	Land location at landfills of hazardous industrial waste	Landfills	Building	Machinery and equipment	Office equipment	Vehicles	Construction in progress	Total
At cost									
Balance as at December 31, 2024	232,114	17,630	1,487,988	1,397,664	1,415,169	179,345	91,657	335,326	5,156,893
Additions	-	-	348,324	20,334	12,499	1,662	2,284	391,423	776,526
Deductions	-	-	-	(125,187)	(39,170)	(200)	(7,333)	-	(171,890)
Transfer in (out)	-	-	455,663	45,987	-	3,135	-	(504,785)	-
Balance as at December 31, 2025	232,114	17,630	2,291,975	1,338,798	1,388,498	183,942	86,608	221,964	5,761,529
Accumulated depreciation									
Balance as at December 31, 2024	-	(11,979)	(699,322)	(696,230)	(953,209)	(118,635)	(77,909)	-	(2,557,284)
Additions	-	(499)	(64,841)	(63,827)	(149,289)	(20,624)	(4,849)	-	(303,929)
Deductions	-	-	-	116,332	35,102	199	7,333	-	158,966
Transfer (in) out	-	-	-	-	-	-	-	-	-
Balance as at December 31, 2025	-	(12,478)	(764,163)	(643,725)	(1,067,396)	(139,060)	(75,425)	-	(2,702,247)
Allowance for asset impairment									
Balance as at December 31, 2024	-	-	-	(44,655)	(947)	-	-	-	(45,602)
Additions	-	-	-	-	-	-	-	-	-
Deductions	-	-	-	4,018	-	-	-	-	4,018
Balance as at December 31, 2025	-	-	-	(40,637)	(947)	-	-	-	(41,584)
Net book value									
Balance as at December 31, 2024	232,114	5,651	788,666	656,779	461,013	60,710	13,748	335,326	2,554,007
Balance as at December 31, 2025	232,114	5,152	1,527,812	654,436	320,155	44,882	11,183	221,964	3,017,698
Depreciation allocation									
Cost of services									295,392
Administrative expenses									8,537
Depreciation for the year									303,929

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(Unit : Thousand Baht)

	Separate								
	Land and land improvements	Land location at landfills of hazardous industrial waste	Landfills	Building	Machinery and equipment	Office equipment	Vehicles	Construction in progress	Total
At cost									
Balance as at December 31, 2023	232,114	17,630	1,487,988	1,380,717	1,299,828	190,628	97,753	196,964	4,903,622
Additions	-	-	-	10,395	12,936	3,095	1,738	253,537	281,701
Deductions	-	-	-	-	(6,218)	(14,378)	(7,834)	-	(28,430)
Transfer in (out)	-	-	-	6,552	108,623	-	-	(115,175)	-
Balance as at December 31, 2024	232,114	17,630	1,487,988	1,397,664	1,415,169	179,345	91,657	335,326	5,156,893
Accumulated depreciation									
Balance as at December 31, 2023	-	(11,491)	(651,965)	(634,037)	(816,059)	(109,576)	(78,358)	-	(2,301,486)
Additions	-	(488)	(47,357)	(62,193)	(142,803)	(23,155)	(7,384)	-	(283,380)
Deductions	-	-	-	-	5,653	14,096	7,833	-	27,582
Transfer (in) out	-	-	-	-	-	-	-	-	-
Balance as at December 31, 2024	-	(11,979)	(699,322)	(696,230)	(953,209)	(118,635)	(77,909)	-	(2,557,284)
Allowance for asset impairment									
Balance as at December 31, 2023	-	-	-	(44,655)	(947)	-	-	-	(45,602)
Additions	-	-	-	-	-	-	-	-	-
Deductions	-	-	-	-	-	-	-	-	-
Balance as at December 31, 2024	-	-	-	(44,655)	(947)	-	-	-	(45,602)
Net book value									
Balance as at December 31, 2023	232,114	6,139	836,023	702,025	482,822	81,052	19,395	196,964	2,556,534
Balance as at December 31, 2024	232,114	5,651	788,666	656,779	461,013	60,710	13,748	335,326	2,554,007
Depreciation allocation									
Cost of services									272,558
Administrative expenses									10,822
Depreciation for the year									283,380

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As at December 31, 2025 and 2024, the provision of costs to complete landfills was less accumulated amortization Baht 300.16 million and Baht 13.23 million, respectively. (Note 24)

Certain parcels of land where located at the landfills of hazardous industrial waste, with historical cost of Baht 17.63 million, are unable to be utilized for other purposes in the future after such landfills are fully buried. Therefore, the Company amortizes the whole cost of the mentioned land by using unit of productions of hazardous industrial waste.

As at December 31, 2025 and 2024, the Group's vehicles under hire purchase agreements, totaling Baht 215.16 million and Baht 238.54 million, respectively (Separate: Baht 12.66 million and Baht 15.93 million).

As at December 31, 2025 and 2024, the Group's property with historical costs of Baht 1,752.67 million and Baht 1,370.12 million, respectively, are in use but fully depreciated (Separate: Baht 899.00 million and Baht 549.28 million, respectively).

As at December 31, 2025 and 2024, the Group's parcels of land of Baht 256.82 million, (Separate: Baht 112.73 million) and a part of buildings and machineries have been mortgaged as collateral for short and long - term loans facilities from commercial bank (Note 18 and 20).

According to the minutes of the subsidiary's Executive Committee Meeting No. 5/2025, held on December 19, 2025, passed the resolution to approve the change in the intended use of an asset (The SRF building used for storing SRF fuel for the new power plant) from property, plant and equipment to investment property. Subsequently, the subsidiary entered into a lease agreement for the said building with a third party on January 5, 2026.

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12.2 Additions to plant and equipment under operating right agreement

(Unit : Thousand Baht)

	Consolidated						Total
	Factory building improvement	Buildings and structures	Machinery and equipment	Machine Improvement Section	Office equipment	Construction in progress	
At cost							
Balance December 31, 2024	41,821	2,020	145,275	11,795	61	-	200,972
Additions	-	-	630	-	9	239	878
Deductions	-	-	-	-	-	-	-
Transfer in (out)	-	-	-	-	-	-	-
Balance December 31, 2025	41,821	2,020	145,905	11,795	70	239	201,850
Accumulated depreciation							
Balance December 31, 2024	(28,139)	(1,493)	(106,815)	(1,043)	(50)	-	(137,540)
Additions	(4,745)	(200)	(15,388)	(3,931)	(6)	-	(24,270)
Deductions	-	-	-	-	-	-	-
Transfer (in) out	-	-	-	-	-	-	-
Balance December 31, 2025	(32,884)	(1,693)	(122,203)	(4,974)	(56)	-	(161,810)
Net book value							
Balance December 31, 2024	13,682	527	38,460	10,752	11	-	63,432
Balance December 31, 2025	8,937	327	23,702	6,821	14	239	40,040
Depreciation allocation							
Cost of services							24,064
Administrative expenses							206
Depreciation for the year							24,270

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	(Unit : Thousand Baht)						
	Consolidated						
	Factory building improvement	Buildings and structures	Machinery and equipment	Machine Improvement Section	Office equipment	Construction in progress	Total
At cost							
Balance December 31, 2023	41,821	2,020	138,318	-	61	11,699	193,919
Additions	-	-	340	2,414	-	4,927	7,681
Deductions	-	-	(628)	-	-	-	(628)
Transfer in (out)	-	-	7,245	9,381	-	(16,626)	-
Balance December 31, 2024	41,821	2,020	145,275	11,795	61	-	200,972
Accumulated depreciation							
Balance December 31, 2023	(23,387)	(1,293)	(93,333)	-	(45)	-	(118,058)
Additions	(4,752)	(200)	(14,110)	(1,043)	(5)	-	(20,110)
Deductions	-	-	628	-	-	-	628
Transfer (in) out	-	-	-	-	-	-	-
Balance December 31, 2024	(28,139)	(1,493)	(106,815)	(1,043)	(50)	-	(137,540)
Net book value							
Balance December 31, 2023	18,434	727	44,985	-	16	11,699	75,861
Balance December 31, 2024	13,682	527	38,460	10,752	11	-	63,432
Depreciation allocation							
Cost of services							19,905
Administrative expenses							205
Depreciation for the year							20,110

As at December 31, 2025, and 2024, the subsidiary's property with historical costs of Baht 51 million, respectively, are in use but fully depreciated.

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13. Investment property

(Unit : Thousand Baht)					
Consolidated					
	Balance as at January 1, 2025	Increases	Decrease	Transfer in from Property, plant and equipment	Balance as at December 31, 2025
<u>Cost</u>					
Land and land improvement	-	-	-	49,483	49,483
Buildings and structures	-	-	-	48,689	48,689
Furniture and office equipment	-	-	-	225	225
Work in progress	-	-	-	45,000	45,000
Total	-	-	-	143,397	143,397
<u>Accumulated amortization</u>					
Buildings and structures	-	-	-	(968)	(968)
Furniture and office equipment	-	-	-	(15)	(15)
Total	-	-	-	(983)	(983)
Net	-				142,414

14. Intangible assets

(Unit : Thousand Baht)					
Consolidated					
	Balance as at January 1, 2025	Increases	Decrease	Transfer in (out)	Balance as at December 31, 2025
<u>Cost</u>					
Computer software	9,073	-	(51)	-	9,022
Total	9,073	-	(51)	-	9,022
<u>Accumulated amortization</u>					
Computer software	(5,748)	(643)	22	-	(6,369)
Total	(5,748)	(643)	22	-	(6,369)
Net	3,325				2,653

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	(Unit : Thousand Baht)				
	Consolidated				
	Balance as at January 1, 2024	Increases	Decrease	Transfer in (out)	Balance as at December 31, 2024
<u>Cost</u>					
Computer software	9,073	-	-	-	9,073
Total	9,073	-	-	-	9,073
<u>Accumulated amortization</u>					
Computer software	(4,353)	(1,395)	-	-	(5,748)
Total	(4,353)	(1,395)	-	-	(5,748)
Net	4,720				3,325

	(Unit : Thousand Baht)				
	Separate				
	Balance as at January 1, 2025	Increases	Decrease	Transfer in (out)	Balance as at December 31, 2025
<u>Cost</u>					
Computer software	4,053	-	-	-	4,053
Total	4,053	-	-	-	4,053
<u>Accumulated amortization</u>					
Computer software	(3,638)	(138)	-	-	(3,776)
Total	(3,638)	(138)	-	-	(3,776)
Net	415				277

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	(Unit : Thousand Baht)				
	Separate				
	Balance as at January 1, 2024	Increases	Decrease	Transfer in (out)	Balance as at December 31, 2024
<u>Cost</u>					
Computer software	4,053	-	-	-	4,053
Total	4,053	-	-	-	4,053
<u>Accumulated amortization</u>					
Computer software	(2,765)	(873)	-	-	(3,638)
Total	(2,765)	(873)	-	-	(3,638)
Net	1,288				415

As at December 31, 2025, and 2024, the Group's intangible assets with historical costs of Baht 2.92 million and Baht 2.07 million, respectively, are in use but fully amortized. (Separate: Baht 2.72 million and Baht 2.07 million, respectively).

15. Right of use assets

Changes in right of use assets for the year ended December 31, 2025 and 2024 are summarized below:

	(Unit : Thousand Baht)	
	Consolidated	
	2025	2024
Net book value as at January 1,	66,788	177,828
Increase (decrease) during the year	3,473	1,182
Decrease from the change of structure from a subsidiaries to a joint venture	-	(100,431)
<u>Less depreciation for the year :</u>		
- Land reclamation	(2,073)	(2,411)
- Right of use asset	(8,906)	(9,380)
Net book value as at December 31,	59,282	66,788

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16. Deferred income tax

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Deferred tax assets - net	50,602	10,700	28,956	-
Set off of tax	-	-	-	-
Net deferred tax assets	50,602	10,700	28,956	-

Movements in total deferred tax assets and liabilities during the year were as follows:

	(Unit : Thousand Baht)					
	Consolidated					
	(Charged) / Credited to					
	As at January 1, 2025	Profit / loss	Other comprehensive income	Shareholder's equity	Decreased from changing investment types	As at December 31, 2025
Deferred tax assets						
Allowance for expected credit losses	2,137	4,241	-	-	-	6,378
(Assets) lease under lease right agreement	3,444	(950)	-	-	-	2,494
Obligation employee benefits	11,065	3,916	5,884	-	-	20,865
Provision for loss on pending lawsuits	-	13,706	-	-	-	13,706
Tax losses carried forward (up to 5 years)	-	2,882	-	-	-	2,882
Other non-current liabilities	-	146	-	-	-	146
Property, plants and equipment	-	8,317	-	-	-	8,317
Total	16,646	32,258	5,884	-	-	54,788
Deferred tax liabilities						
Accumulated depreciation						
- Vehicle duration extension	5,946	(1,760)	-	-	-	4,186
Total	5,946	(1,760)	-	-	-	4,186
Deferred tax assets - net	10,700	34,018	5,884	-	-	50,602

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	(Unit : Thousand Baht)				
	Consolidated				
	(Charged) / Credited to				
	As at			Decreased	As at
	January	Profit /	Other	from	December
	1, 2024	loss	comprehensive	changing	31, 2024
			income	investment	
				types	
Deferred tax assets					
Allowance for expected credit losses	423	1,714	-	-	2,137
(Assets) lease under lease right agreement	2,819	(488)	-	1,113	3,444
Obligation employee benefits	9,788	(139)	1,416	-	11,065
Provision for loss on pending lawsuits	130	(130)	-	-	-
Total	13,160	957	1,416	1,113	16,646
Deferred tax liabilities					
Accumulated depreciation					
- Vehicle duration extension	7,154	(1,208)	-	-	5,946
Total	7,154	(1,208)	-	-	5,946
Deferred tax assets - net	6,006	2,165	1,416	1,113	10,700

	(Unit : Thousand Baht)				
	Separate				
	(Charged) / Credited to				
	As at			Decreased	As at
	January	Profit /	Other	from	December
	1, 2025	loss	comprehensive	changing	31, 2025
			income	investment	
				types	
Deferred tax assets					
Allowance for expected credit losses	-	908	-	-	908
Obligation employee benefits	-	3,512	2,553	-	6,065
Provision for loss on pending lawsuits	-	13,666	-	-	13,666
Property, plants and equipment	-	8,317	-	-	8,317
Total deferred tax assets	-	26,403	2,553	-	28,956

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The Group have deferred tax assets on temporary differences have not been recognised in the financial statements as follows:

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Allowance for expected credit losses	-	1,757	-	1,391
Allowance for devaluation of investments	-	182	-	182
Allowance for asset impairment	-	14,748	-	14,748
Provision for loss on pending lawsuit	-	13,184	-	13,184
Obligation employee benefits	1,398	4,239	-	3,307
Loss carried forward	88,819	170,909	-	76,199
Deferred tax assets - net	90,217	250,019	-	109,011

As at December 31, 2025 and 2024, the Group's on which deferred tax assets have not been recognized there is uncertainty whether the Group's will have sufficient future taxable income to utilize such items.

17. Other non - current assets

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Guarantees for power projects	915	915	-	-
Deposits and guarantee	17,444	16,617	1,316	1,326
Withholding tax	108,312	155,977	78,728	108,523
Other non - current assets	7,397	16,017	7,397	16,017
Total	134,068	189,526	87,441	125,866

18. Bank overdrafts and short - term loans from financial institutions

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Promissory notes	243,000	294,000	200,000	250,000
Total	243,000	294,000	200,000	250,000

As at December 31, 2025 and 2024, the Group had overdrafts lines of Baht 120 million (Separate : Baht 35 million), bearing interest rate at MOR p.a.

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As at December 31, 2025 and 2024, the Group had promissory note lines of Baht 604 million (Separate : Baht 435 million), bearing interest rate at MLR -0.5%, MMR and Prime Rate less 0.25% - 2.25% p.a.

Above bank overdrafts and promissory notes were secured by the mortgage of the Company's land and the pledge of machineries (Note 12.1) and guaranteed by fixed deposits of Baht 22 million.

19. Trade and other current payables

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Trade and other payables related parties				
(Note 5.2.2)	-	-	169,185	214,816
Trade payable and note payable	159,718	142,678	71,302	60,095
Subcontract payable	4,744	25,193	-	-
Retentions payable	42,208	31,185	39,193	30,576
Accrued expenses	116,474	129,242	35,203	44,138
Interest payable on debentures	1,579	20,226	1,579	8,517
Undue Output VAT	76,090	73,553	46,210	51,521
Other payable	18,177	14,207	4,583	6,945
Net	418,990	436,284	367,255	416,608

20. Long - term loans

Long - term loans is as follows :

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Current portion long - term liabilities				
Long - term loans - related parties				
(Note 5.2.4)	-	-	80,335	88,821
Long - term loans - financial institution	240,155	275,968	70,440	70,440
Total	240,155	275,968	150,775	159,261
Non - current				
Long - term loans - related parties				
(Note 5.2.4)	-	-	170,301	39,862
Long - term loans - financial institution	2,474	248,678	2,474	72,914
Total	2,474	248,678	172,775	112,776
Total long - term loans	242,629	524,646	323,550	272,037

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Long - term loans - financial institutions is as follows :

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Long - term loans - financial institution	242,597	518,322	72,914	143,354
<u>Less</u> deferred front - end fee	32	6,324	-	-
Total	242,629	524,646	72,914	143,354
<u>Less</u> current portion due within one year	(240,155)	(275,968)	(70,440)	(70,440)
Net	2,474	248,678	2,474	72,914

Movement of long - term loans - financial institutions for the year ended December 31, 2025, are as follows:

	(Unit : Thousand Baht)	
	Consolidated	Separate
Balance as at January 1, 2025	524,646	143,354
Repayment	(282,017)	(70,440)
Balance as at December 31, 2025	242,629	72,914

As at December 31, 2025 and 2024, the Group has term loan facilities with commercial banks as follows:

	Credit line (Million Baht)			
	2025	2024	Interest rate	Maturity Date
<u>Long - term loans</u>				
The Company	538	538	Fallback reference interest rate at THBFIX (1 month)* plus margin 3.55% p.a.	On agreement
The subsidiaries	450	450	Fallback reference interest rate at THBFIX (1 month)* plus margin 3.55% p.a.	On agreement
Indirect subsidiaries	* 894	894	THOR 3 months reference interest rate at CMP OB5 plus 3% p.a. and fixed loan interest rate 4.50% - 5.47% p.a.	On agreement

The above long - term loans are secured by the mortgage of land, buildings and construction, the pledge of machineries of the Group (Note 12.1).

* Under the loan agreement of an indirect subsidiary, there are significant conditions regarding the deposit account received from the Provincial Electricity Authority (PEA), which shall be allocated in accordance with the terms and conditions specified in the loan agreement.

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Besides, the Group has to comply with covenants relating to various matters stipulated in the loan agreements including maintenance of certain financial ratios, among others. As at December 31, 2024, the direct and indirect subsidiaries are unable to maintain the financial ratio which referred in the conditions of the loan agreement. However, the financial institutions, as lenders, have approved waiver of such event of default according the letters of consent on December 2024.

As at December 31, 2025, the Company and direct subsidiaries is unable to maintain the financial ratio which referred in the conditions of the loan agreement. However, the financial institutions, as lenders, have approved waiver of such event of default according the letters of consent on December 2025.

21. Debentures

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Debentures	554,612	2,500,532	554,612	799,952
<u>Less</u> deferred fee	(9,100)	(15,427)	(9,100)	(2,474)
Total	545,512	2,485,105	545,512	797,478
<u>Less</u> current portion of debenture	-	(1,296,533)	-	(797,478)
Net	545,512	1,188,572	545,512	-

Movement of debentures for the year ended December 31, 2025 and 2024, are as follows:

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Net book value at beginning of the period	2,485,105	1,986,506	797,478	794,588
Increase from issuance of debentures	554,700	499,000	554,700	-
Decrease from debenture redemption	(2,500,600)	-	(800,000)	-
Deferred debenture issuance cost	(11,106)	(9,048)	(11,106)	-
Amortization of deferred debenture issuance cost	17,413	8,647	4,440	2,890
Net book value at end of the period	545,512	2,485,105	545,512	797,478

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As at December 31, 2025 and 2024, following details :

						(Unit : Million Baht)			
						Consolidated		Separate	
Debentures	Term	Issue date	Maturity date	Interest rate (% per annum)	The debentures pay interest	2025	2024	2025	2024
1/2022	2 years 6 months	October 26, 2022	April 25, 2025	6.50	every 3 months	-	500.00	-	-
1/2023	2 years 9 months	January 25, 2023	October 24, 2025	5.80	every 3 months	-	800.00	-	800.00
1/2023	2 years 9 months	May 19, 2023	January 19, 2026	5.40	every 3 months	-	701.60	-	-
1/2024	3 year	December 18, 2024	December 18, 2027	7.25	every 3 months	-	499.00	-	-
1/2025	3 year	March 25, 2025	March 25, 2028	7.25	every 3 months	200.00	-	200.00	-
2/2025	3 year	July 4, 2025	July 4, 2028	7.40	every 3 months	400.00	-	400.00	-
						<u>600.00</u>	<u>2,500.60</u>	<u>600.00</u>	<u>800.00</u>

Debentures issued by the Company :

According to the resolution of the 2023 shareholders' meeting approved to increase the credit limit for the issuance and offering of debentures. From the original amount of not more than Baht 2,000 million to the total amount and the outstanding value at a certain point of time (Revolving Basis) not exceeding Baht 5,000 million.

The Company offers debentures No. 1/2023, the offering amount is 800,000 units which totally amount Baht 800 million, maturity period on year 2025 with coupon of interest rate at 5.80% p.a. The Company received proceeds from the sale of such debentures amounting to Baht 800 million on January 25, 2023. During the year, the Company redeemed Debentures No. 1/2022, which reached maturity, in the amount of Baht 800 million plus accrued interest.

The Company offers debentures No. 1/2025, the offering amount is 200,000 units which totally amount Baht 200 million, maturity on March 25, 2028 with coupon of interest rate at 7.25% p.a. The Company received proceeds from the sale of such debentures amounting to Baht 154 million on March 25, 2025.

The Company offered debentures No. 2/2025, the offering amount is 400,000 units which totally amount Baht 400 million, maturing in 2028 with coupon of interest rate at 7.40% p.a. The Company received proceeds from the sale of such debentures amounting to Baht 400 million on July 4, 2025.

Under the rights and responsibilities of debenture issuer, The Company will maintain of a debt to equity ratio of not more than 2 : 1 as at the end of the quarter and year end. According to the consolidated financial statement. Calculated from total interest - bearing debt less cash and cash equivalents divided by equity.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2025**

Debentures issued by a subsidiary :

According to the resolution of the 2023 shareholder's meeting of a subsidiary approved to increase the credit limit for the issuance and offering of debentures. From the original amount of not more than Baht 2,500 million to the total amount and the outstanding value at a certain point of time (Revolving Basis) not exceeding Baht 7,500 million. The Subsidiary has issued and sold debentures during the year 2023 with the offering amount of 700,000 units amounting to Baht 701.60 million at interest rate 5.40% p.a. with redemption period in 2026. And in 2024 with the offering amount of 499,000 units, the total offered value of Baht 499 million, maturity date before 2027, interest rate of 7.25% p.a.

During 2025, the Subsidiary redeemed Debenture No. 1/2022 upon its maturity on April 25, 2025 amounting to Baht 500 million. The principal and interest payments were made on April 28, 2025. Additionally, the Subsidiary redeemed Debenture No. 1/2023, which was originally due on May 19, 2026 (early redemption), in the amount of Baht 701.60 million plus interest. On November 7, 2025 the Subsidiary issued a notice to debenture holders (No. ETC MD-033/2025) regarding the exercise of the right to early redeem the entire portion of Debenture No. 1/2024. The early redemption date, including interest payment, was December 12, 2025.

Under the rights and responsibilities of debenture issuer, the Subsidiary is required to comply with certain covenants and restrictions, which include the maintenance of a debt to equity ratio per the consolidated financial statements of not more than 3 : 1 throughout the tenor of the debentures. Thus net liabilities means interest bearing liabilities in the consolidated financial statements (exclude : trade payables, advance and/or any non - interest bearing liabilities) less by cash and cash equivalents.

22. Lease liabilities

As at December 31, 2025 and 2024, the Group have lease liabilities as follows:

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Lease liabilities	123,145	178,473	4,651	6,050
<u>Less</u> Deferred interest expense	<u>(11,141)</u>	<u>(16,522)</u>	<u>(191)</u>	<u>(251)</u>
Total	112,004	161,951	4,460	5,799
<u>Less</u> Current portion	<u>(58,444)</u>	<u>(61,861)</u>	<u>(2,492)</u>	<u>(2,952)</u>
Lease liabilities - net	<u>53,560</u>	<u>100,090</u>	<u>1,968</u>	<u>2,847</u>

The subsidiary entered into a contract to excise the right to manage and operate industrial waste management centers (Industrial waste incinerator) to use in the operations of the business, the remaining period of the contract is 2 years.

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An indirect subsidiary has an obligation, for yearly payment of Baht 1.51 million, under the contract for certain land thereon with an unrelated company for a period of 23 years starting September 30, 2016 to September 20, 2038.

23. Provisions for employee benefit

An independent actuary carried out an evaluation of the Company's obligations for employees' long - term benefits using the projected unit credit method. The Group have provided the provision for employees' long - term benefits for the year 2025 and 2024, as follows:

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Current provisions for employee benefit	17,706	3,617	12,809	-
Non - current provisions for employee benefit	94,878	72,951	17,514	16,534
Total provisions for employee benefit	<u>112,584</u>	<u>76,568</u>	<u>30,323</u>	<u>16,534</u>

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Employee benefit obligations - beginning of year	76,568	65,534	16,534	13,015
Employee benefit expenses				
Current service costs	7,841	7,659	899	707
Interest on obligation	2,244	2,502	411	416
Actuarial (gain) loss from employee benefit	30,672	10,346	12,764	2,396
<u>Less benefit paid</u>	<u>(4,741)</u>	<u>(9,473)</u>	<u>(285)</u>	<u>-</u>
Employee benefit obligations - ending of year	<u>112,584</u>	<u>76,568</u>	<u>30,323</u>	<u>16,534</u>

Principal actuarial assumptions at the reporting date (Actuarial basis) are summarized below :

	Consolidated		Separate	
	2025	2024	2025	2024
Discount rate (%)	2.02 - 2.50	2.36 - 3.01	2.07	2.36
Future salary increase (%)	3.70 - 7.00	3.70 - 7.35	7.00	7.35
Retirement age (years old)	55 - 60	55 - 60	60	60

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The result of sensitivity analysis for significant assumptions that affect the present value of the long - term employee benefit obligation as at December 31, 2025 and 2024 are summarized below:

(Unit : Thousand Baht)				
As at December 31, 2025				
Assumptions that affect	Consolidated		Separate	
	Increase rate	Decrease rate	Increase rate	Decrease rate
Discount rate (0.50%)	(5,567)	6,065	(1,241)	1,365
Future salary increase (0.50%)	5,073	(4,116)	1,283	(1,183)
Turnover rate (20.00%)	(10,918)	13,604	(2,650)	3,350

(Unit : Thousand Baht)				
As at December 31, 2024				
Assumptions that affect	Consolidated		Separate	
	Increase rate	Decrease rate	Increase rate	Decrease rate
Discount rate (0.50%)	(3,513)	4,104	(535)	565
Future salary increase (0.50%)	3,911	(3,392)	543	(519)
Turnover rate (0.50%)	(2,978)	3,084	(350)	376

24. Provision for landfill closure costs

(Unit : Thousand Baht)		
Consolidated and Separate		
	2025	2024
Balance as at January 1	13,232	20,010
Increase in provisions	297,926	-
Provisions used during the year	(11,000)	(6,778)
Net book value as at December 31	300,158	13,232

25. Share capital and warrants

25.1 Share capital

The Board of Directors' Meeting No. 2/2025, held on February 10, 2025, resolved to approve the issuance, allocation, and offering of additional ordinary shares under General Mandate to the private placement investor(s), to 5 private investors, at the price Baht 0.26 per share, amounting to 400 million shares. This is in accordance with the resolution of the 2024 Shareholder's meeting held on April 29, 2024 and registered the paid-up capital increase with the Ministry of Commerce on February 14, 2025.

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The Shareholder's meeting, resolution held on April 30, 2025, the shareholders' approval the resolution following :

1. Approval of the reduction of the Company's registered capital by Baht 35 million. This reduction involves deducting 140 million unallocated ordinary shares from the capital increase, which are ordinary shares allocated for issuance and allotment of the newly issued ordinary shares under the General Mandate.
2. Approval the issuance and offering of the Company's newly issued ordinary shares under General Mandate for offering to the private placement investor(s), not exceeding 580 million shares with a par value of Baht 0.25 per share, the total value not exceeding Baht 145 million.
3. Approval the allocation of additional ordinary shares of the Company, not exceeding 1,546,866,205 shares with a par value of Baht 0.25 per share, allocating additional ordinary shares of the Company's under General Mandate for offering to the private placement investor(s), not exceeding 580 million shares with a par value of Baht 0.25 per share, the total value not exceeding Baht 145 million.

The Company registered the capital reduction and capital increase with the Ministry of Commerce on May 21, 2025, and May 22, 2025, respectively.

25.2 Warrants

At the general meeting of the shareholders held on April 29, 2024, the shareholders resolved to issue and offer the warrants ("Warrant No. 6" or "BWG - W6") to the shareholders as detailed belows :

Number of Warrants :	897,195,802 units
Underlying Shares :	897,195,802 shares
Rights of Warrants :	The holder of warrant certificate has the right to purchase ordinary share of the Company of 1 warrant for 1 new share. Exercise Price Baht 0.70 per share (Par value of Baht 0.25 per share) (subject to change according to rights adjustment conditions).
Type of Warrant :	Named certificate and transferable.
Term of Warrants :	Equal to 1 year 3 months from the date of issuance of warrants (May 14, 2024 to August 13, 2025).

On August 13, 2025, the holders of BWG - W6 warrants exercised 10,998 units. The Company received proceeds from the capital increase in the total amount of Baht 7,698.60 from the issuance of 10,998 ordinary shares to the warrant holders. The Company registered the change in paid-up capital with the Ministry of Commerce on August 25, 2025.

The remaining unexercised BWG - W6 warrants, totaling 897,184,804 units, expired from being listed securities on August 14, 2025.

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At the general meeting of the shareholders held on April 30, 2025, the shareholders resolved to issue and offer the warrants (“Warrant No. 7” or “BWG - W7”) to the shareholders as detailed belows :

Number of Warrants :	964,271,446 units
Underlying Shares :	964,271,446 shares
Rights of Warrants :	The holder of warrant certificate has the right to purchase ordinary share of the Company of 1 warrant for 1 new share. Exercise Price Baht 0.45 per share (Par value of Baht 0.25 per share) (subject to change according to rights adjustment conditions).
Type of Warrant :	Named certificate and transferable.
Term of Warrants :	Equal to 2 year from the date of issuance of warrants (May 30, 2025 to May 28, 2027).

As at December 31, 2025, the outstanding of unexercised warrants (BWG - W7) was 964,271,446 units.

26. Legal reserve

According to the Public Limited Companies Act, the Company has appropriated its reserve as a legal reserve not less than 5% of the annual net profit deducted by the total accumulated deficit brought forward (if any) until the reserve reaches an amount not less than 10% of the authorized share capital. The legal reserve may not be distributed as dividends.

27. Dividend Payment

At the Annual General Meeting of Shareholders of the subsidiary held on April 25, 2025, a resolution was passed to approve a dividend payment from net profit after corporate income tax based on the operating results for the year 2024, totaling Baht 14.95 million. The dividend was paid in May 2025.

28. Earnings (loss) per share

Basic earnings (loss) per share

Basic earnings (loss) per share are calculated by dividing the net profit (loss) attributable to shareholders by the weighted average number of ordinary shares in issue during the period.

Diluted earnings (loss) per share

Diluted earnings (loss) per share is calculated by dividing the net profit (loss) attributable to shareholders by the weighted average number of ordinary shares in issue during the period adjusted for the effect of conversion of warrant to ordinary share.

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The Company did not calculate diluted earnings (loss) per share for the year ended December 31, 2025 because the fair value of an ordinary share is lower than the exercised price of warrants.

29. Expenses by natures

Significant expenses by natures are as follows:

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Salary and wages and other employee benefits	606,640	567,072	76,281	67,159
Depreciation and amortization	526,643	499,893	304,067	284,253
Transport expenses	130,341	128,594	419,336	461,752
Fuel expenses	197,028	212,551	3,803	4,699
Raw materials and consumables used	212,042	190,876	40,515	30,067
Management fee	35,657	21,928	72,247	56,305
Cost of construction service	-	20,809	-	25,435
Consulting fee	31,886	35,076	527	2,285
Energy fuels	31,837	33,146	-	-
Industrial waste expenses	21,235	8,162	-	-
Factory management hiring costs	-	-	376,522	366,182
Repair expenses	97,777	174,996	3,733	3,113
Utilities expenses	53,885	55,340	1,873	2,228

30. Tax expense (income)

Tax expense (income) recognized in profit or loss

Tax expense (income) for the year ended December 31, 2025 and 2024, are as follows:

	(Unit : Thousand Baht)			
	Consolidated		Separate	
	2025	2024	2025	2024
Current income tax :				
Income tax for the year	64,630	15,858	4,549	-
Deferred tax :				
Deferred tax expense (income) relating to origination and reversal of temporary differences	(34,018)	(2,510)	(26,403)	-
Expense (Income) tax in statements of comprehensive income	30,612	13,348	(21,854)	-

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Reconciliation of effective tax rate

(Unit : Thousand Baht)					
	Rate (%)	Consolidated		Separate	
		2025	2024	2025	2024
Profit (loss) before income tax expense		789,858	180,038	203,933	94,008
Income tax using the Thai corporation tax rate	20	157,972	36,008	40,786	18,802
Tax effect of income and expenses that are not taxable income or not deductible in determining taxable profit - net		(93,342)	(20,150)	(36,237)	(18,802)
Total		64,630	15,858	4,549	-

31. Financial information classified by segment

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

The Group has carried on its operations in the single geographical area is Thailand and engaged in the integrated industrial waste treatment and disposal of the industrial waste, business as an agent of industrial waste management and transportation, construction business, business of electric production and distribution from the waste fuel power plant and wastewater treatment business. However, the Group have revenue from wastewater treatment business is not separately disclosed in the segmentation as its revenue is not exceed 10% of total revenues.

Major customer

Revenues from 1 major customer of the Group's represent approximately Baht 734.58 million (2024 : 1 customer approximately Baht 748.05 million) of the Group's total revenues.

The following tables present revenue and profit information regarding the Group's operating segments for the year ended December 31, 2025 and 2024.

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(Unit : million Baht)

	Consolidated															
	For the year ended December 31, 2025 and 2024															
	Disposal waste		Transport		Power business		Sell fuel waste		Construction		Total segment		Eliminate		Consolidated	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Revenue																
Sale and service income	1,857	1,699	9	-	735	748	134	135	-	-	2,735	2,582	-	-	2,735	2,582
Construction income	-	-	-	-	-	-	-	-	-	23	-	23	-	-	-	23
Segment revenue	718	701	403	419	-	-	184	187	-	-	1,305	1,307	(1,305)	(1,307)	-	-
Total revenue	2,575	2,400	412	419	735	748	318	322	-	23	4,040	3,912	(1,305)	(1,307)	2,735	2,605
Operating																
Segment gross profit (loss)	551	553	31	48	342	264	(70)	(107)	-	(2)	854	756	(55)	(53)	799	703
Gain from change the status of investment in subsidiaries to joint ventures															-	39
Gain on disposal of investment in joint venture															569	-
Other income															26	36
Services expenses															(41)	(33)
Administrative expenses															(284)	(267)
Management benefit expenses															(101)	(87)
Share of profit (loss) from investment in joint ventures															(4)	(7)
Finance costs															(174)	(204)
Net profit (loss) before income tax expense															790	180
Tax (expense) income															(31)	(13)
Net profit (loss) for the year															759	167
Timing of revenue recognition																
At a point in time	1,857	1,699	9	-	735	748	134	135	-	-	2,735	2,582				
Over time	-	-	-	-	-	-	-	-	-	23	-	23				
Total revenues	1,857	1,699	9	-	735	748	134	135	-	23	2,735	2,605				

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
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32. Financial instruments

32.1 Financial risk management and policies

The Group is exposed to a variety of financial risks, including credit risk, market risk (including interest rate risk) and liquidity risk. The Group's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative instruments to hedge certain exposures.

Credit risk

Credit risk is the risk of financial losses if a customer or the counterparty fails to meet its obligations. However, the Group have a policy to enter into financial instruments with credit worthy counterparties, therefore the Group do not anticipate material losses from their debt collection. The Group adequately provided expected credit loss.

Interest rate risk

Interest rate risk incurs from the future interest rate instability, which may affect the Group operating result and cash flow. The Group also incurs interest rate risk from investment in financial institutes, bank overdraft, loan from banks, and promissory note - financial institute.

Since the financial assets and liabilities are held primarily in short - term and have fixed interest rates in relation with the current market interest rate, the Group has not used financial derivative to protect against such risk.

As at December 31, 2025 and 2024, significant interest - bearing financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

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(Unit : Thousand Baht)

	Consolidated						
	As at December 31, 2025						
	Fixed interest rates						
	Within 1 year	1 - 5 years	Over 5 years	Floating Interest rate	Non - interest bearing	Total	Interest rate (% per annum.)
Financial assets							
Cash and cash equivalents	-	-	-	1,284,223	289,891	1,574,114	0.15 - 0.65
Restricted deposits with banks	-	-	-	418,227	23,396	441,623	0.1 - 0.25
Other current financial assets	40,000	-	-	-	-	40,000	0.85
	40,000	-	-	1,702,450	313,287	2,055,737	
Financial liabilities							
Bank overdrafts and short - term loans							
from financial institutions	-	-	-	243,000	-	243,000	3.85 - 6.70
Long - term loans	111,749	-	-	130,880	-	242,629	5.09 - 5.91
Debentures	-	545,512	-	-	-	545,512	5.80 - 7.40
Lease liabilities	58,444	40,160	13,400	-	-	112,004	0.74 - 2.17
Other current liabilities	68,530	-	-	-	-	68,530	7.50
	238,723	585,672	13,400	373,880	-	1,211,675	

(Unit : Thousand Baht)

	Consolidated						
	As at December 31, 2024						
	Fixed interest rates						
	Within 1 year	1 - 5 years	Over 5 years	Floating Interest rate	Non - interest bearing	Total	Interest rate (% per annum.)
Financial assets							
Cash and cash equivalents	-	-	-	1,817,406	750,107	2,567,513	0.15 - 0.65
Restricted deposits with banks	-	-	-	393,550	-	393,550	0.16 - 0.30
Other current financial assets	102,000	-	-	-	-	102,000	1.85 - 2.15
	102,000	-	-	2,210,956	750,107	3,063,063	

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(Unit : Thousand Baht)

	Consolidated						
	As at December 31, 2024						
	Fixed interest rates						
	Within 1 year	1 - 5 years	Over 5 years	Floating Interest rate	Non - interest bearing	Total	Interest rate (% per annum.)
Financial liabilities							
Bank overdrafts and short - term loans							
from financial institutions	-	-	-	294,000	-	294,000	4.10 - 7.60
Long - term loans	131,410	111,749	-	281,487	-	524,646	4.50 - 6.28
Debentures	1,296,533	1,188,572	-	-	-	2,485,105	5.50 - 7.25
Lease liabilities	61,861	86,723	13,367	-	-	161,951	0.74 - 8.90
Other current liabilities	65,920	-	-	-	-	65,920	7.50
	<u>1,555,724</u>	<u>1,387,044</u>	<u>13,367</u>	<u>575,487</u>	<u>-</u>	<u>3,531,622</u>	

(Unit : Thousand Baht)

	Separate						
	As at December 31, 2025						
	Fixed interest rates						
	Within 1 year	1 - 5 years	Over 5 years	Floating Interest rate	Non - interest bearing	Total	Interest rate (% per annum.)
Financial assets							
Cash and cash equivalents	-	-	-	117,250	147,611	264,861	0.15 - 0.20
Restricted deposits with banks	-	-	-	55,905	665	56,570	0.15 - 0.25
	<u>-</u>	<u>-</u>	<u>-</u>	<u>173,155</u>	<u>148,276</u>	<u>321,431</u>	
Financial liabilities							
Bank overdrafts and short - term loans							
from financial institutions	-	-	-	200,000	-	200,000	3.75 - 6.70
Short - term loans to related party	150,000	-	-	-	-	150,000	5.98
Long - term loans	80,335	170,301	-	72,914	-	323,550	5.09 - 5.91 , 7.00
Debentures	-	545,512	-	-	-	545,512	5.80 - 7.40
Lease liabilities	2,492	1,968	-	-	-	4,460	0.74 - 2.17
Other current liabilities	68,331	-	-	-	-	68,331	7.50
	<u>301,158</u>	<u>717,781</u>	<u>-</u>	<u>272,914</u>	<u>-</u>	<u>1,291,853</u>	

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(Unit : Thousand Baht)

	Separate						
	As at December 31, 2024						
	Fixed interest rates			Floating Interest rate	Non - interest bearing	Total	Interest rate (% per annum.)
	Within 1 year	1 - 5 years	Over 5 years				
Financial assets							
Cash and cash equivalents	-	-	-	74,925	71,808	146,733	0.15 - 0.40
Restricted deposits with banks	-	-	-	84,627	-	84,627	0.15 - 0.25
	-	-	-	159,552	71,808	231,360	
Financial liabilities							
Bank overdrafts and short - term loans							
from financial institutions	-	-	-	250,000	-	250,000	4.10 - 7.60
Long - term loans	88,821	39,862	-	143,354	-	272,037	5.72 - 6.28, 7.00
Debentures	797,478	-	-	-	-	797,478	5.80
Lease liabilities	2,952	2,847	-	-	-	5,799	0.74 - 2.17
Other current liabilities	65,920	-	-	-	-	65,920	7.50
	955,171	42,709	-	393,354	-	1,391,234	

Interest Rate Risk Sensitivity Analysis

The effect on future interest expense over the next twelve months resulting from changes in market interest rates, calculated based on the outstanding balances as at 31 December 2025 and 2024 without considering maturity dates, is presented as follows:

(Unit : Thousand Baht)

	Consolidated			
	As at December 31, 2025		As at December 31, 2024	
	Effect on profit		Effect on profit	
	Increase / Decrease (%)	(loss) before income tax	Increase / Decrease (%)	(loss) before income tax
Cash and cash equivalents	+1	12,651	+1	17,764
	-1	(12,651)	-1	(17,764)
Long - term loans	+1	1,306	+1	2,740
	-1	(1,306)	-1	(2,740)
Restricted deposits with banks	+1	4,182	+1	4,034
	-1	(4,182)	-1	(4,034)
Bank overdrafts and short - term loans				
from financial institutions	+1	2,430	+1	3,010
	-1	(2,430)	-1	(3,010)

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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	(Unit : Thousand Baht)			
	Separate			
	As at December 31, 2025		As at December 31, 2024	
	Increase / Decrease (%)	Effect on profit (loss) before income tax	Increase / Decrease (%)	Effect on profit (loss) before income tax
Cash and cash equivalents	+1	1,173	+1	749
	-1	(1,173)	-1	(749)
Long - term loans	+1	729	+1	1,434
	-1	(729)	-1	(1,434)
Restricted deposits with banks	+1	559	+1	846
	-1	(559)	-1	(846)
Bank overdrafts and short - term loans from financial institutions	+1	2,000	+1	2,500
	-1	(2,000)	-1	(2,500)

32.2 Fair value of financial assets and liabilities

The fair value of the following financial assets and liabilities approximates their book values.

- For financial assets and liabilities which have short - term maturity, including cash and cash equivalents, trade and other current receivables, bank overdrafts and short - term loans from financial institutions, trade and other current payables, their carrying amounts in the statement of financial position approximate their fair value.
- For restricted deposits with banks, lease liability and long - term loans with carrying interest approximate to the market rate, their carrying amounts in the statement of financial position approximates their fair value.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2025**

Fair values of financial assets and liabilities, together with the carrying values shown in the statement of financial position as at December 31, 2025 were as follows :

	(Unit : Thousand Baht)				
	Consolidated financial statements				
	As at December 31, 2025				
Carrying amount	Fair value				Total
	Level 1	Level 2	Level 3		
<u>Financial liabilities</u>					
Financial liabilities measured at fair value through profit or loss					
- Interest rate swap	592	-	592	-	592
Total	592	-	592	-	592

33. Agreement

- 33.1 The Subsidiary has to be responsible for establishing the Environmental fund by apportion the money on the annual basis amounting Baht 0.10 million, totaling Baht 2 million over the contract period. As at December 31, 2025, the Subsidiary has made the deposits to a reserve account with a bank total amount Baht 1.75 million.
- 33.2 The Subsidiary has entered into a Natural Gas Purchase Agreement with a supply company. The agreement term is 2 years, starting from May 1, 2018 to April 30, 2020. Under this agreement, the Subsidiary has to purchase the natural gas at the minimum level as stipulated in the agreement. On May 21, 2020 The subsidiary has entered into a memorandum No.1, extended the agreement period to 9 years, ending on April 30, 2027.

34. Litigations

On December 30, 2010, the Civil Court received an indictment from a group of individuals (plaintiffs), accusing the Company for the violations that caused the plaintiffs damaged and requested the court to adjudicate the Company to pay the compensation and prohibit the Company from operating all businesses that caused pollution or nuisance to the plaintiffs. On February 21, 2019, the Court of First Instance adjudicated the Company to pay the compensation together with interest and court fees of Baht 52.04 million for the plaintiffs. The Company has proceeded an appeal on October 16, 2019 and the ultimate outcome cannot be reached yet. However, the Company recorded the provision for loss from litigation in the financial statements since 2018.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

35. Commitments and contingent liabilities

As at December 31, 2025, the Group's commitments and contingent liabilities are as follows:

- 35.1 Commitments under construction and service agreements are Baht 553.55 million and USD 10,847 (Separate : Baht 542.20 million).
- 35.2 The Group have commitments to pay service fees and maintenance fees for facilities in various industrial estates at specified rates.
- 35.3 Contingent liabilities under letters of guarantee, issued by banks to the government agencies and customers, are Baht 103.46 million (Separate : Baht 18.11 million). The letters of guarantee are secured by land, building and construction as well as machineries of the Company and deposits at financial institutions of a subsidiaries.
- 35.4 The Group has obligations to allocate funds to environmental funds as follows:
1. The Landfill Closure Fund aims to support expenses related to the decommissioning of the project at the end of its useful life and to demonstrate responsibility for any potential damages resulting from project activities. The Company contributes to the fund at a rate of Baht 15 per ton of industrial waste received. These funds are deposited with Thai financial institutions and are restricted for use solely for closure-related activities. In the event that there is a surplus remaining after the closure process is completed, such remaining funds shall revert to being the assets of the Company. As at December 31, 2025, deposits into the fund amounted to Baht 20.38 million.
 2. The Post-Closure Rehabilitation Fund aims to oversee and restore the project area for a period of 30 years after project closure. The Company contributes to the fund at a rate of Baht 10 per ton of industrial waste received. These funds are deposited with Thai financial institutions and are restricted for use in accordance with the fund's objectives. In the event that there is a surplus remaining after the rehabilitation process is completed, such remaining funds shall revert to being the assets of the Company. As at December 31, 2025, deposits into the fund amounted to Baht 13.68 million.
 3. The Community Development Fund. The Company contributes to the fund at a rate of Baht 10 per ton of industrial waste received to support community development activities in the areas surrounding the project. Such fund contributions are non-refundable to the Company.
 4. The Subsidiary responsible for establishing the Environmental Upkeep Fund by apportion the money to the Fund on the annual basis of Baht 0.10 million, totaling Baht 2 million over the term of the agreement. Up to December 31, 2025 the subsidiary has made the deposits to a reserve account with a bank totaling Baht 1.85 million.

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

36. Capital management

The primary objectives of the Group's capital management are to maintain their abilities to continue as a going concern and to maintain an appropriate capital structure.

As at December 31, 2025, debt to equity ratio in the consolidated financial statements is 0.31 : 1.00 (Separate : debt to equity ratio is 0.53 : 1.00).

37. Subsequent events

37.1 The Board of Directors' Meeting No. 1/2026, held on February 9, 2026, resolved to approve the issuance, allocation, and offering of additional ordinary shares under General Mandate to the private placement investor(s), to 4 private investors, at the price Baht 0.25 per share, amounting to 580 million shares. This is in accordance with the resolution of the Shareholder's meeting held on April 30, 2025.

37.2 According to the resolution of the Subsidiary's Board of Director's meeting No.1/2026 held on February 23, 2026, it was resolved as follows:

1. Approve the payment of dividends from net profit subject to corporate income tax at the rate of 20% to shareholders at Baht 0.048 per share, with a par value of Baht 0.50 per share, amounting of Baht 107.52 million (calculated based on 2,240 million issued and fully paid-up shares as at December 31, 2025). The proposed dividend represents 50.87% of the net profit after legal reserves based on the subsidiary's separate financial statements for the year 2025. The dividend payment date is scheduled for May 21, 2026.

2. Approve the extension of the period for the allocation of ordinary shares of the Company under a General Mandate, 220 million shares, par value of Baht 0.50 per share, as previously approved by the Annual General Meeting of Shareholders No. 1/2025 on April 28, 2025, for another one-year period.

37.3 According to the resolution of the of the Subsidiary's Board of Director's meeting No. 1/2026 held on February 24, 2026, the Board approved the dividend payment from the operating results for the year 2025 at the rate of Baht 0.046 per share totaling amount of Baht 18.58 million.

37.4 The Board of directors meeting of the Company No. 2/2026 held on February 27, 2026, the following resolutions :

1. Approved the dividend payment from net profit, after appropriation of legal reserve, to shareholders at the rate of Baht 0.0075 per share, totaling Baht 47,859,061.75. Such dividend payment is subject to the approval of the Annual General Meeting of Shareholders for the year 2026.
2. Approval of the reduction of the Company's registered capital by Baht 225.05 million. This reduction involves deducting 900.19 million unissued ordinary shares from the capital increase, which are ordinary shares allocated to accommodate the exercise of the warrants to purchase ordinary shares of the Company No.6 ("BWG-W6").

BETTER WORLD GREEN PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2025

3. Approval the issuance and offering of the Company's newly issued ordinary shares under General Mandate for offering to the private placement investor(s), not exceeding 630 million shares with a par value of Baht 0.25 per share, the total value not exceeding Baht 157.50 million.
4. Approval the issuance and offering of warrants to purchase ordinary shares of the Company No.8 ("BWG-W8"), not exceeding 1,063,534,705 units in the ratio of 6 original ordinary shares to 1 unit of Warrant No.8 (BWG-W8). The warrant is valid for 2 years from the date the warrant is issued with an exercise rate according to the warrant of 1 unit per 1 ordinary share and an exercise price of Baht 0.45 per share.
5. Approval the allocation of additional ordinary shares of the Company, not exceeding 1,693,534,705 shares with a par value of Baht 0.25 per share, according to the following detail :
 - 5.1 Allocating additional ordinary shares of the Company's under General Mandate for offering to the private placement investor(s), not exceeding 630 million shares with a par value of Baht 0.25 per share, the total value not exceeding Baht 157.50 million.
 - 5.2 Allocating additional ordinary shares to support the issuance and offering of warrants to purchase the Company's ordinary shares No. 8 (BWG-W8), not exceeding 1,063,534,705 shares with a par value of Baht 0.25 per share.

38. Reclassification

The Group has reclassified certain accounts in the financial statements for the year ended December 31, 2024 to conform to the presentation in the current year, which being ineffective on net income or shareholders' equity previously reported.

39. Approval of financial statements

These financial statements have been approved for issue by the Company's Board of Directors on February 27, 2026.



Part 4 Attachments

Company Board



Dr. Vicharn Vithayasai

Chairman of the Board/Chairman of the Risk Management Committee and Independent Director



Dr. Thamnoon Ananthothai

Vice Chairman of Board/Independence Director/Chairman of the Audit Committee / Chairman of the Nomination Remuneration and Corporate Governance Committee/ Risk Management Committee/ Sustainable Development Committee



Mr. Akrawit Khankaew

Vice chairman of Board/Chairman of Sustainable Development Committee/ Nomination Remuneration and Corporate Governance Committee



Miss Jitsiri Thanapatra

Directors/Independent Director



Dr. Boonyabaramee Sawangwong

Independence Directors /Audit Committee/Risk Management Committee / Nomination Remuneration and Corporate Governance Committee/ Sustainable Development Committee



Miss Nartruidee Unthanuwat

Independence Director /Audit Committee /Sustainable Development Committee / Nomination Remuneration and Corporate Governance Committee



Mr. Suwat Luengviriya

Director/Chief Executive Officer and Managing Director/ Risk Management Committee / Sustainable Development Committee



Mr. Suthat Boonya-Udomsart

Director/Executive Director/Deputy Managing Director Accounting and Finance / Risk Management Committee / Nomination Remuneration and Corporate Governance Committee



Miss Nattaphan Luengviriya

Director and Deputy Managing Director of Business Development and Corporate Communications

Attachment 1

Details of Directors, Executives and Persons with Controlling Authority Person assigned the highest responsibility in accounting and finance, who is directly responsible for overseeing bookkeeping. Company secretary

Dr. Vicharn Vithayasai

Age 85 years Nationality Thai

Current Position

Chairman of the Board/Chairman of the Risk Management Committee and Independent Director

Date of Directorship

February 18th, 2005

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 0.04% (In name of himself 2,500,000 shares)
- Held by spouse or minor children : -None-



1

> Education/Training course

- Honorary Doctorate of Philosophy Degree in Medicine from Chiang Mai University, Thailand
- Ph.D. in Immunology University of Illinois USA.
- M.D., University of Medicine, Thailand
- Diploma, American Board of Pediatrics.
- Diploma, American Board of Pediatric Allergy.
- Diploma, American Board of Allergy and Immunology.
- Trained in DAP Program
- Training course "Circular Economy Business Models" for the year 2022 from the Thai Listed Companies Association.
- "Facilitating the Growth of Thailand's Carbon Market Seminar" for the year 2023 from the Stock Exchange of Thailand.
- Training course "Innovating sustainability: the Generative AI revolution" 2nd time in 2024 from Thaipat Institute
- Training course RIC Knowledge Sharing 1/2025 Topic: Important risk factors to consider Geo-Political risk, Reciprocal tariff risk

> Positions in other listed companies

-None-

> Positions in (non-listed companies)

- The Chairman of Support the Children Foundation

> Working experience

- The Chairman of Better World Green Public Company Limited
- The Chairman of Support the Children Foundation
- Medical Staff at Faculty of Medicine, Chiang Mai University

> Meeting Attendance in 2025

- 8 of 8 Board of Directors
- 1 of 1 General Meeting of Shareholders
- 2 of 2 Risk Management Committee

> Connected Transaction

: -None-

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party

: -None-

> Holding of positions in competing/related business of the company

: -None-

> Dispute in the 10 Preceding Years

: -None-



Dr. Thamnoon Ananthothai

Age 68 years

Nationality Thai

Current Position

Vice Chairman of Board/Independence Director/Chairman of the Audit Committee /
Chairman of the Nomination Remuneration and Corporate Governance Committee/
Risk Management Committee/ Sustainable Development Committee

Date of Directorship

June 30th, 2007

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 0.05% (In name of himself 2,827,644 shares)
- Held by spouse or minor children : -None-



> Education/Training course

- Ph.D., International Management, Walden University Naples, Florida, USA.
- M.B.A., Management, The University of Sarasota, Sarasota City, Florida, USA
- B.A. Accountancy & Management, Eckerd College, St. Petersburg, Florida, USA
- A.C.A Certificate, American Accreditation Council for Accountancy, Washington, D.C., USA
- Being trained in UFS, RCP, DCP, ACP and DAP programs
- Online Seminar: The Importance of Audit Committees and Confidence in the Thai Capital Market, 2023
- Speaker at the 21st Board Nomination and Compensation Program (BNCP) Seminar, 2024
- Speaker at the Show Case: Class Action Seminar, from the US Stock Market to the Thai Stock Market, on the Process of Class Action Lawsuits, organized by the Stock Exchange of Thailand in collaboration with the Thai Investors Association, 2025

> Positions in other listed companies

- Audit Committee, Thai Union Group Plc. (TU)
- Director, Merchant Partners Securities Public Company Limited.

> Positions in (non-listed companies)

- Executive Committee, Merchant Partners Securities Company Limited.
- Executive Committee, Merchant Partners Company Limited. (MPCO)
- Executive Board and Subcommittee, the Clearing House in the Agricultural Futures Exchange of Thailand (AFET)
- Committee of the Subcommittee of Investment Administration, Social Security Fund
- Executive Committee of Investment and Debt Restructuring and Development Equity Market in the Federation of Thai Industries
- Director, The Princess Mother's Medical Volunteer Foundation
- Subcommittee on Digital Strategy of Capital Market

> Working experience

- Vice Chairman and Chairman of Audit Committee: IFS Capital (Thailand) Plc. (A Part of IFS Group of Singapore)
- Director & Audit Committee, Bangkok University
- President & CEO, DBS Vickers Securities (Thailand) Co., Ltd.
- Director and Audit Committee, Property Perfect Plc.
- Director and Audit Committee, Vintage Engineering Plc.
- Director and Audit Committee, Eastern Printing Plc.
- Audit Committee, After You Plc. (AU)

> Meeting Attendance in 2025

- 8 of 8 Board of Directors
- 1 of 1 General Meeting of Shareholders
- 4 of 4 Audit Committee
- 2 of 2 Risk Management Committee
- 2 of 2 Nomination Remuneration and Corporate Governance Committee
- 2 of 2 Sustainable Development Committee

> Connected Transaction : -None-

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party : -None-

> Holding of positions in competing/related business of the company : -None-

> Dispute in the 10 Preceding Years : -None-



Mr. Akrawit Khankaew

Age 62 years

Nationality Thai

Current Position

Vice chairman of Board/Chairman of Sustainable Development Committee/
Nomination Remuneration and Corporate Governance Committee

Date of Directorship

August 11th, 2005

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 0.02 % (In name of himself 1,250,000 shares)
- Held by spouse or minor children : -None-



3

> Education/Training course

- Master of Political Science, Thammasat University
- Bachelor of Political Science, (1st Honors with Gold Medal), Chulalongkorn University
- Being trained in DAP program
- Training course "Circular Economy Business Models" for the year 2022 from the Thai Listed Companies Association.
- "Facilitating the Growth of Thailand's Carbon Market Seminar" for the year 2023 from the Stock Exchange of Thailand.
- Seminar on Strong Securities Issuers Project "Roles and Duties of Directors and Executives of Listed Companies" from the Office of the Securities and Exchange Commission
- Training course "Innovating sustainability: the Generative AI revolution" 2 time in 2024 from Thaipat Institute
- Training Course "CS Knowledge Sharing" No. 2/2025 Topic: Preparation of stakeholder reports and internal information use policies

> Positions in other listed companies

-None-

> Positions in (non-listed companies)

- Managing Director of the Thumbs Up Media Company Limited

> Working experience

- Advisor of the Ministry of Tourism and Sports
- Advisor of the Ministry of Science and Technology

> Meeting Attendance in 2025

- 8 of 8 Board of Directors Meeting
- 1 of 1 General Meeting of Shareholders
- 2 of 2 Nomination Remuneration and Corporate Governance Committee
- 2 of 2 Sustainable Development Committee

> Connected Transaction

: -None-

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party

: -None-

> Holding of positions in competing/related business of the company

: -None-

> Dispute in the 10 Preceding Years

: -None-



Miss Jitsiri Thanapatra

Age 55 years

Nationality Thai

Current Position

Directors/Independent Director

Date of Directorship

August 14th, 2024

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 0.31 % (In name of himself 18,000,000 shares)
- Held by spouse or minor children : -None-

4



> Education/Training course

- Master of Business Administration (Information Systems) School of Technology and Industry, Golden Gate University, San Francisco, CA.
- Bachelor of Science, Department of Technical Chemistry, Department of Chemical Engineering, Faculty of Science, Chulalongkorn University
- DAP Class 221/2024 Training
- Thai Investors Association Annual Seminar 2025: Carbon Credit - Carbon Market

> Positions in other listed companies

-None-

> Positions in (non-listed companies)

- Managing Director of Bangkok Venice Suites Hotel
- Managing Director of S.K.S. Building Maintenance Co., Ltd.

> Working experience

- Debt Acceleration, S.K.S. Building Maintenance Co., Ltd.
- Research Assistant and Coordinator of Health and Environment Research Project, Health Systems Research Institute (HSRI)
- Research Assistant and Coordinator, Health Systems Research Institute (HSRI)
- Research Assistant, College of Public Health, Chulalongkorn University

> Meeting Attendance in 2025

- 8 of 8 Board of Directors Meeting
- 1 of 1 General Meeting of Shareholders

> Connected Transaction

: -None-

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party

: -None-

> Holding of positions in competing/related business of the company

: -None-

> Dispute in the 10 Preceding Years

: -None-



Dr. Boonyabaramee Sawangwong

Age 65 years

Nationality Thai

Current Position

Independence Directors/Audit Committee/Risk Management Committee/
Nomination Remuneration and Corporate Committee/Sustainable Development Committee

Date of Directorship

February 18th, 2005

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 0.02% (In name of himself 1,250,000 shares)
- Held by spouse or minor children : -None-



5

> Education/Training course

- D.P.A., Public Administration, Pathumthani University
- M.P.A., Public Administration, Pathumthani University
- B.A., Law, Sripathum University
- Being trained in DAP program
- Training the Audit Committee together with the Audit Committee of Listed Companies
- Training courses for consultants on labor relations. from the Employer Organization Council and HR 6 Packs, Year 2022
- Easy listening course, accounting tips that AC should not miss (EP2), the Office of the SEC, Year 2022
- Hot Issue for Directors: What Directors Need to Know about Digital Assets? No. 3/2022 from the Thai Institute of Directors (IOD)
- Special Legal Seminar Project on "The Court's Litigation Regarding Financial Cases"
- Training course "Management of sewage or unused materials, 2023" from the Department of Industrial Works
- Online seminar The importance of the audit committee and confidence in the Thai capital market
- Online seminar on prevention, suppression and suppression of inappropriate behavior of listed companies from the Stock Exchange of Thailand in collaboration with the Securities and Exchange Commission and the Thai Institute of Directors Association for the year 2024
- Training Course "CS Knowledge Sharing" No. 2/2025 Topic: Preparation of stakeholder reports and internal information use policies

> Positions in other listed companies

-None-

> Positions in (non-listed companies)

- Legal Advisor for the Juvenile and Family Court Kamphaeng Phet

> Working experience

- Solicitor of Chandrakasem Rajabhat University
- Assessor of The office for National Education Standards and Quality Assessment (Public Organization)
- Director of the Moral and Transparency Assessment Project Committee of government agencies For local government organizations

> Meeting Attendance in 2025

- 8 of 8 Board of Directors
- 1 of 1 General Meeting of Shareholders
- 4 of 4 Audit Committee
- 2 of 2 Risk Management Committee
- 2 of 2 Nomination Remuneration and Corporate Committee
- 2 of 2 Sustainable Development Committee

> Connected Transaction : -None-

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party : -None-

> Holding of positions in competing/related business of the company : -None-

> Dispute in the 10 Preceding Years : -None-



Miss Nartruidee Unthanuwat

Age 58 years

Nationality Thai

Current Position

Independence Director /Audit Committee /Sustainable Development Committee /
Nomination Remuneration and Corporate Committee

Date of Directorship

February 18th, 2005

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 0.02% (In name of herself 1,250,000 shares)
- Held by spouse or minor children : -None-



6

> Education/Training course

- B.A., Accounting, the faculty of Accounting and Commerce, Thammasat University
- Auditor and Tax auditor
- Being trained in DAP program
- Training the Audit Committee together with the Audit Committee of Listed Companies
- Easy listening course, accounting tips that AC should not miss (EP2), the Office of the SEC, Year 2022
- Online seminar The importance of the audit committee and confidence in the Thai capital market
- Online seminar on prevention, suppression and suppression of inappropriate behavior of listed companies from the Stock Exchange of Thailand in collaboration with the Securities and Exchange Commission and the Thai Institute of Directors Association for the year 2024
- Training course RIC Knowledge Sharing 1/2025 Topic: Important risk factors to consider Geo-Political risk, Reciprocal tariff risk

> Positions in other listed companies

-None-

> Positions in (non-listed companies)

- Counselor, 407 Pattana Co.,Ltd. (Transportation business)
- Counselor, Dream Express (Dex) Co.,Ltd.

> Working experience

- Accounting and Finance manager, Siam Retail Development Co.,Ltd.
- Cost Accountant Supervisor, of Best (Thailand) Co., Ltd.

> Meeting Attendance in 2025

- 8 of 8 Board of Directors
- 1 of 1 General Meeting of Shareholder
- 4 of 4 Audit Committee
- 2 of 2 Nomination Remuneration and Corporate Committee
- 2 of 2 Sustainable Development Committee

> Connected Transaction

: -None-

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party

: -None-

> Holding of positions in competing/related business of the company

: -None-

> Dispute in the 10 Preceding Years

: -None-



Mr. Suwat Luengviriya

Age 64 years Nationality Thai

Current Position

Director/Chief Executive Officer and Managing Director/
Risk Management Committee / Sustainable Development Committee

Date of Directorship

March 17th, 2005

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 3.16 % (In name of himself 183,150,000 shares)
- Held by spouse or minor children : -None-



7

> Education/Training course

- Bachelor of Communications Art, Sukhothai thammathiraj University
- Being trained in DAP program
- Training course "Circular Economy Business Models" for the year 2022 from the Thai Listed Companies Association.
- "Facilitating the Growth of Thailand's Carbon Market Seminar" for the year 2023 from the Stock Exchange of Thailand
- Online seminar on prevention, suppression and suppression of inappropriate behavior of listed companies from the Stock Exchange of Thailand in collaboration with the Securities and Exchange Commission and the Thai Institute of Directors Association for the year 2024
- Thai Investors Association Annual Seminar 2025: Carbon Credit - Carbon Market

> Positions in other listed companies

- Director, Akkhie Prakarn Public Company Limited.
- Director, Earth Tech Environment Public Company Limited.

> Positions in (non-listed companies)

- President, Better Waste Care Company Limited.
- President, Better World Transport Company Limited.
- President, Better Me Company Limited.
- President, Be Green Development Company Limited.

> Working experience

- Director, Ava Grand Energy Company Limited.
- Director, Siri Lapha Power Company Limited.
- Director, Earth Engineer and Construction Company Limited.
- Director, Recovery House Company Limited.
- Director, Link 88 Power Company Limited.

> Meeting Attendance in 2025

- 8 of 8 Board of Directors
- 1 of 1 General Meeting of Shareholders
- 2 of 2 Risk Management Committee
- 2 of 2 Sustainable Development Committee

> Connected Transaction

- Being a father, Ms. Nattapan Luengviriya

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party : -None-

> Holding of positions in competing/related business of the company : -None-

> Dispute in the 10 Preceding Years : -None-



Mr. Suthat Boonya-Udomsart

Age 59 years

Nationality Thai

Current Position

Director/Executive Director/Deputy Managing Director Accounting and Finance /
Risk Management Committee / Nomination Remuneration and Corporate Committee

Date of Directorship

September 5th, 2006

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 0.02% (In name of himself 1,250,000 shares)
- Held by spouse or minor children : -None-



8

> Education / Training course

- Master of Business Administration (MBA) Major : Finance and Banking
Ramkhamhaeng University
- Bachelor of Business Administration (Accounting), Ramkhamhaeng University
- Tax Auditor
- Training course in DAP 58/2006 program, ACP 25/2009 program
- Training course in Anti-Corruption : The Practical Guide (ACPG 23/2015)
- Training course in Completed the Financial Projection to Evaluate Company(2/2018)
- Training course in How to Write an Effective MD&A
- Hot Issue for Directors: What Directors Need to Know about Digital Assets?
No. 3/2022 from the Thai Institute of Directors Association (IOD)
- TLCA CFO CPD No. 7/2022 Title "Introduction to Sustainable Finance"
- Training course on Trends, Opportunities and Challenges in ESG for the
year 2023 from the Thai Listed Companies Association.
- Training course "Financial Projection and Stock Valuation in Practice" from
the Thai Listed Companies Association.
- TLCA CFO CPD training course No. 6/2023, topic: What is the future of
the CFO role? From the Thai Listed Companies Association.
- TLCA CFO CPD training course No. 8/2023, topic: Guidelines for issuing and
offering debt instruments for environmental conservation from the Thai Listed
Companies Association.
- Online seminar the importance of the audit committee and confidence in the
Thai capital market.
- Online seminar on the topic of Governance System for Fraud Detection.
- TLCA CFO CPD Training Course No. 3/2024 on "Tax Governance" from the Thai
Listed Companies Association
- TLCA CFO CPD Course No. 4/2024 on "Accounting Standards Related to Issuing
ESG Securities" From the Thai Listed Companies Association
- IR Sharing 4/2024 on "How to Write MD&A to Impress" from the Thai Listed
Companies Association
- Training Course: IR Sharing 1/2025 Topic: "Best Practices for IR Websites and
Leveraging Digital Tools"
- Training Course: TLCA CFO CPD 4/2025 Topic: "Financial Reporting Standards
Related to Climate-Related Risks"
- Training Course: TLCA CFO Professional Development Program (TLCA CFO CPD)
6/2025 Topic: "Green Bonds and Sustainable Benefits"
- Training Course: TLCA CFO Professional Development Program (TLCA CFO CPD)
6/2025 Topic: "Green Bonds and Sustainable Benefits"
- Training Course: TLCA CFO Professional Development Program (TLCA CFO CPD)
5/2025 Topic: "Accounting System Setup"

> Positions in other listed companies

- Director, Akkhie Prakarn Public Company Limited
- Director, Earth Tech Environment Public Company Limited

> Positions in (non-listed companies)

- Director, Accounting & Taxation Consultant Company Limited
- Director, A-Business Advisory Company Limited
- Director, Better Waste Care Company Limited
- Director, Better World Transport Company Limited
- Director, Be Green Development Company Limited
- Director, Better Me Company Limited

> Working experience

- Chairman of Audit Committee of Vintage Engineering Public
Company Limited
- Audit Committee, Unipro Manufacturing Company Limited

> Meeting Attendance in 2025

- 8 of 8 Board of Directors Meeting
- 1 of 1 General Meeting of Shareholders
- 2 of 2 Risk Management Committee Meeting
- 2 of 2 Nomination Remuneration and Corporate Committee

> Connected Transaction

: -None-

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party

: -None-

> Holding of positions in competing/related business of the company

: -None-

> Dispute in the 10 Preceding Years

: -None-



Miss Nattaphan Luengviriya

Age 37 years

Nationality Thai

Current Position

Director and Deputy Managing Director of Business Development and Corporate Communications

Date of Directorship

August 11, 2018

(%) shareholding (as at December 31st, 2025 Training course)

- Held personally : 0.02% (In name of herself 1,000,000 shares)
- Held by spouse or minor children : -None-



9

> Education/Training course

- MSc. Management University of East Anglia – United Kingdom
- Bachelor of Economics Chulalongkorn University
- Training course Director Certification Program (DCP 271/62)
- Training course in Young Executive Program in Energy Literacy for a Sustainable Future (7/2019) of Thailand Energy Academy
- Being trained in Investor Relations Fundamental Course (2/2019) of the Stock Exchange of Thailand
- Anti - Corruption : The Practical Guide (ACPG 46/2018)
- Being trained in Director Accreditation Program (DAP 153/2018)
- Executive Committee for National Creation (NBI 4/2018)
- Energy Science Program for Young Executives, Class 8, Institute of Energy Science year 2021
- Executive Energy Program 1/2015
- Executive Development Program (EDP 12/ 2016) By Fiscal Policy Research Institute Foundation
- TLCA Executive Development Program (EDP Class of 2020)
- TLCA CFO CPD No. 7/2022 Title "Introduction to Sustainable Finance"
- "Facilitating the Growth of Thailand's Carbon Market Seminar" for the year 2023 from the Stock Exchange of Thailand
- Thai IOD : Leading with Urgency :Climate Action for Boards 2024
- Training Course: IR Sharing 3/2025 Topic: "How to Write an Effective MD&A: Creating an MD&A that Resonates with Investors for Investment Decisions"

> Positions in other listed companies

-None-

> Positions in (non-listed companies)

-None-

> Working experience

- Assistant Managing Director, Better World Green Public Company Limited

> Meeting Attendance in 2025

- 8 of 8 Board of Directors
- 1 of 1 General Meeting of Shareholder

> Connected Transaction

- The daughter of Mr. Suwat Luengviriya

> Interest both direct and indirect in any company which the company or affiliated Companies is a contracting party

: -None-

> Holding of positions in competing/related business of the company

: -None-

> Dispute in the 10 Preceding Years

: -None-



Miss Kamala Luengviriya

Age 59 years Nationality Thai

Current Position : Deputy Managing Director of Management

(%) shareholding (as at December 31st, 2025)

- Held personally : -None-
- Held by spouse or minor children : -None-

Education

- Master Degree in Management of Information System Siam University

Connected Transaction : The sister of Mr. Suwat Luengviriya

Dispute in the 10 Preceding Years : -None-

Miss Charuwan Phochaeng

Age 52 years Nationality Thai

Current Position : Executive Committee

(%) shareholding (as at December 31st, 2025)

- Held personally : 0.25% (In name of herself 12,500,000 shares)
- Held by spouse or minor children : -None-

Education

- Master of Science, Mahidol University

Connected Transaction : -None-

Dispute in the 10 Preceding Years : -None-

Mrs. Pornpen Paoratchatapiboon

Age 49 years Nationality Thai

Current Position : Executive director and Deputy Managing Director of Operations

(%) shareholding (as at December 31st, 2025)

- Held personally : 0.27% (In name of himself 13,375,000 shares)
- Held by spouse or minor children : -None-

Education

- Bachelor of Science (Public Health) Mahidol University

Connected Transaction : -None-

Dispute in the 10 Preceding Years : -None-

Ms. Siriphorn Suasakoon

Age 48 years Nationality Thai

Current Position : company secretary and internal audit manager

(%) shareholding (as at December 31st, 2025)

- Held personally : -None-
- Held by spouse or minor children : -None-

Education

- Master of Business Administration, Kasetsart University
- Bachelor's degree in Accounting, University of the Thai Chamber of Commerce
- Auditor and tax auditor
- Training course CSP BRP CRP EMT and IACP

Connected Transaction : -None-

Dispute in the 10 Preceding Years : -None-

Mrs. Raweewan Pongpanit

Age 42 years Nationality Thai

Current Position : Accountant / Accounting Supervisor

(%) shareholding (as at December 31st, 2025)

- Held personally : -None-
- Held by spouse or minor children : -None-

Education

- Bachelor's degree in Accounting, Sripatum University

Connected Transaction : -None-

Dispute in the 10 Preceding Years : -None-

Details of directors, executives and controlling persons in subsidiaries, associated companies or related companies of the Company as of December 31, 2025

list of directors			Company	subsidiary company										
				BWC	BWT	ETC	AKP	BME	Be Green	L88	RH	AVA	Siri	FEC
1.	Dr. Vicharn	Vithayasai	//											
2.	Dr. Thamnoon	Ananthothai	/											
3.	Dr. Boonyabaramee	Sawangwong	/											
4.	Mrs. Nartrudee	Thammawon	/											
5.	Mr. Suwat	Luengviriya	/,X,O	//	//	/	/	//	//					
6.	Mr. Akrawit	Khankaew	/											
7.	Dr. Voradit	Thanapatra	/											
8.	Mr. Suthat	Boonya-Udomsart	/,X,O	/	/	/	/	/	/					
9.	Miss Nattaphan	Luengviriya	/,O											
10.	Miss Kamala	Luengviriya	X,O	/	/									
11.	Miss Charuwan	Phochaeng	X	/,O				/,O						
12.	Mrs. Pornpen	Paoratchatapiboon	X,O											

Remarks: // = Chairman / = Director X = Executive Director O = Executive

(BWG) Better World Green Public Company Limited / (BWC) Better Waste Care Company Limited / (BWT) Better World Transport Company Limited / (ETC) Earth Tech Environment Public Company Limited / (AKP) Akkhie Prakarn Public Company Limited / (Be Green) Be Green Development Company Limited / (BME) Better ME Company Limited / (RH) Recovery House Company Limited / (L88) Ling 88 Power Company Limited / (AVA) AVA Grand Energy Company Limited / (SIR) Siri lapha Power Company Limited / (EEC) Earth Engineer and Construction Company Limited

Details of the directors of the subsidiaries

list			subsidiary company										
			BWC	BWT	ETC	AKP	BME	Be Green	L88	RH	AVA	Siri	EEC
1.	Mr. Suwat	Luengviriya	//	//	/	/	//	//					
2.	Mr. Vanchai	Luengviriya				/							
3.	Miss Kamala	Luengviriya	/	/			/						
4.	Miss Wanida	Worapithayaroek				/							
5.	Miss Charuwan	Phochaeng											
6.	Mr. Supawat	Khunworavinij	/				/						
7.	Mr. Uthai	Juntima			/				//	//	//	//	//
8.	Mr. Teerasak	Pongpanakrai				//							
9.	Mr. Suthat	Boonya-Udomsart				/							
10.	Mr. Rerngchai	Rurngpayoongsak	/	/	/	/	/	/					
11.	Mr. Sakchai	Wongchaisuriya				/							
12.	Mr. Prayut	Wiboonsiriya				/							
13.	Miss. Benjawan	Prasansap				/							
14.	Mr. Anusorn	Nuangpalmak			//								
15.	Miss. Kanyapan	Buranarom			/								
16.	Mr. Bantoon	Manpakdee			/								
17.	Mr. Barwornsit	Sornslip			/								
18.	Mr. Pralong	Damrongthai			/								
19.	Miss Patarat	Luengviriya					/						
20.	Mr. Surapong	Wangsiriwet							/	/	/	/	/
21.	Mr. Sumet	laokham							/	/	/	/	/
22.	Miss Wachiraporn	Netcharu			/				/			/	/
23.	Mr. Sarawut	Jetinai											/

Remarks: // = Chairman / = Director

(BWG) Better World Green Public Company Limited / (BWC) Better Waste Care Company Limited / (BWT) Better World Transport Company Limited / (ETC) Earth Tech Environment Public Company Limited / (AKP) Akkhie Prakarn Public Company Limited / (Be Green) Be Green Development Company Limited / (BME) Better ME Company Limited / (RH) Recovery House Company Limited / (L88) Ling 88 Power Company Limited / (AVA) AVA Grand Energy Company Limited / (SIR) Siri lapha Power Company Limited / (EEC) Earth Engineer and Construction Company Limited

Details about the Head of Internal Audit

The Company has set up an internal audit section to audit the main operations. And important financial activities of the Company to operate in an efficient manner and in accordance with applicable laws and regulations with the Company, controlling internal systems and regularly checking important items, the Internal Audit Department is responsible for auditing the internal control system. and will report the inspection results directly to the Audit Committee This makes the internal audit department independent. Able to check and balance fully the company has assigned Ms. Siriphorn Suasagoon to be responsible for the internal control and audit system. The details of the internal audit supervisor are as follows:

Ms. Siriphorn Suasagoon

Age 48 year

Position Manager of Internal Audit

Education / Training

- Master's Degree: Kasetsart University (Majoring in Marketing).
- Bachelor's Degree: University of the Thai Chamber of Commerce (Accountancy).
- Auditor and Tax Auditor.
- Training course Anti-Corruption : The Practical Guide(CAG 23/2015)
- Training course the Internal Audit Certificate Program (IACP) from the Federation of Accounting Professions under the Royal Patronage
- Training course ISO 9001: 2015, ISO 14001: 2015 and OHSAS 18001: 2007 Internal Audit from SGS (Thailand) Co., Ltd.
- Training course Business Risk Management for ISO 9001 : 2015 and ISO 14001:2015 with ISO31000 : 2009 Guide line
- Training course in Workshop COSO 2013 Internal Control Framework from the Federation of Accounting Professions under the Royal Patronage
- Training course "Update COSO Enterprise Risk Management : Integrating with Strategy and Performance" from the Stock Exchange of Thailand
- Training course "Professional Development Program for Company Secretary No. 1/2021" Organized by Thai Listed Companies Association
- Training course "Governance System for Fraud Detection" from Thai Listed Companies Association in 2023
- Training course "COSO-ERM 2017 Enterprise Risk Management" from Thai Listed Companies Association in 2023
- Seminar on Q&A on observations on the preparation of 56-1 One Report organized by the Thai Listed Companies Association in 2024
- IR Sharing 4/2024 "How to write MD&A to impress" organized by the Thai Listed Companies Association in 2024
- IR & CS Networking: Lessons Learned from Implementing e-One Report to Annual Report, organized by the Thai Listed Companies Association, 2025.

- Know Beforehand, Prevent It: The Role of Company Secretaries in Preventing Insider Trading, organized by the Thai Listed Companies Association, 2025.
- Revolutionizing Internal Control with AI: Building a Robust Business Defense (AI-Powered Internal Control: Building a Robust Business Defense), organized by the Stock Exchange of Thailand, 2025.

Experience

- 2018 – Present Internal Auditing Manager Better World Green Public Company Limited
- 2007 – 2008 Internal Auditing Manager TEKA Construction Company Limited

(%) shareholding	:	-None-
Connected Transaction	:	-None-
Dispute in the 10 Preceding Years	:	-None-

The roles, responsibilities, and scope of the Head of Internal Audit

Internal Audit Department Responsible for internal audit work of the organization Report the audit results to the Audit Committee and the management. The roles and responsibilities are as follows:

1. Assess the adequacy and effectiveness of controls Risk management, supervising operations the Extraordinary General Meeting of the organization's information system including ethics for executives and employees of the organization.
2. Check the accuracy and reliability of financial information.
3. Examine items that may have conflicts of interest, the potential for fraud and the efficiency of the organization in managing the risk of corruption within the organization.
4. Report key issues about the control processes in the organization's activities and key issues found about the control processes.
5. Advising management In order to ensure good governance and operations with efficiency and effectiveness.
6. Performance report of management performance, performance according to the annual audit plan And the adequacy of the resources needed to perform the audit.
7. Coordination, monitoring, overseeing controls Risk management Compliance with laws, codes of ethics, environment and ensure compliance with laws, regulations, orders, policies and plans.
8. Coordinate with the auditor to be able to understand the plan. And determine the scope of the internal audit for mutual benefits for the organization.
9. Formulate guidelines for maintaining and developing the competency of the internal auditors in writing and continuously follow up the results.
10. Perform other duties related to internal audit as assigned by the audit committee. Or as requested by the management.

Details about the Head of Compliance.

The company has established a Compliance Unit to oversee, monitor, and track core operations and significant activities of the company to ensure they comply with established policies and guidelines effectively, transparently, and in compliance with relevant laws, regulations, and requirements related to the company's business operations. Ms. Siriphorn Suasagoon has been assigned responsibility for the Compliance Unit. Details regarding the Head of Compliance are as follows:

Ms. Siriphorn Suasagoon**Age 48 year****Position** Head of Compliance**Education / Training**

- Master's Degree: Kasetsart University (Majoring in Marketing).
- Bachelor's Degree: University of the Thai Chamber of Commerce (Accountancy).
- Auditor and Tax Auditor.
- Training course Anti-Corruption : The Practical Guide(CAG 23/2015)
- Training course the Internal Audit Certificate Program (IACP) from the Federation of Accounting Professions under the Royal Patronage
- Training course ISO 9001: 2015, ISO 14001: 2015 and OHSAS 18001: 2007 Internal Audit from SGS (Thailand) Co., Ltd.
- Training course Business Risk Management for ISO 9001 : 2015 and ISO 14001:2015 with ISO31000 : 2009 Guide line
- Training course in Workshop COSO 2013 Internal Control Framework from the Federation of Accounting Professions under the Royal Patronage
- Training course "Update COSO Enterprise Risk Management : Integrating with Strategy and Performance" from the Stock Exchange of Thailand
- Training course "Professional Development Program for Company Secretary No. 1/2021" Organized by Thai Listed Companies Association
- Training course "Governance System for Fraud Detection" from Thai Listed Companies Association in 2023
- Training course "COSO-ERM 2017 Enterprise Risk Management" from Thai Listed Companies Association in 2023
- Seminar on Q&A on observations on the preparation of 56-1 One Report organized by the Thai Listed Companies Association in 2024
- IR Sharing 4/2024 "How to write MD&A to impress" organized by the Thai Listed Companies Association in 2024
- IR & CS Networking: Lessons Learned from Implementing e-One Report to Annual Report, organized by the Thai Listed Companies Association, 2025.
- Know Beforehand, Prevent It: The Role of Company Secretaries in Preventing Insider Trading, organized by the Thai Listed Companies Association, 2025.
- Revolutionizing Internal Control with AI: Building a Robust Business Defense (AI-Powered Internal Control: Building a Robust Business Defense), organized by the Stock Exchange of Thailand, 2025.

Experience

- 2018 – Present Internal Auditing Manager Better World Green Public Company Limited
- 2007 – 2008 Internal Auditing Manager TEKA Construction Company Limited

(%) shareholding : -None-

Connected Transaction : -None-

Dispute in the 10 Preceding Years : -None-

The roles, responsibilities, and scope Head of Compliance performance.

The Compliance Department is responsible for overseeing operational performance, focusing on ensuring compliance with relevant rules, regulations, and laws. Its roles and responsibilities include:

1. Supervising, monitoring, and controlling the company's operations to ensure accuracy, completeness, and compliance with relevant rules, regulations, and laws from regulatory agencies such as the Securities and Exchange Commission of Thailand and other government or legally authorized regulatory bodies.
2. Providing advice, recommendations, and best practices to the company or related departments to ensure operations are conducted efficiently, transparently, and auditable in accordance with legal requirements and regulations.
3. Acting as a liaison, coordinating, and facilitating communication between external regulatory agencies and the company's internal departments to ensure systematic, timely, and accurate procedures.
4. Monitoring, analyzing, and communicating new or amended rules, regulations, and laws to relevant departments in a timely manner, and supporting their appropriate and sustainable implementation in line with the company's business operations.

Details of assets used in business operations

Main fixed assets used in the Company's business and its subsidiaries as of December 31, 2025 are as follows:

Item	Net book value (million baht)	Nature of Ownership	Obligations
land	232.11	company owned	liable to mortgage ^{1/}
	340.89	subsidiary owned	
The land on which the landfill is located hazardous waste	5.15	company owned	liable to mortgage ^{1/}
Waste landfill	1,527.81	company owned	
Office building	654.44	company owned	liable to mortgage ^{1/}
	976.03	subsidiary owned	
Machinery and equipment	320.16	company owned	liable to mortgage ^{1/}
	972.62	subsidiary owned	
Office equipment	44.88	company owned	N/A
	8.15	subsidiary owned	N/A
Vehicles	11.18	company owned	Burdened under the hire purchase agreement ^{2/}
	214.21	subsidiary owned	Burdened under the hire purchase agreement ^{2/}
Construction work in progress	221.96	company owned	N/A
	11.22	subsidiary owned	N/A
Total	5,540.81		

^{1/} Land, machinery and equipment some of them were used as collateral for loans from commercial banks.

^{2/} vehicle Used as collateral for loans under hire purchase contracts

Audit Committee Report

The Audit Committee, appointed by the Board of Directors of Better World Green Public Company Limited, consists of three independent directors as follows:

Name – Surname		Position	Meeting Attendance
1. Dr. Thamnoon	Ananthothai	Audit Committee Chairman (Independent)	4/4
2. Dr. Boonyabaramee	Sawangwong	Audit Director (Independent)	4/4
3. Miss Nartrudee	Unthanuwat	Audit Director (Independent)	4/4

The audit committee has the scope of duties and responsibilities in accordance with the charter approved by the board of directors. Whose primary duty is to review the accuracy of financial reports Review the adequacy and effectiveness of the system. Internal Control and Risk Management Review the compliance with laws and regulations related to the Company's business. As well as supervising the operations of the Internal Audit and Selection Department propose an opinion on the appointment of an auditor.

In 2025, the Audit Committee held a total of four meetings, with all members attending every meeting. Significant activities are summarized as follows:

1. The Audit Committee reviewed the quarterly and annual financial statements for 2025, including disclosures in the notes to the financial statements which have been reviewed and audited by the auditors. The Committee also consulted with management and the auditors to consider significant accounting policies, estimates, and judgments used in preparing the financial statements. The Audit Committee held one meeting with the auditors without the participation of company management to allow the auditors to report on events and information about the company independently and to fully exchange opinions. During the review and audit process, the auditors did not report any fraud or violations of the law to the Audit Committee.

2. The company reviews the assessment of its internal control system using the Securities and Exchange Commission's (SEC) Internal Control Integrated Framework and the COSO framework, as well as the audit results from the internal audit department and external auditors. This ensures that the company's operations are efficient, effective, and provide sustainable returns to all stakeholders. Furthermore, management discloses the company's code of conduct on the website, accessible at www.bwg.co.th, with the aim of encouraging its business partners to adopt this code of conduct as a best practice in their business operations, similar to the company's.

3. Review the risk management, including various measures to address key risks. The company has disclosed these significant risks under the sections of risk management and risk factors in the Annual Report/ Annual Report 2025.

4. Review the independence of the internal audit, provide opinions on the review of the internal audit statutes and annual audit plans, and monitor the performance according to the audit plan every quarter, as well as consider the results of the internal audit quality assessment assessed by the internal audit, with a focus on monitoring the effectiveness of the performance as an important preventive control point. In addition to the audit on the prevention of corruption, the audit report provides guidance on the development and improvement of audit practices. The Company has been conducting business with transparency, adhering to the principles of good corporate governance and supporting the fight against corruption in all forms. The Company has been accredited as a member of the

Collective Action Coalition against Corruption (CAC) to demonstrate its commitment to fighting corruption in all its forms. Therefore, the Company has a policy that the Board of Directors and employees of the Company strictly comply with the law and are committed to fighting corruption.

5. The Company's performance was reviewed in accordance with the principles of the laws and practices of the Securities and Exchange Commission (SEC) as well as the laws related to the Company's business in order to build confidence for shareholders and investors. In 2018, there were no reports from the auditor that suspicious behavior was found. Directors, managers or persons responsible for the operation of the Company have committed an offence in accordance with Article 89/25 of the Securities and Exchange Act.


6. Review the reasonableness and best interests of the Company in related party transactions or transactions that may involve conflicts of interest, including the disclosure of information regarding related party transactions or transactions that may involve conflicts of interest during the year 2025, to ensure that it is appropriate and complies with the criteria announced by the Capital Market Supervisory Board.

7. Consider selecting Karin Audit Co., Ltd. as the company's auditor for 2026, based on the auditor's qualifications and independence, in accordance with the SEC's (Securities and Exchange Commission) guidelines, and the quality of the audit work in the past year. The Board of Directors will also consider an appropriate audit fee for presentation to the shareholders' meeting.

8. Review of Corporate Governance to ensure that the company has appropriate and effective corporate governance processes. The company continuously develops its corporate governance to enhance operational efficiency and build trust among all stakeholders. The company has a Sub-Committee for Sustainable Development to support and provide recommendations for improving the company's corporate governance policy to align with best practices. Furthermore, the company has established a complaints system to provide a channel for employees, customers, and stakeholders to report information or leads regarding fraud, misconduct, or violations of business ethics. A responsible unit handles such complaints appropriately and transparently.

9. Comments on the Performance of Duties in accordance with the Audit Committee Charter: Based on the Audit Committee's self-assessment of its performance in 2025, the Audit Committee has fulfilled its duties and responsibilities as stipulated in the Audit Committee Charter, utilizing its knowledge, abilities, prudence, and independence. Furthermore, it has provided opinions and suggestions that benefited all stakeholders equally. The overall assessment concludes that the Committee has fully performed its duties in accordance with the Charter.

The Audit Committee finds that the Company has prepared accurate financial reports in accordance with generally accepted accounting standards, adequately disclosed related party transactions or transactions that may give rise to conflicts of interest, adequately managed risks, has appropriate and effective internal control and audit systems, fully complied with all applicable laws and regulations, the Stock Exchange regulations and related legislation, and is continuously developing to support the Company's sustainable corporate governance.




Dr. Thamnoon Ananthothai
Audit Committee Chairman

Opinion of the audit committee on related reports

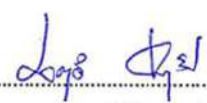
I, who has the last name As the Audit Committee and Independent Director of Better World Green Public Company Limited, the "Company" am assigned by the Board of Directors. To help supervise the transaction and disclosure of related party transactions with persons who may have conflicts of interest or connected transactions of the Company that it is appropriate and in accordance with the rules announced by the Capital Market Supervisory Board

The Company has assigned the Internal Audit Department to conduct random reviews of related party transactions and to report any issues identified to the Audit Committee for consideration. In addition, such transactions are subject to audit by the Company's external auditors in accordance with generally accepted accounting standards. During the year, no issues were identified from the reviews.

Therefore, the Audit Committee has considered and is of the opinion that the Company has established and maintained appropriate and effective measures and procedures for approving related party transactions, which provide reasonable assurance that the related party transactions entered into during the year 2025 were undertaken for the maximum benefit of the Company. In considering such transactions, the Company takes into account the necessity of entering into the transactions as well as the appropriateness of the transaction prices, which are determined in accordance with normal business practices within the industry and by comparison with prices offered by external parties or prevailing market prices. In certain cases, independent experts are engaged to provide opinions on such related party transactions to support the decision-making process of the Board of Directors, the Audit Committee, or the shareholders, as the case may be. Directors who have an interest in such transactions are not entitled to vote on the relevant agenda items. In addition, the related party transactions are disclosed in the notes to the financial statements of the Company and/or its subsidiaries, including the disclosure of the types and values of such transactions with persons who may have conflicts of interest, in accordance with the notifications and regulations of the Securities and Exchange Commission and the rules of the Stock Exchange of Thailand.


 (ดร.ชรรมณู อ้วนไทย์)
 ประธานกรรมการตรวจสอบ


 (ดร.บุญญาบารมี สว่างวงศ์)
 กรรมการตรวจสอบ


 (นางสาวนารถดี อันตานวัฒน์)
 กรรมการตรวจสอบ

Risk Management Sub-Committee Report

The Risk Management Sub-committee of Better World Green Public Company Limited comprises more than half of the independent directors and the Chairman of the Risk Management Subcommittee is an independent director comprising five directors as follows:

	Name – Surname		Position	Meeting Attendance
1.	Dr. Vicharn	Vithayasai	Risk Management Sub-committee Chairman (independent director)	2/2
2.	Dr. Thamnoon	Ananthothai	Risk Management Sub-committee Director (independent director)	2/2
3.	Dr. Boonyabaramee	Sawangwong	Risk Management Sub-committee Director (independent director)	2/2
4.	Mr. Suwat	Luengviriya	Risk Management Sub-committee Director	2/2
5.	Mr. Suthat	Boonya-udomsart	Risk Management Sub-committee Director and Secretary	2/2

In 2025, the Risk Management Sub-Committee performed its duties in accordance with the Risk Management Sub-Committee Charter as assigned by the Board of Directors, in compliance with the regulations of the Stock Exchange of Thailand. During the year, the Risk Management Sub-Committee held a total of two meetings, with a quorum present at every meeting. (The meeting attendance of each member of the Risk Management Sub-Committee is disclosed in the section on the meeting attendance of directors.) The key performance results can be summarized as follows:

1. Reviewed the Corporate Risk Management Policy and the Charter of the Risk Management Sub-Committee to ensure that governance, development, and operations are carried out efficiently, remain up-to-date, and are aligned with current business conditions.

2. Established and reviewed the Enterprise Risk Management (ERM) Framework to ensure its appropriateness and alignment with the Company's strategic plans and operations, particularly risks related to ESG (Environmental, Social, and Governance), which form a key foundation for driving the organization toward sustainable achievement of its objectives.

3. Promoted the development of risk management practices and fostered a strong risk management culture throughout the organization to ensure that risk management covers all significant issues and remains within an acceptable level. Support was also provided to responsible personnel and risk owners at all levels to assess risks and opportunities in order to formulate consistent strategies and risk management plans on a regular basis.

4. Considered, analyzed, and assessed significant risks to ensure alignment with the Company's business direction, strategic plans, and organizational goals, while providing useful recommendations and monitoring the implementation of risk mitigation measures. The overall results of enterprise-wide risk management were also reported to the Board of Directors for acknowledgement.

In this regard, the Risk Management Committee places great importance on the performance of its duties, which is an essential part of ensuring that the organization can achieve its strategies and objectives, while creating sustainable value for the organization, shareholders, and all stakeholders.



(Dr. Vicharn Vithayasai)

Risk Management Sub-committee Chairman

Nomination Remuneration and Corporate Governance Sub-Committee Report

The Board of Directors has appointed The Nomination Remuneration and Corporate Governance Sub-Committee in order to be responsible for recruiting, selecting and proposing people with knowledge, ability and suitable qualifications to perform duties in the position of director including proposing a return policy Compensation guidelines and other benefits currently, the Nomination Remuneration and Corporate Governance Sub-Committee Consists of 5 directors as follows:

Name – Surname		Position	Meeting Attendance
1.	Dr.Thamnoon Ananthothai	Nomination Remuneration and Corporate Governance Sub-Committee Chairman (independent director)	2/2
2.	Dr.Boonyabaramee Sawangwong	Nomination Remuneration and Corporate Governance Sub-Committee Director (independent director)	2/2
3.	Miss Nartruidee Unthanuwat	Nomination Remuneration and Corporate Governance Sub-Committee Director (independent director)	2/2
4.	Mr.Akarawit Kankaew	Nomination Remuneration and Corporate Governance Sub-Committee Director	2/2
5.	Mr. Suthat Boonya-udomsart	Nomination Remuneration and Corporate Governance Sub-Committee Director and Nomination and Remuneration Sub-Committee Secretary	2/2

In 2025, The Nomination, Remuneration and Corporate Governance Sub-Committee held a total of two meetings, with a quorum present at every meeting. (The attendance of each member of the Nomination, Remuneration and Corporate Governance Sub-Committee is disclosed in the section on the meeting attendance of directors.) The Sub-Committee considered various matters and regularly reported the meeting results together with its opinions to the Board of Directors for consideration. The key duties performed during the year can be summarized as follows:

1. Reviewed the structure and composition of the Board of Directors to ensure appropriateness and diversity in order to promote good corporate governance and enhance efficient management, in compliance with the requirements of the Stock Exchange of Thailand and relevant regulatory authorities.

2. Considered the nomination and selection of qualified persons to serve as directors in place of those retiring by rotation. The candidates were carefully reviewed to ensure that they possess qualifications in accordance with the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand and do not have any prohibited characteristics as prescribed by law.

3. Determined the remuneration of the Board of Directors and the Audit Committee for the year 2025. In considering such remuneration, the Sub-Committee took into account its appropriateness in relation to the performance and responsibilities of directors, the linkage with the Company's overall performance, as well as the overall economic conditions, business environment, and the size of the business. Comparisons were also made with remuneration levels of companies within the same industry.

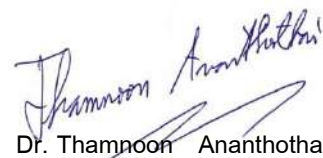
4. Reviewed the succession plans for the Chairman of the Executive Committee, the Managing Director, and key executives of the Company to ensure continuity of operations, smooth transitions, and effective management while mitigating the risk of the absence of suitable successors.

5. Reported the results of the directors' self-assessment (Self-Assessment), both on a collective basis and individually, to the Board of Directors for consideration and as guidance for further improvement of the Board's performance as well as the development of individual directors.

6. Reviewed the Company's corporate governance policies, business ethics, and related practices to ensure their appropriateness for the Company's business operations and alignment with internationally recognized corporate governance principles.

7. Reviewed the Charter of the Nomination, Remuneration and Corporate Governance Sub-Committee to ensure that it remains up-to-date and consistent with the Company's good corporate governance policy.

The Nomination, Remuneration and Corporate Governance Sub-Committee has performed its duties with due care, transparency, and independence in accordance with the principles of good corporate governance and has regularly reported its performance to the Board of Directors. In addition, the Company places great importance on the continuous development of good corporate governance practices by adopting the corporate governance principles of the Stock Exchange of Thailand in its operations. In 2025, the Company received an "Excellent" CGR rating from the Thai Institute of Directors Association (IOD) under the Corporate Governance Report of Thai Listed Companies (CGR), reflecting the Company's commitment to conducting its business with transparency, fairness, and due consideration for all stakeholders in a balanced and sustainable manner.



Dr. Thamnoon Ananthothai

Nomination Remuneration and Corporate Governance
Sub-Committee Chairman

Sustainability Development Sub-Committee Report

Whereas the Board of Directors' Meeting of Better World Green Public Company Limited resolved to appoint the Sustainability Development Sub-Committee to oversee and promote the Company's sustainability management, as well as its social, community, and environmental operations to ensure efficiency, transparency, and alignment with the principles of good corporate governance, the Sustainability Development Sub-Committee consists of five members as follows:

Name – Surname		Position	Meeting Attendance
1.	Mr. Akarawit Kankaew	Sustainability Development Sub-Committee Chairman	2/2
2.	Dr. Thamnoon Ananthothai	Sustainability Development Sub-Committee (independent director)	2/2
3.	Dr.Boonyabaramee Sawangwong	Sustainability Development Sub-Committee (independent director)	2/2
4.	Miss Nartrudee Unthanuwat	Sustainability Development Sub-Committee (independent director)	2/2
5.	Mr. Suwat Luengviriya	Sustainability Development Sub-Committee	2/2

In 2025, the Sustainability Development Sub-Committee held a total of 2 meetings, whereby the Sustainability Development Sub-Committee attended with a quorum present at every meeting. (The attendance of each member of the Sustainability Development Sub-Committee is disclosed in the section on the meeting attendance of directors.) The Sub-Committee performed its duties and responsibilities in accordance with the charter assigned by the Board of Directors and in compliance with the regulations of the Stock Exchange of Thailand. The key operating results can be summarized as follows:

1. The Sub-Committee considered, reviewed, and provided recommendations on the Company's sustainability policies, strategies, targets, and action plans to ensure alignment with international standards and best practices, as well as the business environment, risk factors, and stakeholders' expectations in order to support the sustainable growth of the organization.

2. The Sub-Committee supervised and monitored the Company's sustainability operations to ensure compliance with the established policies, plans, and relevant requirements, while providing advice to the management and promoting the integration of ESG (Environmental, Social, and Governance) considerations into business processes and corporate culture.

3. The Sub-Committee monitored and evaluated sustainability performance against established indicators, reviewed sustainability disclosures and reporting, and supported the Company's operations to comply continuously with applicable laws, regulations, and recognized best practices at both national and international levels.

With the Company's commitment to conducting business under the ESG framework, with emphasis on reducing waste disposal through landfill, improving resource efficiency, and minimizing impacts on communities and the environment, the Company received the CSR-DIW Continuous Award for 2025 from the Department of Industrial

Works, Ministry of Industry. This achievement reflects the Company's continued commitment to transparent and fair operations as well as responsibility toward society and the environment. The Company also places importance on managing climate change impacts by systematically measuring, monitoring, and managing greenhouse gas emissions (Carbon Footprint), together with implementing measures to reduce emissions and enhance resource efficiency in order to support environmentally responsible business operations and sustainable growth.



(Mr. Akarawit Kankaew)

Sustainability Development Sub-Committee Chairman

Internal control Assessment

Background and Objectives

Proper Internal Control system is vital to listed companies as it shall prevent, manage and mitigate risk and loss that could impact the companies and their stakeholders. Therefore, Board of Directors is accountable to oversee that the company have implemented proper internal control system that is sufficient to govern and direct the company to achieve its missions and goals while complying with laws and regulations. Besides, the internal control system should also prevent the company from fraud and physical damage and ensure correct accounting and financial reporting.

The Securities Exchange Commission (SEC), coordinated with the Price Waterhouse Cooper (Thailand), had developed this Internal Control Assessment Questionnaire as a tool for listed companies for their self-assessment.

The questionnaire adopted the internal control concept of the Committee of Sponsoring Organizations of the tread way Commission (COSO)¹ which was revised on May 2013 and was adjusted to be applicable to Thai listed company. The questionnaire is constructed in 5 key areas including Control Environment, Risk Assessment, Control Activities, Information & Communication, and Monitoring Activities.

Use of Questionnaire

The companies should apply this questionnaire as guidance for internal control assessment at least annually and may reassess in case of unexpected event which may impact its operations significantly. The assessment should be reviewed by the Audit Committee and the Board in order to lead to discussion about proper improvement of internal control system.

The assessment should be based on execution of the control. If the assessment reflects insufficient control in some areas, the company should provide with rationale and improvement method.

¹ Sponsored jointly by five major professional associations based in the United States such as American Institute of Certified Public Accountants (AICPA), Institute of Internal Auditors (IIA), Financial Executives International (FEI), American Accounting Association (AAA) and Institute of Management Accountants (IMA).

Control Environment

1. The organization demonstrates a commitment to integrity and ethical value.

Question	Yes	No
1.1 Board of Directors and senior management articulate and demonstrate the importance of integrity and ethical values across the organization. The various forms and mechanisms may include:		
1.1.1 Day-to-day actions and decision making at all levels of the organization that are consistent with the expected standards of conduct.	✓	
1.1.2 Interactions with suppliers, customers, and other external parties	✓	
1.2 Practice of integrity and ethics is in place which may include:		
1.2.1 Appropriate code of conduct for all employees	✓	
1.2.2 There is a prohibition for executives and employees to act in a manner that may cause conflicts. Benefit to the business This includes prohibiting corruption that causes damage to the organization. ²	✓	
1.2.3 Appropriate penalties are imposed for violations of the above requirements.	✓	
1.2.4 The above requirements and penalties are communicated to all management and employees, for example included in new employee orientation. Have employees sign the terms and penalties annually. including disseminating the code of conduct to employees and outsiders	✓	
1.3 A process of ongoing and separate evaluation of Code of Conduct is in place including;		
1.3.1 Ongoing and separated evaluation by Internal Audit Unit or Compliance Unit	✓	
1.3.2 Employees self-evaluation	✓	
1.3.3 Separate evaluation by independent and external experts	✓	
1.4 Deviations of the expected standard code of conduct are identified and remedied in a timely and consistent manner		
1.4.1 Having a process to investigate deviations of the expected standard code of conduct	✓	
1.4.2 Having a process to penalize and conduct an appropriate action taken in timely basis	✓	
1.4.3 The corrective action should be taken in consistent and timely basis	✓	

² The company should determine the internal control according to anti-corruption measures appropriate to the company's risks.

2. The Board of Directors demonstrates independence from management and exercises oversight of the development and performance of internal control.

Question	Yes	No
2.1 The Board of Directors demonstrates independent from management and exercises oversight of the development and performance of internal control.	✓	
2.2 The Board of Directors demonstrates independence from management and exercises oversight of the development and performance of internal control.	✓	
2.3 The board of directors oversees the clear line of roles and responsibilities of the board committees and senior management and compliance with law and regulations. This includes the roles and responsibilities of audit committee, external auditors, internal auditors and the person with responsibility for financial reporting.	✓	
2.4 The director is competent and has expertise in business or ability to request for the experts when needed.	✓	
2.5 The board of directors consists of sufficient number of independent directors who are knowledgeable and independent.	✓	
2.6 The board of directors oversee the development and execution of internal control system including control environment, risk assessment, control activities, information and communication, and monitoring activities.	✓	

3. With the board oversight, Management establishes structures, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives.

Question	Yes	No
3.1 Management establish organization structure which support the organization's goal, which taking into account business, regulation, and effective internal control system e.g. Segregation of duties.	✓	
3.2 Senior management defines reporting line which considered appropriate accountabilities, responsibilities and communication channel.	✓	
3.3 Clear and appropriate authority delegation of authority among the board of directors, senior management, management and staff is in place.	✓	

4. The organization demonstrates a commitment to attract, develop, and retain competent individuals.

Question	Yes	No
4.1 Policies and practice to attract, develop, and retain competent individuals is in place and is reviewed regularly.	✓	
4.2 The organization has processes of performance evaluation, incentive, reward and penalty. The processes are communicated to all level of management and employees.	✓	
4.3 The organization has a procedure to handle insufficiency of competent staff properly.	✓	
4.4 The organization has a human resource management process of recruiting, development, mentoring, coaching, retaining for all level of management and employees.	✓	
4.5 The organization has the appropriate succession plan.	✓	

5. The organization holds individuals accountable for their internal control responsibilities in the pursuit of objectives.

Question	Yes	No
5.1 The board of directors and management establish the mechanisms to communicate and enforce accountability for performance of internal control responsibilities across organization and implement corrective action as necessary.	✓	
5.2 The board of directors and management establish proper performance evaluation, incentives, and rewarding system taking into account code of conduct, short-term and long-term business objectives.	✓	
5.3 The board of directors and management align incentives and rewards with the fulfillment of internal control responsibilities in the achievement of objectives.	✓	
5.4 The board of directors and management evaluate and adjust pressures associated with the achievement of objectives as they assign responsibilities.	✓	

Risk Assessment

1. Organization specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.

Question	Yes	No
1.1 The organization complies with the Generally Accepted Accounting Principles (GAAP) that are appropriate for its business and ensures the existence, completeness, rights and obligation, and valuation.	✓	
1.2 The organization defines financial materiality by assessing factors such as stakeholders, transaction size, and business trends.	✓	
1.3 The organization's financial statements reflect actual operational activities.	✓	
1.4 The board of directors or the Risk Management Committee approves and communicates risk management policies to management and employees as part of the organization culture.	✓	

2. The organization identifies risks to the achievement of its objectives across the entity and analyzes risks as basis for determining how the risks should be managed.

Question	Yes	No
2.1 The organization identifies comprehensive risk that may affect the operational activities at corporate level, entity level, unit level, and functional level.	✓	
2.2 The organization assess comprehensive risk that may result from internal and external factors, including strategic risk, operational risk, reporting risk, compliance risk, and IT risk.	✓	
2.3 Management of all level participates in risk management.	✓	
2.4 The organization prioritizes risk through frequency and impact assessment.	✓	
2.5 The organization has measures and plans to manage risk through risk acceptance, risk reduction, risk avoidance, or risk sharing.	✓	

3. The organization considers the potential for fraud in assessment risks to the achievement of objectives.

Question	Yes	No
3.1 The organization assess fraud risk resulting from falsify reporting, financial loss, corruption, management override internal controls, misrepresentation of material reports, or embezzlement.	✓	
3.2 The organization reviews its performance measurements through achievement likelihood assessment and reviews incentive program to ensure that it does not encourage misconduct such as unrealistic target to encourage misrepresentation.	✓	
3.3 Audit Committee reviews and inquires management regarding fraud likelihood and fraud preventive and corrective measures.	✓	
3.4 The organization communicates to its employees to ensure that they understand and comply with policies and guidelines.	✓	

4. The organization identifies and assesses changes that could significantly impact the system of internal control.

Question	Yes	No
4.1 The organization assesses external changes that may affect its operation, internal control, and financial reporting; and defines sufficient measures to respond to those changes.	✓	
4.2 The organization assesses changes in business operation that may affect its operation, internal control, and financial reporting; and defines sufficient measures to respond to those changes.	✓	
4.3 The organization assesses changes in organization leaders that may affect its operation, internal control, and financial reporting; and defines sufficient measures to respond to those changes.	✓	

Control Activities

1. The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.

Question	Yes	No
1.1 The organization's control measures are appropriate with its organization specific risks such as environmental, operational complexity, functional, operational boundary, and other specifics.	✓	
1.2 The Company has written internal control measures. And appropriately cover processes such as policies and procedures for financial, procurement and general management transactions. as well as clearly and concisely define the scope, authority, and hierarchy of approval of the executives at each level in order to prevent corruption, for example, the limit size and approval authority of each level of executives are set; Procedure for approval of investment projects Purchasing Procedures and Vendor Selection Methods Recording details of purchasing decisions The process of disbursement of materials, equipment, or the withdrawal of various tools, etc., by providing a process for various cases as follows: 1.2.1 Collection of information about major shareholders, directors, executives and those related to them. including connected persons For the benefit of following up and reviewing related party transactions or items that may have conflicts of interest Including always updating the information to be up-to-date 1.2.2 In the event that the Company has approved transactions or entered into contracts with related parties in a manner that binds the Company in the long term, such as entering into sales and purchase contracts, lending, and guarantees, the Company has followed up to ensure that has complied with the agreed terms throughout the binding period of the company, such as following up on debt repayment as scheduled or reviewing the suitability of the contract	✓ ✓ ✓	
1.3 The company specifies appropriate variety of internal controls, such as manual and automated controls or preventive and follow-up controls.	✓	
1.4 The Company requires internal controls at all levels of the organization, such as the group level, business unit, function, department, department or process.	✓	
1.5 The Company has strictly separated the duties and responsibilities in the following 3 areas for mutual inspection, namely: (1) approval (2) data entry (3) custodial	✓	

2. The organization selects and develops general control activities over technology to support the achievement of objectives.

Question	Yes	No
2.1 The organization should determine the dependency and linkage between business processes and technology general controls.	✓	
2.2 The organization should have a proper control on IT infrastructure.	✓	
2.3 The organization should have a proper control on IT infrastructure.	✓	
2.4 The organization should have a proper control on acquisition, development and maintenance of IT system.	✓	

3. The organization deploys control activities through policies that establish what is expected and in procedure that put policies into action.

Question	Yes	No
3.1 The Company has a strict policy to monitor the transactions of major shareholders, directors, executives or those related to such persons. Must go through a specified approval process such as the Company's Articles of Association. Criteria of the Stock Exchange of Thailand Office criteria, etc., to prevent finding opportunities. Or use the company's benefits for personal use	✓	
3.2 The Company has a policy to allow consideration and approval of a transaction by a person who does not have a stake in the transaction.	✓	
3.3 The company has a policy to consider and approve transactions with the best interests of the company as a priority. and considered as a transaction with a third party (at arms' length basis)	✓	
3.4 The company has a process to monitor the operations of subsidiaries or associated companies. including setting guidelines for persons appointed (by the company to be directors or executives in such subsidiaries or joint ventures)	✓	
3.5 The company defines duties and responsibilities in implementing policies and processes by executives and employees.	✓	
3.6 The policy and its process have been implemented appropriately by experienced persons including covering corrective action process	✓	
3.7 The organization reviews the appropriateness of its policies and processes regularly.	✓	

Information & Communication

1. The organization obtains or generates and users relevant, quality information to support the functioning internal control.

Question	Yes	No
1.1 A process is in place to identify quality and relevance internal and external information required to achieve the objectives.	✓	
1.2 Information usage costs and benefits are considered. The consideration should include quantity and correctness of information.	✓	
1.3 The board of directors has material information sufficiently to make decision. The information may include detail of the agenda, reason, impact to the organization and optional solution.	✓	
1.4 The organization has processes to schedule the board meeting and provide necessary and sufficient supporting information before a specific time as the requirement by laws or regulation.	✓	
1.5 The organization should document sufficient information in the board of directors' minute of meeting to ensure appropriateness of directors duties, for examples, memo probing the question to management, comments and reason of disagreement	✓	
1.6 The company has the following actions		
1.6.1 All important documents are kept in categories.	✓	
1.6.2 In case of being notified by the auditor or internal auditor that there is a defect in internal control The company has completely corrected that defect.	✓	

2. The organization internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.

Question	Yes	No
2.1 The company has an efficient internal information communication process. and have appropriate communication channels to support internal control	✓	
2.2 The Company reports important information to the Board of Directors on a regular basis and the Board of Directors has access to information sources necessary for its operations. or review various items as needed, for example assigning a contact center person to be able to contact for information other than those received from management including contacting for information from the auditor internal auditor Arrangement of meetings between the Board of Directors and Executives as requested by the Board of Directors. Organizing meeting and discussion activities between the Board of Directors and executives in addition to the Board of Directors meeting, etc.	✓	
2.3 The Company provides a special communication channel or a secret channel for different people to any company within the company can report information or clues about fraud or corruption within the company. (whistle-blower hotline) safely	✓	

3. The organization communicates with external parties regarding matters affecting the functioning of internal control.

Question	Yes	No
3.1 The organization effectively communicates relevant and timely information regarding internal control to external parties and provides appropriate communications channels i.e. investor relation and customer complain hotline.	✓	
3.2 The Company provides special communication channels or secret channels for stakeholders outside the organization to provide information or clues about fraud or corruption. (whistle-blower hotline) to the company safely.	✓	

Monitoring Activities

1. Internal control monitoring and evaluation organization to ensure that the internal control continues to operate in a complete and appropriate manner.

Question	Yes	No
1.1 The organization develop the code of ethics and establish conflict of interests ongoing evaluation process i.e. Employees perform self-evaluation and report to their supervisor and the internal auditors performs auditing and report to audit committee.	✓	
1.2 The company has provided an audit of compliance with the internal control system laid down by self-assessment. And/or independent assessment by internal auditors.	✓	
1.3 The frequency of monitoring and evaluation is appropriate for company changes.	✓	
1.4 Conducting follow-up and evaluation of the internal control system by people with knowledge and abilities.	✓	
1.5 The Company has established guidelines for reporting internal audit results to directly report to the Audit Committee.	✓	
1.6 The Company encourages internal auditors to perform their duties in accordance with international standards of professional practice of internal auditing. (International Standards for the Professional Practice of Internal Auditing, IIA)	✓	

2. The organization evaluates and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the board of directors, as appropriate.

Question	Yes	No
2.1 The organization evaluates and communicates material internal control deficiencies in a timely manner to those parties responsible for taking corrective action.	✓	
2.2 The company has a reporting policy as follows: 2.2.1 Management must promptly report to the Board of Directors. In the event of an incident or suspicion of serious fraud There is a practice that violates the law. Or other unusual actions This may significantly affect the reputation and financial position of the company.	✓	
2.2.2 Report a material bug with solutions to problems (although the management has already started) to the Board of Directors/Audit Committee for consideration within a reasonable time	✓	
2.2.3 Report status of remediation plan or corrective action to board of directors/ audit committee.	✓	



CONTACT FOR MORE INFORMATION

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