ESG Performance Report
for Listed Companies in 2025

UBON BIO ETHANOL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

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ESG Performance

Company Name : UBON BIO ETHANOL PUBLIC COMPANY LIMITED   Symbol : UBE

Market : SET   Industry Group : Resources   Sector : Energy & Utilities

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

Overall Environmental Policy and Guidelines.

The company operates under its Quality, Occupational Health, Safety, Environment, and Energy Management (QSHE&E) policy, which emphasizes environmentally friendly production in accordance with international standards (ISO 14001) and the Circular Economy concept. The policy is reviewed annually to align with organizational strategies and SET ESG and FTSE Russell standards.

Specific Guidelines (Environmental Guidelines)

Energy Management (Electricity, Fuel, and Clean Energy)

- Focus on increasing energy efficiency per unit of production (Energy Intensity).
- Renewable Energy: Utilize by-products (cassava pulp and wastewater) to produce biogas for use as fuel in boilers and for electricity generation, as well as employing solar energy (Floating Solar) to reduce reliance on external electricity.

Water Resource and Water Quality Management

- Adhere to the principle of Water Security by regularly conducting Water Risk Assessments.
- Circulation: Increase the proportion of water recycling to at least 15% by 2028 and ensure 100% compliance of wastewater quality with standard criteria.

Waste Management

- Utilize 3R strategies (Reduce, Reuse, Recycle) and 8R activities to achieve the Zero Waste to Landfill goal.
- Clearly categorize waste (general, recyclable, hazardous) and aim to increase the sale of recyclable waste by at least 5%.

Greenhouse Gas Management and Climate Change

- Establish a clear Roadmap: Carbon Neutrality by 2040 and Net Zero Emissions by 2050.
- Prepare a greenhouse gas inventory in accordance with ISO 14064-1 standards and undergo third-party verification.
- By 2025, greenhouse gas emissions can be reduced by 29.33% compared to the 2024 baseline through 11 greenhouse gas reduction projects.

Biodiversity Management

- Commit to "No Deforestation" throughout the supply chain.
- Elevate farmer standards through the ISCC PLUS system to promote sustainable cultivation.
- Maintain green areas around the factory and restore ecosystems, such as developing treatment ponds into habitats for waterfowl.

Air Quality and Noise Pollution Management

- Control stack emissions (CO, NOx, SO2, TSP) to be better than legal standard values.
- Implement dust prevention measures, such as installing water curtains around cassava chip warehouses and a vehicle wheel washing system before leaving the factory.

Excellent Performance in the Year 2025.

The company has no cases of environmental law violations or incidents that significantly negatively impact the environment, and has received certificates for good safety and environmental management systems from government agencies.

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

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

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

Review Process and Operational Framework

The Company conducted a review of its sustainability management policies and targets through the consideration of the Sustainability (ESG) Working Group and the Greenhouse Gas Management (CFO) in their 4th meeting on December 8, 2025. Subsequently, the Board of Directors' meeting approved the revised sustainability policies and targets on February 24, 2026.

This review aims to align with the organizational strategy, international sustainable development trends, and evaluation criteria from external agencies such as SET ESG and FTSE Russell.

Significant Changes and Developments

The results of the review led to the improvement of policies and practices in multiple dimensions to elevate operational standards, as follows:

Improvement of QSHE&E Policy

The Company has revised its Quality, Occupational Health, Safety, Environment, and Energy Management (QSHE&E) policy by clearly separating environmental issues to align with FTSE Russell's assessment dimensions.

Elevation of Climate Change Targets

- The Company has reviewed and elevated its target from previously aiming for carbon neutrality by 2065 to striving for Net Zero greenhouse gas emissions by 2050, in alignment with the national direction.
- Set clear greenhouse gas reduction targets covering Scope 1, 2, and 3, with a short-term goal of a 3% reduction by 2025 compared to the 2024 baseline year.

Clarity on other environmental issues

Increased clarity and defined targets in water management (e.g., 15% recycled water usage target by 2028), circular economy, and biodiversity (e.g., No Deforestation commitment).

Driving Towards Implementation (Concrete KPIs)

Management emphasized setting environmental operational targets as measurable Key Performance Indicators (KPIs). Examples of confirmed targets from the review include:

- Energy: Reduce electricity consumption per unit of production and increase fuel efficiency.
- Water: Set Water Intensity Target for ethanol not exceeding 14.73 cubic meters/liter and for starch not exceeding 15 cubic meters/ton.
- Waste: Set a target to increase the volume of recycled waste disposal by no less than 5% compared to the baseline year.

The review also included the adoption of international standard ISO 14064-1 for greenhouse gas accounting and the arrangement for third-party verification of data by an independent external agency to build confidence and transparency in disclosing information to stakeholders.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards	:	Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD), ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards	:	BS EN 16001 - Energy management systems (EMS)

Compliance with water management principles and standards

Water management principles and standards	:	3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards	:	3Rs, 5Rs or 7Rs, Other : Corporate 8R Activities

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards	:	Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol, ISO 14064 - Greenhouse gases, ISO 14064 - Greenhouse gases, ISO 14064 - Greenhouse gases

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

Policy Framework and Key Objectives.

The Company operates under its Quality, Occupational Health, Safety, Environment, and Energy Management (QSHE&E) Policy and Greenhouse Gas Management (CFO) Policy, focusing on the following approaches:

- Efficient Energy Use: Aiming to reduce electricity and fuel consumption per unit of production (Energy Intensity) in the ethanol and tapioca starch businesses.
- Reliance on Internal Renewable Energy: By-products and waste from the production process are converted back into energy based on the Circular Economy concept to reduce external energy consumption.
- KPI Setting: 2024 is designated as the baseline year to continuously monitor and evaluate energy reduction efforts towards target years 2026 and 2027.

Clean Energy Production and Resource Circularity.

The Company has concretely implemented technology to convert "waste" into "energy" (Waste-to-Energy).

- Biogas: Wastewater and tapioca pulp are processed through anaerobic treatment systems (MUR, UASB, CLBR) to produce biogas, which is then used as fuel in boilers to generate heat/steam and as fuel in power generators with a total capacity of 7.5 MW.
- Solar Floating: Installation of a 2.83 MW floating solar power generation system to increase the proportion of clean electricity usage.
- Results: In 2025, the Company was able to generate a total of 23,038,022 kWh of electricity from renewable sources (biogas and solar energy) for use in its production processes. However, this renewable electricity volume decreased by 29.4% compared to 2024 due to a reduction in biogas production from the manufacturing process. This enabled the Company to reduce external electricity procurement costs by approximately 92 million Baht. Despite the decrease in renewable electricity from the previous year, the Company still utilizes over 23 million units of internal renewable energy annually.

Efficiency Improvement Project Plan for 2025.

The Company has established specific projects to reduce energy consumption in each operational area, as follows:

Ethanol Production Plant.

- Steam Trap Replacement Project to reduce heat energy loss.
- Biogas Leak Control Project (MUR Biogas Leaks Control).
- Installation of inverters to control wastewater pumps and replacement of light bulbs with LEDs throughout the treatment system.

  Tapioca Starch Production Plant.
- Project to improve starch drying to reduce fuel consumption.

- Implementation of SCADA L1 system to reduce human error and maintain stable energy consumption.
- Project to reduce water consumption in the production process, which directly contributes to reducing electricity consumption in pumping systems.

Strategic Plan for Greenhouse Gas Emissions Scope (Scope 1 & 2).
- Scope 1 (Direct): Focuses on improving the stability of machinery (Boiler, Generator) and increasing the proportion of biofuel usage to replace fossil fuels.
- Scope 2 (Indirect - Energy): Aims to maximize the use of self-generated renewable energy and implement basic energy-saving measures, such as controlling the shutdown of electricity and air conditioning during breaks.

Linkage to Long-Term Sustainability Goals.
The entire energy management plan is part of the organization's Net Zero Greenhouse Gas Emissions Roadmap.
- 2040: Achieve Carbon Neutrality.
- 2050: Achieve Net Zero Greenhouse Gas Emissions, covering Scope 1, 2, and 3.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of fuel consumption	2024 : fuel consumption 7.97 MJ	2027 : Reduced by 7.50 MJ
Reduction of electricity purchased and fuel consumption	2024 : energy consumption 0.30 Kilowatt-Hours	2026 : Reduced by 0.28 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2025, the Group demonstrated outstanding energy management performance, focusing on enhancing resource efficiency and self-reliance through renewable energy. Key projects and awards are detailed as follows:

Energy Performance for 2025
- Electricity Consumption: The company's total electricity consumption across the organization was 59,172,943 kilowatt-hours (kWh), with external electricity purchases reduced to 36,134,921 kWh (down from 41.08 million kWh in 2024).
- Renewable Energy Proportion: 23,038,022 kWh of electricity was consumed from self-generated renewable energy sources within the organization, comprising 20,492,822 kWh from Biogas and 2,545,200 kWh from Solar energy.

- Fuel Management: A total of 32,522,885 Nm of biogas was produced internally. ^{3} which is used as fuel in boilers to reduce fossil fuel consumption by 22,752,818 Nm. ^{3}

Key Energy Efficiency Projects in 2025

In 2025, the company implemented a total of 11 greenhouse gas reduction and energy management projects, successfully achieving targets for 10 of them. Key projects include:

Floating Solar Project 2 : Able to generate electricity for internal use and effectively reduce greenhouse gas emissions by 601.09 tCO2e.

Wastewater Treatment System Projects :

- Stop Leak Reactor tank A, B, C, D (Plant MUR): Methane gas leakage controlled by 912,864 Nm. ^{3}
- Inverter Installation: To control the flow rate of wastewater pumps instead of traditional on-off operation, reducing electricity consumption by 86,400 kWh/year.
- Pump Type Change: From screw pumps to centrifugal pumps to reduce energy per unit volume of water.

Projects in Tapioca Starch Production Plant

- Finished Goods Drying Improvement Project: To enhance efficiency and reduce energy consumption.
- SCADA L1 System Improvement Project: To reduce human error and ensure stable energy consumption.

Projects in Ethanol Production Plant : Replaced Steam Traps to reduce heat energy loss and converted all lights in the treatment system to LED.

Awards and Certifications Received in 2025

- Safety and Environmental Certificate: UBE and UBS companies received certificates of honor from the Safety Culture Together in The Work Place campaign for 2025 from the Ubon Ratchathani Provincial Labor Protection and Welfare Office, reflecting their standardized management systems.
- Model Individual Award: The Safety and Environment Department Manager received a certificate of honor as an Occupational Safety Officer, Co-driver and Supporter of Safety Activities for the Year 2025.
- International Standard Certification: The company's greenhouse gas emissions data for 2025 (113,689 tCO2e) has been verified and certified by Bureau Veritas (Thailand) Ltd.
- Participation in National Projects: The company has joined the Net Zero Pathway Accelerator project with the Stock Exchange of Thailand to drive the organization towards a sustainable low-carbon society.

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	55,567,109.86	71,646,482.44	59,172,943.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	27,314,795.55	41,081,277.44	36,134,921.00

	2023	2024	2025
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	28,252,314.31	30,565,205.00	23,038,022.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	189,003.78	207,070.76	174,038.07

Additional explanation : *(*) Exclude electricity consumption outside of the Company*

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (kWh / Litre of product)	0.29500000	0.30000000	0.29100000
Intensity of total electricity consumption within the organization (kWh / Metric ton of product)	316.00000000	373.00000000	322.00000000

Electricity Expense (*)

	2023	2024	2025
Total electricity expense (Baht)	198,200,169.95	150,674,113.27	155,343,156.96
Percentage of total electricity expense to total expenses (%)(**)	3.32	2.41	2.93
Percentage of total electricity expense to total revenues (%)(**)	3.36	2.30	2.94
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	674,150.24	435,474.32	456,891.64

Additional explanation : *(*) Exclude electricity expense outside of the Company*

(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	2,318,483.00	2,649,616.00	1,933,865.00
Gasoline (Litres)	0.00	1,160.40	2,570.50
Fuel oil (Litres)	0.00	27,037.00	231.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	2,844.00	654.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : *Not include external fuel consumption*

Companys fuel expense (*)

	2023	2024	2025
Total fuel expense (Baht)	206,631,079.66	66,484,451.87	45,023,966.19
Percentage of total fuel expense to total expenses (%)(**)	3.46	1.06	0.85
Percentage of total fuel expense to total revenues (%)(**)	3.50	1.02	0.85

Additional explanation : *(*) Exclude electricity expense outside of the Company*

(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	N/A	100,344.47	79,900.00

Review and update the energy consumption calculation data for 2024.

Review and update the energy consumption calculation data for 2024.

2025, the total energy consumption data for 2024 has been revised from 383,456,341.46 (Megawatt-hours), upon reviewing the calculation, it was found that there was an incorrect unit conversion, and upon recalculating, it was found that there wastotal energy consumption to 100,344.47 (Megawatt-hours)

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	N/A	0.01533463	0.01512708
Intensity of total energy consumption within the organization (Megawatt-Hours / Litre of product)	N/A	0.00040900	0.00038600
Intensity of total energy consumption within the organization (Megawatt-Hours / Metric ton of product)	N/A	0.22000000	0.30900000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

Key Policies and Objectives

The company has established an efficient water resource management policy to reduce environmental and community impacts, with the objective of creating a clear operational framework for valuable water use, managing water risks arising from climatic conditions (e.g., droughts), and fostering transparency in data disclosure according to international standards, such as FTSE Russell (FTSE Theme E3).

Setting Quantitative Targets (Water Intensity Target)

In 2025, the company has set stricter water consumption targets per unit of production to monitor resource utilization efficiency, as follows:

- Ethanol production business: Set a water consumption target of no more than 14.73 cubic meters per liter of product.
- Cassava starch production business: Set a water consumption target of no more than 15 cubic meters per ton of starch.
- Mid-term Goal: Aim to increase the proportion of recycled water (Recycle Rate) to at least 15% by 2028.

Management Approaches and Key Measures

To achieve these goals, the company has established the following guidelines:

- Efficiency Improvement and Reuse/Recycle: Install technology to control water usage in the production line more precisely, and reuse processed water, such as for washing raw materials and fermenting tanks.
- Wastewater Management: Control wastewater treatment systems (MUR, UASB, CLBR) for maximum efficiency to ensure effluent quality meets standards, stipulating that 100% of wastewater from the production process must be treated before discharge.
- Risk Assessment: Assess water risks in the Lam Dom Yai River Basin, which is considered a water-stressed area, using international standard tools.
- Creating Shared Value (CSV) Project: Maximize the utilization of treated water through the "Treated Water Distribution for Agriculture Project" (Fertilizer Water) to support farmers around the factory.

Monitoring and Governance

- Monitoring: Water consumption volume and wastewater quality are monitored monthly, and results are regularly reported to senior management.
- Board Oversight: The Enterprise Risk and Sustainability Management Committee is directly responsible for overseeing policies and monitoring water-related performance.
- Target Review: In 2025, the ESG & CFO Working Group reviewed and confirmed these targets to align with the sustainable growth strategy.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 16.58 Cubic meters	2025 : Reduced by 17.74 Cubic meters
Reduction of water consumption	2024 : Water consumption 21.84 Cubic meters	2025 : Reduced by 21.74 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the company's water management performance focused on Water Security and enhancing resource circulation in line with the circular economy concept, with details as follows:

Key Statistics and Quantitative Results

- Total Water Consumption: In 2025, the company's total water consumption was 3,769,235 cubic meters, divided into 1,546,800 cubic meters drawn from surface water sources (Lam Dom Yai River) and 2,222,435 cubic meters from the organization's retention ponds.
- Water Recycle Rate: The company successfully increased the proportion of recycled water to 7.63% of total water consumption (or 287,586 cubic meters), an increase from 4.13% in 2024.
- Water Intensity: (1) The ethanol business has an average water consumption rate of 17.74 cubic meters per liter (while the target is 14.73), and (2) the tapioca starch business has an average water consumption rate of 21.74 cubic meters per ton of starch (while the target is 15.00).
  Note: Although the operational results have not yet met the set targets due to limitations in production process efficiency, the company has continuously enhanced measures to improve the production process, aiming for a medium-term target of 15% by 2028.

Important Water Management Projects

- Treated Water Distribution Project for Agriculture (Fertilizer Water): This is a Creating Shared Value (CSV) project that distributes 100% standard-compliant treated wastewater from the production process to farmers around the factory to cope with drought. In 2025, a total of 3,522,504 cubic meters of water were distributed, covering over 10,647 rai of agricultural land, with 503 farmers participating in the project.
- Water Reduction Project in Starch Production Process: The company implemented improvement projects to reduce water consumption in the tapioca starch production process from the original 20-22 cubic meters per ton of starch to only 10-13 cubic meters per ton of starch, which directly contributes to reducing electricity consumption in the water pumping system.

- Water Treatment System Efficiency Improvement Projects: Such as the installation of inverters to control wastewater pumps and the project to change the type of sludge pumps from screw systems to centrifugal systems to reduce energy consumption per volume of water managed.

Related Awards and Certifications

- Compliance with Laws and International Standards: In the year 2025, no cases of environmental law violations or wastewater discharge exceeding standard limits were found, and there were no complaints regarding water-related impacts from the community.
- Safety and Environmental Certificate Award: The company received a certificate from the "Safety Culture Together in The Work Place" campaign for the year 2025, reflecting its environmental and safety management system that meets international standards.
- Greenhouse Gas Data Verification: Environmental data, including water management linked to greenhouse gas emissions, has been verified by an independent external agency, Bureau Veritas (Thailand) Ltd., to ensure data transparency and accuracy.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	5,313,158.00	5,597,087.00	5,316,035.00
Water withdrawal by third-party water (cubic meters)	3,718,358.00	4,187,087.00	3,769,235.00
Water withdrawal by surface water (cubic meters)	1,594,800.00	1,410,000.00	1,546,800.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	18,071.97	16,176.55	15,635.40
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.90	0.86	1.01

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%) (1)	77.70	87.26	64.27
Total wastewater discharge (cubic meters) (2)	3,760,412.00	4,600,039.00	4,401,868.00
Wastewater discharged to surface water (cubic meters) (3)	N/A	N/A	N/A

Remark: *(1) Process wastewater is 100% treated before discharge. However, the total discharge volume used to calculate this proportion includes rainwater from the factory area, which is not process wastewater and is not subject to legal treatment requirements. Consequently, the percentage of treated wastewater may fluctuate depending on the annual rainfall.*

(2) The total wastewater volume reported in this table covers only the company's process wastewater, which is 100% treated before discharge into the environment. Stormwater runoff from the factory area is not included in these figures, to comply with the principles of water balance (Water Balance) and international reporting guidelines.

(3) The effluent reported in this section is wastewater from the production process that has undergone standard treatment prior to discharge. The company has utilized this treated water for an agricultural distribution project in the surrounding areas, thus not discharging it directly into natural water sources. Furthermore, water quality is controlled and monitored before each delivery.

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	1,552,746.00	997,048.00	914,167.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.26318434	0.15236874	0.17307482
Intensity of total water consumption (Cubic meters / Litre of product)	17.34000000	16.58000000	17.74000000
Intensity of total water consumption (Cubic meters / Metric ton of product)	26.97000000	21.84000000	21.00000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Total water withdrawal expense from third-party water (Baht)	0.00	0.00	0.00
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%)(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%)(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

The company's waste management plan for 2025 focuses on systematic management under the concept of a Circular Economy and the 3R strategy (Reduce, Reuse, Recycle) to achieve the Zero Waste to Landfill goal, with details as follows:

Key Policies and Practices

The company prioritizes waste reduction at the source, efficient waste sorting, and resource recovery for maximum value and reduced environmental impact. Operations adhere to ISO 14001:2015 standards.

Waste Management Details by Type

The company has categorized its waste collection and disposal plan into three main types as follows:

- General Waste: Collection and disposal by relevant agencies are scheduled three times a week (Tuesdays, Thursdays, and Saturdays) to maintain cleanliness and prevent accumulation in operational areas.
- Recyclable Waste: Employees are regularly encouraged to sort recyclable waste monthly, and recyclable materials (e.g., paper, plastic, metal) are sold off from the company once a month.
- Hazardous Waste: Stored and sorted appropriately in controlled areas, with coordination for legally authorized disposal contractors to operate at least once a year or according to the volume of waste generated.

Strategic Goals for 2025

- Increase Recyclable Waste Volume: Aiming to increase the volume of recyclable waste sold by no less than 5% compared to the base year (2024).
- Incentive Program: Implementing the "Waste Sorting for Points" project under the concept of efficient resource utilization to incentivize employees to participate in proper waste sorting.
- UBEYOND CARE 8R Activities: Raising employee awareness through various activities such as "Bottle for Egg," which uses proceeds from the sale of recyclable waste to purchase consumer goods for employees participating in the program.

Waste Management as Co-products

In line with the low-carbon business model, the company transforms waste from production processes into added value.

- Wastewater and Cassava Pulp (Wet Cake): Introduced into an anaerobic wastewater treatment system to produce biogas for use as fuel for heat generation in the factory and electricity production.
- Ethanol Residue (Distiller's Grains): Used to produce soil conditioners or raw materials for the organic bio-fertilizer industry.

Additional Guidelines for Sustainability

The company has planned to expand its management efforts in 2025 to prepare for targets in the following year (2026), which include:

- Organic Waste Management: Food scraps and vegetable waste are sorted and forwarded to local farmers for use as animal feed. Reduce single-use plastics.
- Campaigning for employees to use personal water bottles and tiffin carriers instead of foam boxes or plastic bags. All these operations are concretely monitored through Key Performance Indicators (KPIs) and internal data control is conducted to ensure that waste management aligns with the company's environmental goals.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2024 : non-hazardous waste 34,461.84 Tonne	2025 : Increased by 36,131.39 Tonne	• Reuse • Recycle • Landfilling

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

In 2025, the Group implemented waste management performance and projects focusing on the Circular Economy concept and the 3R strategy (Reduce, Reuse, Recycle) to tangibly reduce the amount of waste requiring disposal. The details are summarized as follows:

Quantitative Performance in 2025

The Company clearly segregates and manages waste by type as follows:

- Recyclable Waste: 5,630 kilograms were segregated and sold, an increase of 13.3% from 2024 (an increase of 1,330 kilograms), reflecting higher efficiency in resource segregation for reuse.
- General Solid Waste: A total of 79,470 kilograms were disposed of by the Company through service providers in accordance with appropriate environmental management principles.
- Hazardous Waste from Production Process: 5,620 kilograms were properly disposed of through legally authorized service providers.
- Management of Waste as Co-products: The Company processes wet cake and wastewater through an anaerobic treatment system to produce biogas for use as alternative energy. In the past year, 100% of the total wet cake volume was managed.

Key Waste Management Projects in 2025

The Company conducts activities to foster participation and raise awareness among employees and youth, as follows:

- Waste Segregation Point Accumulation Project: This project, launched in 2025, aims to incentivize employees to correctly segregate waste through a point accumulation system on Line Official.
- UBEYOND CARE 8R Activities: Include sub-activities such as Bottle for Egg Exchange, where employees exchanged plastic bottles, glass, and aluminum, totaling 502 kilograms, for consumer goods. The revenue from selling this waste will be recirculated within the project.
- UBE CARE National Youth Day 2025 Open House Project: Activity bases on Waste Management Technology were organized to educate youth around the factory about sustainable waste and environmental management approaches. Reuse Promotion Activities: such as reusing urea sacks and using deteriorated gasket sheets for ground cover to prevent grass growth in the treatment system area.

Awards and Certifications Received

- Certificate of Honor: In 2025, UBE and UBS Companies received a certificate of honor for the Safety Culture Together in The Work Place campaign from the Ubon Ratchathani Provincial Labor Protection and Welfare Office, which includes good environmental and safety management standards.
- International Standard Verification: Waste management and environmental data for 2025 were verified by Bureau Veritas (Thailand) Ltd. to confirm the accuracy, transparency, and reliability of the information.
- Role Model Award: The Safety and Environment Section Manager received a certificate of honor as a safety officer contributing to safety and environmental activities in the province for 2025.

Additionally, in 2025, the Company conducted a wastewater spill emergency response drill on August 1, 2025, to prepare and prevent negative environmental impacts in the event of unforeseen incidents.

Information on waste management

Waste Generation(*)

	2023	2024	2025
Total waste generated (Kilograms)	99,890.00	34,461,840.00	N/A
Total non-hazardous waste (kilograms)	82,690.00	34,401,540.00	N/A
Total hazardous waste (kilograms)	17,200.00	60,300.00	N/A
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.02	5.27	N/A
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.01	5.26	N/A

	2023	2024	2025
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.01	N/A

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

(**) *Total revenues and expenses from consolidated financial statement*

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan	:	Yes

Greenhouse Gas Emission Targets and Caps

In 2025, the company has set more ambitious targets and plans compared to the 2024 baseline year, as follows:

- Reduction Target: Aim to reduce greenhouse gas emissions by 3% from the 2024 baseline year, or no less than 4,826 tons of carbon dioxide equivalent (tCO2e).
- Emissions Cap: Set the greenhouse gas emissions cap for 2025 not to exceed 156,043 tCO2e.
- Target Enhancement: Previously aiming for carbon neutrality by 2065 (B.E. 2608), in 2025, the company reviewed and elevated its new target to achieve Net Zero by 2050 (B.E. 2593) to align with international standards and national direction.

Key Greenhouse Gas Reduction Projects for 2025

The company has defined a total of 11 greenhouse gas reduction projects, covering both Scope 1 and Scope 2, with key details as follows:

Direct Greenhouse Gas Reduction (Scope 1)

- Stop Leak Reactor tank A, B, C, D Project (Plant MUR): To control methane leakage in the wastewater treatment system, which can reduce greenhouse gas emissions by approximately 9,928.97 tCO2e.
- Improving the stability of machinery (Boiler, Generator, Fire Pump) and selecting refrigerants with low GWP.

Indirect Greenhouse Gas Reduction from Energy Consumption (Scope 2)

- Floating Solar Project 2: Electricity generation from solar energy for in-house use.
- Machinery Efficiency Improvement Projects: Such as installing inverters to control wastewater pumps, changing sludge pumps to centrifugal type, and improving the efficiency of dry starch drying.
- Water Reduction Project: Reduce water usage in the starch production process from 20-22 cubic meters/ton to 10-13 cubic meters/ton, which directly reduces electricity consumption for water pumping. Supply Chain (Scope 3): Promote the use of biofuels by suppliers and procure environmentally friendly products/services (Green Procurement).

Management Approaches and International Standards

- Data Verification: The company prepares greenhouse gas accounts according to ISO 14064-1. In 2025, data verification will be conducted by an independent external agency, Bureau Veritas (Thailand) Ltd., for transparency and accuracy.
- Participation in International Projects: Participate in the Science-based Target Alignment project (Phase 2) to set science-based targets, and the Net Zero Pathway Accelerator project in collaboration with the Stock Exchange of Thailand.

- Building Organizational Culture: Implement the "UBEYOND CARE 8R" project and a point accumulation system via Line Official to raise employee awareness and participation in reducing greenhouse gas emissions through daily activities.

Future Plans (GHG Emissions Roadmap)

The 2025 plan is part of the long-term roadmap set by the company, as follows:

- Year 2026: 17% reduction
- Year 2027: 30% reduction
- Year 2030: 50% reduction (short-term target for Scope 1 and 2)
- Year 2040: Achieve Carbon Neutrality
- Year 2050: Achieve Net Zero greenhouse gas emissions, covering Scope 1, 2, and 3.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets[4]

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2024 : Greenhouse gas emissions 160,869.00 tCO_2e	2027 : Reduced by 30% in comparison to the base year	2030 : Reduced by 50% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : Net zero • Science-based Targets (SBTi) : Commit

Remark: [4] *The company established 2024 as the base year, with total greenhouse gas emissions (Scope 13) of 160,869 tons of carbon dioxide equivalent (tCO2e). In 2025, the company reviewed and adjusted its Net Zero greenhouse gas emissions target from the original year 2065 to 2050 to align with national targets and elevate the organization's ambition in reducing greenhouse gas emissions. A GHG Emissions Roadmap has been established with short-term, medium-term, and long-term targets as follows: Short-term Targets: 2025: 3% reduction from the base year (actual performance showed a 16.89% reduction, exceeding the target). 2026: 17% reduction. Medium-term Targets: 2027: 30% reduction. 2030: 50% reduction. Long-term Targets: 2040: Achieve Carbon Neutrality. 2050: Achieve Net Zero Greenhouse Gas Emissions. Operations are driven by the Greenhouse Gas Management Working Group (CFO) in collaboration with the Sustainable Development Driving Committee (ESG). Progress is monitored quarterly and reported to senior management. The company prepares its greenhouse gas inventory in accordance with ISO 14064-1. The base year data was verified by SGS (Thailand) Limited, and the 2025 data was verified by Bureau Veritas (Thailand) Limited on February 13, 2026.*

Review of greenhouse gas emission targets

Review of greenhouse gas emission targets

The Company has set 2024 as the base year for greenhouse gas emissions management, with total greenhouse gas emissions across Scope 13 amounting to 160,869 tons of carbon dioxide equivalent (tCO_2e)

In 2025, the Company reviewed and adjusted its Net Zero Greenhouse Gas Emissions target from the original target of 2065 (C.E. 2065) to 2050 (C.E. 2050) to align with national goals and elevate the organization's commitment to reducing greenhouse gas emissions. The Company has developed a GHG Emissions Roadmap, setting short-term, medium-term, and long-term greenhouse gas reduction targets as follows:

Short-term targets

- 2025: Reduce greenhouse gas emissions by 3% from the base year. Actual performance achieved a reduction of 16.89%, exceeding the set target.
- 2026: Reduce greenhouse gas emissions by 17% from the base year.

Medium-term targets

- 2027: Reduce greenhouse gas emissions by 30% from the base year.
- 2030: Reduce greenhouse gas emissions by 50% from the base year.

Long-term targets

- 2040 (C.E. 2040): Achieve Carbon Neutrality target.
- 2050 (C.E. 2050): Achieve Net Zero Greenhouse Gas Emissions target.

These operations are driven by the Greenhouse Gas Management Working Group, overseen by the Chief Financial Officer (CFO), in collaboration with the Sustainable Development (ESG) Driving Working Group. Progress is monitored quarterly, and results are regularly reported to senior management.

The Company has prepared its greenhouse gas emissions inventory in accordance with ISO 14064-1. The 2024 base year data was verified by SGS (Thailand) Limited, and the 2025 data was verified by Bureau Veritas (Thailand) Limited on February 13, 2026.

Setting carbon neutrality targets[5]

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2024 : Greenhouse gas emissions 160,869.00 tCO_2e	2040 : Reduced by 100% tCO_2e	• Thailand Greenhouse Gas Management Organization (TGO)

Remark: [5] *The company aims to achieve carbon neutrality by 2040, covering Scope 1 and Scope 2 greenhouse gas emissions. This will be accomplished by focusing on reducing emissions through energy efficiency improvements, the use of renewable energy, and production process optimization, as well as utilizing carbon offsetting mechanisms for unavoidable emissions.*

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The performance and results of the Group's greenhouse gas management in 2025 showed significant progress through the implementation of tangible greenhouse gas reduction projects, yielding positive outcomes as follows:

Quantitative Performance Results

- Total Greenhouse Gas Emissions: In 2025, the company's total greenhouse gas emissions (Scope 1, 2, and 3) amounted to 113,689 tons of carbon dioxide equivalent (tCO2e).
- Emission Reduction Rate: Compared to the 2024 baseline year with total emissions of 160,869 tCO2e, the company was able to reduce greenhouse gas emissions by 29.33%, which is higher than the short-term target of 3%.
- Success Factors: This result stems from energy efficiency measures, the use of biogas to replace fossil fuels, and continuous improvement of production processes.

Key Greenhouse Gas Reduction Projects

In 2025, the company implemented a total of 11 internal greenhouse gas reduction projects and achieved targets for 10 of them, categorized by scope as follows:

Scope 1 Reduction : Implemented the Stop Leak Reactor Tank A, B, C, D project to control methane leakage in the MUR treatment system, reducing emissions by approximately 10,296.71 tCO2e.

Scope 2 Reduction) : Implemented a total of 9 projects that helped reduce emissions by approximately 1,342.98 tCO2e. Key project examples include:

- Floating Solar Project 2: Electricity generation from solar energy.
- Wastewater Treatment System Efficiency Improvement Projects: Such as installing inverters to control pumps and changing sludge pump types from screw to centrifugal systems.
- Projects in the starch production plant: Improving the efficiency of dry starch baking and enhancing the efficiency of starch milk extraction (Extractor).

Supply Chain Projects (Scope 3) : ISCC PLUS project, which promotes sustainable cassava production. In 2025/26, 226 farmers participated in the project, covering an area of 5,500 rai, to reduce the carbon footprint from raw materials at the source.

Awards & Certifications Received

- Certificate of Honor: UBE and UBS Group of Companies received the "Safety Culture Together in The Work Place" certificate of honor for 2025 from the Ubon Ratchathani Provincial Labor Protection and Welfare Office, reflecting a good safety and environmental management system.
- Role Model Award: The Safety and Environment Department Manager received a certificate of honor as a safety officer, co-driver, and supporter of safety activities for 2025.
- International Standard Certification: Greenhouse gas emission data for 2025 was verified and certified by Bureau Veritas (Thailand) Ltd. to confirm the accuracy and transparency of the information.
- Product Registration: Ubon Sunflower Co., Ltd. (UBS) submitted data for 5 organic tapioca starch products for Product Carbon Footprint (CFP) registration with the Thailand Greenhouse Gas Management Organization (TGO).

Furthermore, the company has participated in national and international projects, such as the Science Based Target project (Phase 2) and the Net Zero Pathway Accelerator project with the Stock Exchange of Thailand, to elevate greenhouse gas reduction targets in line with scientific principles and sustainably move towards Net Zero by 2050.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	N/A	160,869.00	113,918.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	101,117.00	65,642.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	N/A	20,538.00	16,995.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	39,214.00	31,281.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	N/A	0.024584	0.021568
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	N/A	464.94	335.05
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Litre of product)	N/A	0.00069800	0.00050900
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Metric ton of product)	N/A	0.73700000	0.69500000

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Bureau vertification (Thailand) Co., Ltd.

Reference file for the greenhouse-gas verifier entity. : https://esgmedia-setlink.setgroup.or.th/report/1662/2025/1772586591356.pdf

For the year 2025, the verification certificate is currently being issued by Bureau Veritas SA.

Verification of greenhouse gas emissions for the year 2025

The 2025 verification certificate is currently in the process of being issued by Bureau Veritas SA.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	11,639.69
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	N/A	0.00	N/A
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	N/A	0.00	N/A
Other projects (Metric tonnes of carbon dioxide equivalent)	N/A	0.00	11,639.69
1. Reactor Tank Leak Prevention Improvement Project (MUR Plant) (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	10,296.71
1. Reactor Tank Leak Prevention Improvement Project (MUR Plant) (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	10,296.71
2.Biogas Transfer System Improvement Project CLBR B (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	115.04
2.Biogas Transfer System Improvement Project CLBR B (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	115.04
3.Energy Efficiency Improvement of Wastewater Pumps through Inverter Installation (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	42.32

	2023	2024	2025
3.Energy Efficiency Improvement of Wastewater Pumps through Inverter Installation (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	42.32
4.Sludge Pump Replacement to Centrifugal Type for Energy Efficiency (Treatment System) (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	75.74
5.Floating Solar Project Phase 2 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	548.60
6.Energy Efficiency Improvement through Starch Dewatering System Upgrade (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	114.33
7.Hydro Cyclone System Optimization Project to Increase Starch Production Capacity (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	191.73
8.Extractor Efficiency Improvement Project to Reduce Starch Loss (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	32.81
9.Finished Goods Drying Efficiency Improvement Project (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	196.85
10.Water Efficiency Improvement Project in Starch Production Process (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	25.56

Absorption and removal of Greenhouse Gas(6)

	2023	2024	2025
Total absorbed and removal of GHG (**Metric kilograms of carbon dioxide equivalent**)	0.00	0.00	17.60
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	N/A	0.00	N/A

	2023	2024	2025
Other projects (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	17.60
UBE Group Tree Planting on World Environment Day 2025: Fostering a Green Culture and Expanding Green Space to Reduce Carbon. (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	17.60

Remark: [(6)] *In 2025, Ubon Bio Ethanol Public Company Limited and its subsidiaries (UBE Group) organized a tree planting activity on World Environment Day within the factory premises. A total of 800 eucalyptus trees were planted on an area of approximately 4,175 square meters. The company estimated that these trees can absorb approximately 17.6 tons of carbon dioxide equivalent per year (tCO2e/year), based on the average carbon absorption rate of eucalyptus trees.*

UBE Group Project: Tree Planting for World Environment Day 2025 to Create a Green Culture and Increase Carbon Reduction Areas

UBE Group Project: Tree Planting for World Environment Day 2025 to Create a Green Culture and Increase Carbon Reduction Areas

In 2025, Ubon Bio Ethanol Public Company Limited and its subsidiaries (UBE Group) organized a tree planting activity on World Environment Day (June 5, 2025) within the factory premises to promote green space expansion and support the organization's greenhouse gas emission reduction efforts. A total of 800 eucalyptus trees and over 5,000 vetiver grass slips were planted, covering an area of approximately 4,175 square meters. Preliminary estimates indicate that these eucalyptus trees can absorb approximately 17.6 tons of carbon dioxide equivalent per year (tCO_2e/year), which helps increase green areas, restore soil conditions, and supports the company's efforts to mitigate the impacts of climate change.

ESG Performance

Company Name : UBON BIO ETHANOL PUBLIC COMPANY LIMITED Symbol : UBE

Market : SET Industry Group : Resources Sector : Energy & Utilities

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

Employee Rights

- Fair Treatment of Employees: The company treats employees based on human rights principles, respecting fundamental rights and freedoms.
- Compensation and Benefits: Determine fair compensation commensurate with abilities and responsibilities, based on market rate surveys, and provide flexible benefits and a provident fund for post-retirement security.
- Freedom of Association: Respect the right and freedom to express opinions independently, and the right to form associations for collective bargaining as prescribed by law, through the welfare committee in the establishment.
- Personnel Development: Promote continuous skill development and enhancement of potential for career advancement.

Migrant/Foreign Labor

- Prevention of Forced Labor: The company has a policy prohibiting all forms of forced labor, and does not support coercion, intimidation, or the use of debt bondage to tie down workers.
- Supply Chain Standards: Require partners and contractors in the supply chain to adhere to the same labor standards, as stipulated in the Partner Code of Conduct.

Child Labor

- Strict Policy: The company has a strict policy against the use of child labor and is not involved in any illegal labor practices across all business activities.
- Legal Protection: Strictly adhere to child labor protection laws. In the case of juvenile workers (who are permitted), they shall not work between 10:00 PM and 6:00 AM, or perform hazardous work that affects their education.
- Requirements for Partners: Stipulate the non-use of child labor as a key condition in the Supplier Code of Conduct.

Consumer/Customer Rights

- Quality and Safety: Committed to producing high-quality, safe products that meet international standards (ISO, GMP, HACCP) and setting appropriate prices.
- Provision of Accurate Information: Conduct ethical marketing communications, providing accurate, clear, and non-exaggerated product information.
- Personal Data Protection: Systematically and securely store customers' personal data in accordance with the Personal Data Protection Act (PDPA).
- Grievance Channels: Establish a responsible unit and clear channels for receiving suggestions or complaints.

Community and Environmental Rights

- Impact Management: Conduct business with consideration for the quality of life of surrounding communities, preventing and controlling the leakage of pollution to the outside.
- Land Tenure Rights: Implement a policy to legally verify land titles and tenure rights before factory expansion, to prevent encroachment on public land, forests, or private property.
- Participation: Provide opportunities for the community to submit feedback through the "UBE CARE CENTER" and regularly conduct community satisfaction surveys.

Occupational Safety and Health

- International Standards: Utilize a management system in accordance with ISO 45001:2018, considering safety as the primary responsibility.
- Right to Refuse Work: Employees and contractors have the right to immediately stop or refuse to perform work if they deem the environment unsafe.
- Proactive Prevention: Implement regular Job Safety Analysis (JSA) and Site Area Assessment (SAA) processes.

Non-discrimination

- Equality: Treat all stakeholder groups equally, without discrimination based on race, gender, age, religion, identity, or social status.
- Care for Female Workers: Protect pregnant or breastfeeding women by assigning suitable work and providing a UBE CARE breastfeeding corner.
- Anti-Harassment Measures: Implement policies to prevent and address sexual harassment and violence in the workplace.

Supplier Rights

- Fairness and Transparency: Strictly adhere to contracts and commercial terms when dealing with partners and contractors.
- Fair Purchase Price: Consider the purchase price of raw materials and services fairly, based on market mechanisms and product quality.
- Capacity Building: Collaborate with partners to develop capabilities for mutual sustainable growth.
- Whistleblowing Channel: Establish a Grievance Mechanism for partners in cases of unfair treatment.

The company mandates that these policies be reviewed at least once a year and conducts comprehensive Human Rights Due Diligence (HRDD) to ensure that business operations do not lead to human rights violations throughout the value chain.

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
Changes in social and human rights policies, guidelines, and/or goals	:	Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Employee Rights (Employee Rights)

- Policy Change: Revise the labor social responsibility policy, emphasizing fundamental rights, freedom, and respect for the right to collective bargaining.

- Practice: Complete the development of the Performance Management System (PMS) via HRIS by 2025 and establish labor skill standards for key positions.
- Goal: Set average training hours at no less than 30-36 hours per person per year and aim to increase the number of employees who are members of the Provident Fund (PVD) through proactive communication of benefits.

Migrant/Foreign Labor (Migrant/Foreign Labor)

- Policy Change: Stated in the draft Sustainable Supply Chain Management Policy to be announced in 2026, covering fair treatment of labor throughout the value chain.
- Practice: Adhere to the principle of prohibiting all forms of forced labor (No Forced Labour) by prohibiting coercion, intimidation, or the use of debt bondage to tie down workers, and extend Good Labor Practices (GLP) standards to partners.

Child Labor (Child Labor)

- Policy Change: Clearly define the "No Child Labour" commitment in the new supply chain policy.
- Practice: Strictly comply with child labor protection laws. If juvenile workers (who are permitted) are employed, they must not work between 10:00 PM and 6:00 AM or in dangerous environments.

Consumer/Customer Rights (Consumer/Customer Rights)

- Policy Change: Focus on ethical marketing communication, avoiding exaggerated advertising, and strictly protecting customer personal data in accordance with PDPA law.
- Goal: Maintain customer satisfaction scores at no less than 85% (or 9.0 out of 10) and maintain zero customer data breach incidents.

Community and Environmental Rights (Community and Environmental Rights)

- Policy Change: Implement the Land Tenure Rights Policy in 2025 to ensure that business expansion does not encroach upon forest areas, public land, or private land.
- Practice: Develop a 24-hour complaint mechanism through the UBE CARE CENTER and implement damage remedy measures (both monetary and non-monetary) for the first time in 2025.

Occupational Safety and Health (Occupational Safety and Health)

- Policy Change: Revise the QSHE&E policy to have a clear management framework consistent with ISO 45001 standards.
- Practice: Enhance the rights of employees and contractors to immediately stop or refuse to work if an unsafe environment is found, and continuously operate the Mental Health Care Clinic project.
- Goal: Continuously maintain a Lost Time Injury Frequency Rate (LTIFR) of zero (0 case).

Non-discrimination (Non-discrimination)

- Policy Change: Integrate the principles of diversity and inclusion (Diversity) as part of UBEYOND's organizational values.
- Practice: Improve protection measures for pregnant and breastfeeding female workers by arranging suitable work assignments and supporting the UBE CARE Breastfeeding Corner project, and clearly define measures to prevent sexual harassment and workplace violence.

Supplier Rights (Supplier Rights)

- Policy Change: Develop a Sustainable Supply Chain Management Policy and a Supplier Code of Conduct that covers ESG issues and human rights.
- Practice: Initiate on-site ESG audit processes for high-risk partners and require a Corrective Action Plan (CAP) if ethical violations are found.
- Goal: Key partners must acknowledge and sign to fully comply with the Supplier Code of Conduct as per the specified criteria.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	Yes

The Company monitors and tracks human rights risk issues and conducted a comprehensive risk assessment in 2025, covering all stakeholder groups in accordance with the principles of corporate governance, business ethics, and respect for human rights. The assessment results indicated no human rights violations. However, from the comprehensive human rights due diligence conducted in 2025, there are still issues that require control and monitoring to prevent severe human rights violations: 218 issues at a very high level, 99 issues at a high level, 172 issues at a medium level, and 185 issues at a low level.

สรุปการประเมินสิทธิมนุษยชนตามแนวทางการตรวจสอบสถานะสิทธิมนุษยชนอย่างรอบด้านสำหรับบริษัทจดทะเบียน

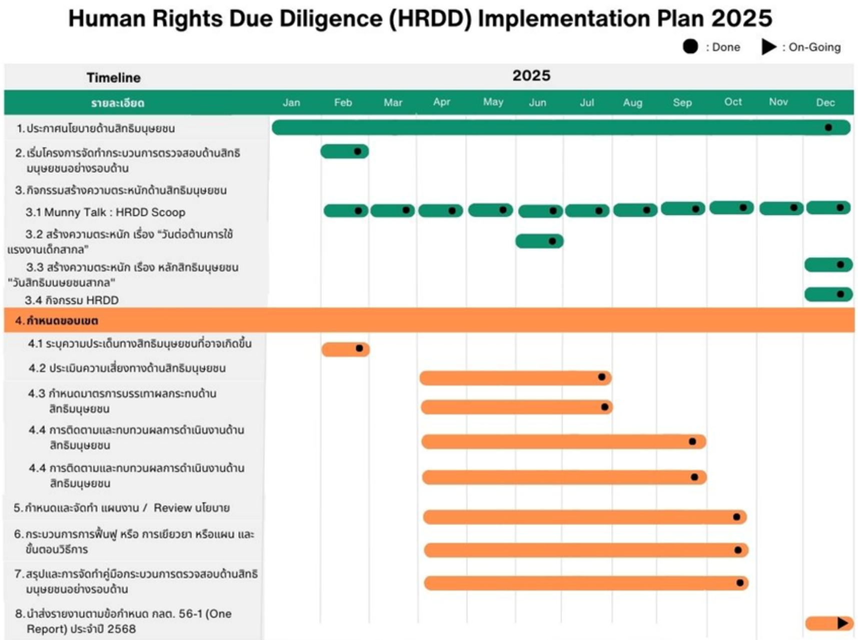
รายละเอียด	สูงมาก	สูง	ปานกลาง	ต่ำ	ผลสรุปรวมทั้งสิ้น
ประเด็นด้านสิทธิมนุษยชนที่ต้องพิจารณาตามหลักเกณฑ์การประเมิน	218	99	172	185	674
จำนวนประเด็นที่บริษัทดำเนินการตามหลักสิทธิมนุษยชน	218	99	172	185	674
ประเด็นที่บริษัทดำเนินการตามหลักสิทธิมนุษยชนคิดเป็น %	**100.00**	**100.00**	**100.00**	**100.00**	**100.00**
จำนวนประเด็นอยู่ในระหว่างดำเนินการตามหลักเกณฑ์การประเมิน	0	0	0	0	0
อยู่ในระหว่างดำเนินการตามหลักเกณฑ์การประเมินคิดเป็น %	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

หมายเหตุ : ด้านสิทธิมนุษยชน บริษัทได้มีการจัดทำการประเมินประเด็นที่อาจส่งผลกระทบด้านสิทธิมนุษยชนเพื่อให้สอดคล้องตามแนวทางการตรวจสอบสถานะสิทธิมนุษยชนอย่างรอบด้าน เช่นเดียวกัน โดยมีการประเมินจากผู้มีส่วนได้เสียทั้งหมดที่บริษัทมีกิจกรรมที่เกี่ยวเนื่องกัน เพื่อเป็นการป้องกันไม่ให้เกิดผลกระทบเรื่องสิทธิมนุษยชน อย่างไรก็ตามจะมีการกำหนดแผนงานเฝ้าระวังและวิธีการเยียวยาหากพบว่า บริษัทมีการดำเนินกิจกรรมที่อาจส่งผลกระทบด้านสิทธิมนุษยชนอย่างต่อเนื่อง

Human Rights Campaign Activities

The Company consistently emphasizes instilling human rights principles in employees at all levels. This is achieved by communicating knowledge about human rights principles and Human Rights Due Diligence (HRDD) through the E-Book Munny Talk channel on a monthly basis. Additionally, human rights campaign activities are held during UBE DAY, the Company's annual founding anniversary event in 2025.

HRDD process diagram



Summary of HRDD Assessment Results

Summary of HRDD Assessment Results

Summary table of Human Rights Due Diligence (HRDD) results for 2025 of Ubon Bio Ethanol Public Company Limited Group, according to the information in the source.

Summary of the number of risk issues categorized by risk level (2025)

From the 2025 audit, no human rights violation issues were found, but issues requiring monitoring and control to prevent future violations were identified as follows:

Risk level	Number of issues found (issues)
Very High level (Very High)	218
High level (High)	99
Medium level (Medium)	172
Low level (Low)	185

Summary of performance compared to targets

The company clearly sets targets and monitors performance, with 2025 results aligning with the established targets.

Assessment topic	Target / Indicator	Performance in 2025
Human rights violations	No human rights violation complaints found.	No complaints,
Labor disputes	No significant labor disputes.	0 cases
Violation of social laws	Number of cases violating social laws/regulations	0 cases
HRDD review schedule	Reviewed by December 10th of every year.	Implemented as planned

Details of management mechanisms (3 pillars of UNGPs)

Pillar	Operational details
1. Protection (Protect)	Establish human rights policy, child labor non-use policy, and labor responsibility policy to serve as a regulatory framework.
2. Respect (Respect)	There is a process for identifying and assessing risks through **Matrix 4x4** (considering severity and likelihood) and categorizing risk into 4 levels.
3. Remedy (Remedy)	Provide channels for complaints and feedback, along with establishing fair and transparent remedy mechanisms.

Information on other social management

Plans, performance, and outcomes related to other social management

Education Sector

Open House Event 2025

In 2025, the company organized an open house event to welcome visiting delegations from various sectors, including government, private sector, and educational institutions, to reflect the organization's role as a leader in integrated agro-industrial business operating on the foundation of sustainability within the ESG framework, with the following overall statistics:

Environmental Dimension (Environmental E)

The organization has conveyed knowledge and best practices in efficient resource management to the visiting delegations, as follows:

- Waste Management: Zero Waste Management and Circular Economy principles, such as biogas production from wastewater treatment systems, and the utilization of waste and by-products from production processes to reduce end-of-pipe waste and enhance resource efficiency.
- Organic Agricultural Innovation: Demonstrating the "Organic Cassava Project" to promote soil resource conservation, reduce reliance on agricultural chemicals, and support the organization's goals in reducing greenhouse gas emissions.

Social Dimension (Social S)

UBE Group prioritizes the development of human capital potential and collaboration with communities and educational institutions, as follows:

- Education Support: Welcoming delegations from various educational institutions, such as Det Udom School and Sisaket Rajabhat University, to provide opportunities for youth to learn vocational skills and prepare for entry into the green industry labor market.
- Community Engagement: Providing a platform for local agencies to study and exchange knowledge on sustainable income generation models, to be concretely applied in the development of communities around the facilities.

Governance Dimension (Governance G)

The Open House event helps enhance the organization's image in terms of transparency and corporate governance through the following key activities:

- Transparency & Accountability: Allowing delegations from government agencies and regulatory bodies, such as the Senate Energy Committee and the Excise Department, to study production processes, traceability systems, and compliance with tax regulations.
- Safety Standards: Presenting a management system for safety, occupational health, and working environment to build confidence among stakeholders and confirm operations in accordance with international standards.

The Open House 2025 event serves as a crucial mechanism for communicating and driving the "UBE CARE" strategy to the public. The organization has developed its facilities to function as a "Comprehensive Bioenergy Learning Center." This center disseminates knowledge on bioenergy, sustainable resource management, and agricultural innovation to raise awareness and build confidence among stakeholders, investors, and business partners that UBE Group operates its business based on a true balance between financial performance, environment, society, and good governance principles.

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	66.67

Information on employees and labor management plan

Employees and labor management plan

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

Fair employee compensation

- Consideration Criteria: The company determines compensation based on skills, experience, responsibilities, and performance (KPIs) to ensure appropriateness and fairness at all levels.
- Market Survey: Compensation rates are benchmarked against leading companies in the same business group through surveys conducted by PMAT and HR Center to ensure competitive compensation in the market.
- System Enhancement: In 2025, the company plans to develop its Performance Management System (PMS) through the HRIS to ensure greater transparency and fairness in compensation and bonus considerations.
- Welfare: Providing flexible benefits that cater to employee lifestyles and a Provident Fund (PVD) for long-term financial security.

Employee Training and Development

- Quantitative Target: Setting an average training hour per person per year of no less than 30-36 hours.
- Key Programs: Implementing the Training Roadmap to upskill employees for a Smart Factory, including the ESG DNA Phase 2 project to instill sustainability.
- Leadership and Succession Development: Applying the Total Leader principle in the Leadership Development Program and reviewing the Succession Development Plan to ensure a 1:1 successor ratio for VP level and above by 2027.
- Other Support Programs: Mentoring Program 'Mentor of Change' and Referral Program.

Promoting employee relations and engagement

- Engagement Measurement: Aiming for an Employee Engagement score of no less than 80%.
- Communication Channels: Organizing quarterly Town Hall meetings to communicate organizational direction and providing feedback channels such as 16 feedback boxes, Line Official (@UBBECARE), and a Whistleblowing email.
- Welfare Committee: Promoting the role of the elected Welfare Committee in the workplace to serve as a bridge between employers and employees.
- Engagement Activities: Organizing sports activities (football, badminton), the 'Good Worker' project, and providing scholarships for employees' children.

Migrant/Foreign Workers

- Prohibition of Forced Labor: Strictly prohibiting all forms of forced labor, including coercion, intimidation, physical harm, or confiscation of personal identification documents.
- Lawful Employment: Treating all employees equally according to human rights principles without discrimination, and ensuring that the employment process adheres to qualifications and legal requirements.
- Supply Chain: Requiring suppliers and contractors to comply with the Supplier Code of Conduct, which includes the prohibition of forced labor.

Child Labor

- No Child Labour Policy: The company has a policy against the use of child labor and is not involved in any illegal labor practices in all its activities.
- Legal Protection: In cases where the law permits the employment of young workers, the company will not allow them to work between 10:00 PM and 6:00 AM, nor in hazardous environments or conditions that may affect their education.
- Supplier Standards: Specifying the non-use of child labor as a key condition in the Supplier Code of Conduct and regularly assessing supplier risks.

Occupational Safety and Health

- International Standards: Utilizing a management system compliant with ISO 45001:2018 and operating under the Safety Act B.E. 2554 (2011).
- Ultimate Goal: Striving to be a Zero Accident organization by continuously maintaining a Lost Time Injury Frequency Rate (LTIFR) of zero (0 case).
- Proactive Measures: Implementing a Permit to Work system, Job Safety Analysis (JSA), and Site Safety Audits (SAA).
- Employee Rights: Employees and contractors have the right to stop or refuse to work immediately if they assess the environment to be unsafe.
- Healthcare: Annual health check-ups based on risk factors, a Mental Health Care Clinic project for mental well-being, and the 'UBE CARE Mother's Corner' project for female workers.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Training hours per person per year	2024: 37.41 hours/person/year	2025: 54.46 hours/person/year
• Employee training and development	Percentage of employees who completed training	2024: 75%	2025: 88.83 %

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Promoting employee relations and participation • Others : Results of the organizational engagement activities evaluation	Not less than 80%	2024: 80%	2025: 86.7%
• Others : Voluntary employee turnover rate not exceeding 5%	Not exceeding 5%	2024: 1.87	2025: 0.47
• Others : Review of Comprehensive Human Rights Due Diligence (Human Rights Due Diligence: HRDD)	By December 10	2024: By December 10	2025: By December 10
• Others : Human rights violation complaints	No complaints or disputes	2024: No complaints or disputes	2025: No complaints or disputes
• Others : Review the Succession Development Plan to ensure a sufficient ratio of successors.	Successor ratio for VP level and above	2024: -	2027: In progress
• Others : Salary Structure Review Project	To be implemented by 2025	2025: -	2025: Completed in October 2025

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Employee management performance met targets.

- UBE และ UBS รับรางวัลสถานประกอบการดีเด่นด้านแรงงานสัมพันธ์และสวัสดิการแรงงาน ระดับประเทศ ประจำปี 2568 ต่อเนื่องเป็นปีที่ 3 จากโครงการส่งเสริมสถานประกอบกิจการให้มีระบบบริหารจัดการที่ดี ด้านแรงงานสัมพันธ์และสวัสดิการแรงงาน
- UBE และ UBS ได้รับการรับรองมาตรฐานแรงงานไทย ระดับประกาศตนเอง จากกรมสวัสดิการคุ้มครองแรงงาน
- UBE และ UBS ได้รับการรับรอง การนำแนวปฏิบัติการใช้แรงงานที่ดี (Good Labour Practices : GLP) มาใช้ในสถานประกอบกิจการ
- UBE และ UBS ใบรับรองมาตรการป้องกันและแก้ไขปัญหายาเสพติด ในสถานประกอบกิจการ (มยส.)
- UBE ได้รับเครื่องหมาย ผู้ประกอบกิจการซึ่งจ้างงานผู้ได้รับหนังสือรับรองความรู้ความสามารถ จากกรมพัฒนาฝีมือแรงงาน

กระทรวงแรงงาน
ขอมอบเกียรติบัตรฉบับนี้ไว้เพื่อแสดงว่า
บริษัท อุบล ไบโอ เอทานอล จำกัด (มหาชน)
ได้รับรางวัลสถานประกอบกิจการดีเด่น
ด้านแรงงานสัมพันธ์และสวัสดิการแรงงาน ประจำปี พ.ศ. ๒๕๖๘ ระดับประเทศ ปีที่ ๓
(นายพงศ์กวิน จึงรุ่งเรืองกิจ)
รัฐมนตรีว่าการกระทรวงแรงงาน

กระทรวงแรงงาน
ขอมอบเกียรติบัตรฉบับนี้ไว้เพื่อแสดงว่า
บริษัท อุบลซันฟลาวเวอร์ จำกัด
ได้รับรางวัลสถานประกอบกิจการดีเด่น
ด้านแรงงานสัมพันธ์และสวัสดิการแรงงาน ประจำปี พ.ศ. ๒๕๖๘ ระดับประเทศ ปีที่ ๓
(นายพงศ์กวิน จึงรุ่งเรืองกิจ)
รัฐมนตรีว่าการกระทรวงแรงงาน

On November 26, 2025, Ubon Bio Ethanol Public Company Limited ("UBE") and Ubon Sunflower Company Limited ("UBS") participated in the 2025 Occupational Safety Officer Day activity, organized by the Ubon Ratchathani Provincial Labor Welfare and Protection Office at Mueang Ubon Ratchathani District Auditorium.

On this occasion, Ms. Juthamas Saengsuk, Ubon Ratchathani Provincial Labor Welfare and Protection Officer, graciously presented awards and certificates honoring establishments with good labor and safety management systems in various categories. Mr. Dechana Natee, Human Resources Management Manager, along with the Human Resources team and the Safety and Environment team, represented the company in receiving the awards at the ceremony, which included:

1. UBE and UBS received certificates for "Outstanding Establishment in Labor Relations and Welfare 2025 National Level, 3rd Year" from the project promoting establishments with good management systems in labor relations and welfare.
2. UBE and UBS received certificates for "Measures to Prevent and Solve Drug Problems in Workplaces."
3. UBE and UBS received certificates for "Safety Culture Together in The Work Place Campaign."
4. Mr. Chaiyanan Phuchada, Safety and Environment Section Manager, received a certificate for "Safety Officer, Co-driver and Supporter of Occupational Safety Activities, Ubon Ratchathani Province, 2025."

The awards received reflect the organization's commitment to developing labor standards, safety, occupational health, and a sustainable work culture, leading to the promotion of a safe working environment and a good quality of life for everyone in the organization. This demonstrates a commitment to being a leader in labor relations management, welfare, and employee care at the model organizational level, and continues to strive to be a good example for other establishments nationwide.

ใบรับรองเลขที่ ยส. ๔/๒๕๖๘

จังหวัดอุบลราชธานี

ขอมอบใบรับรอง
มาตรฐานการป้องกันและแก้ไขปัญหายาเสพติดในสถานประกอบกิจการ

เพื่อแสดงว่า

บริษัท อุบล ไบโอ เอทานอล จำกัด (มหาชน)

เลขที่ ๓๓๓ หมู่ที่ ๙ ตำบลนาดี อำเภอนาเยีย จังหวัดอุบลราชธานี

สามารถบริหารจัดการด้านการป้องกันและแก้ไขปัญหายาเสพติดในสถานประกอบกิจการ
ได้ตามเกณฑ์มาตรฐานการป้องกันและแก้ไขปัญหายาเสพติดในสถานประกอบกิจการ

ให้ไว้ ณ วันที่ ๑๕ เดือน กรกฎาคม พ.ศ. ๒๕๖๘
ใบรับรองนี้มีผลถึง วันที่ ๑๔ เดือน กรกฎาคม พ.ศ. ๒๕๗๑

(นายแกรพ ภูสมปอง)
รองผู้ว่าราชการจังหวัด รักษาราชการแทน
ผู้ว่าราชการจังหวัดอุบลราชธานี

ใบรับรองเลขที่ [illegible]

จังหวัดอุบลราชธานี

ขอมอบใบรับรอง
มาตรฐานการป้องกันและแก้ไขปัญหายาเสพติดในสถานประกอบกิจการ

เพื่อแสดงว่า

บริษัท อุบลซันฟลาวเวอร์ จำกัด
เลขที่ ๒๙๙ หมู่ที่ ๙ ตำบลนาดี อำเภอนาเยีย จังหวัดอุบลราชธานี

สามารถบริหารจัดการด้านการป้องกันและแก้ไขปัญหายาเสพติดในสถานประกอบกิจการ
ได้ตามเกณฑ์มาตรฐานการป้องกันและแก้ไขปัญหายาเสพติดในสถานประกอบกิจการ

ให้ไว้ ณ วันที่ ๑๕ เดือน กรกฎาคม พ.ศ. ๒๕๖๘
ใบรับรองนี้มีผลถึง วันที่ ๑๔ เดือน กรกฎาคม พ.ศ. ๒๕๗๑

(นายภพ ภูสมปอง)
รองผู้ว่าราชการจังหวัด รักษาราชการแทน
ผู้ว่าราชการจังหวัดอุบลราชธานี

Human Resources Management Operations

Employee Branding Project

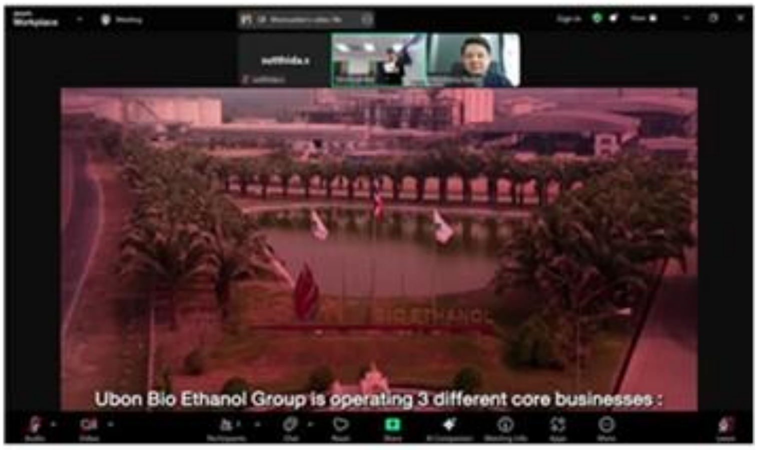
❑ การออกบูธประชาสัมพันธ์ตำแหน่งรับสมัครงาน (JOB Fair)

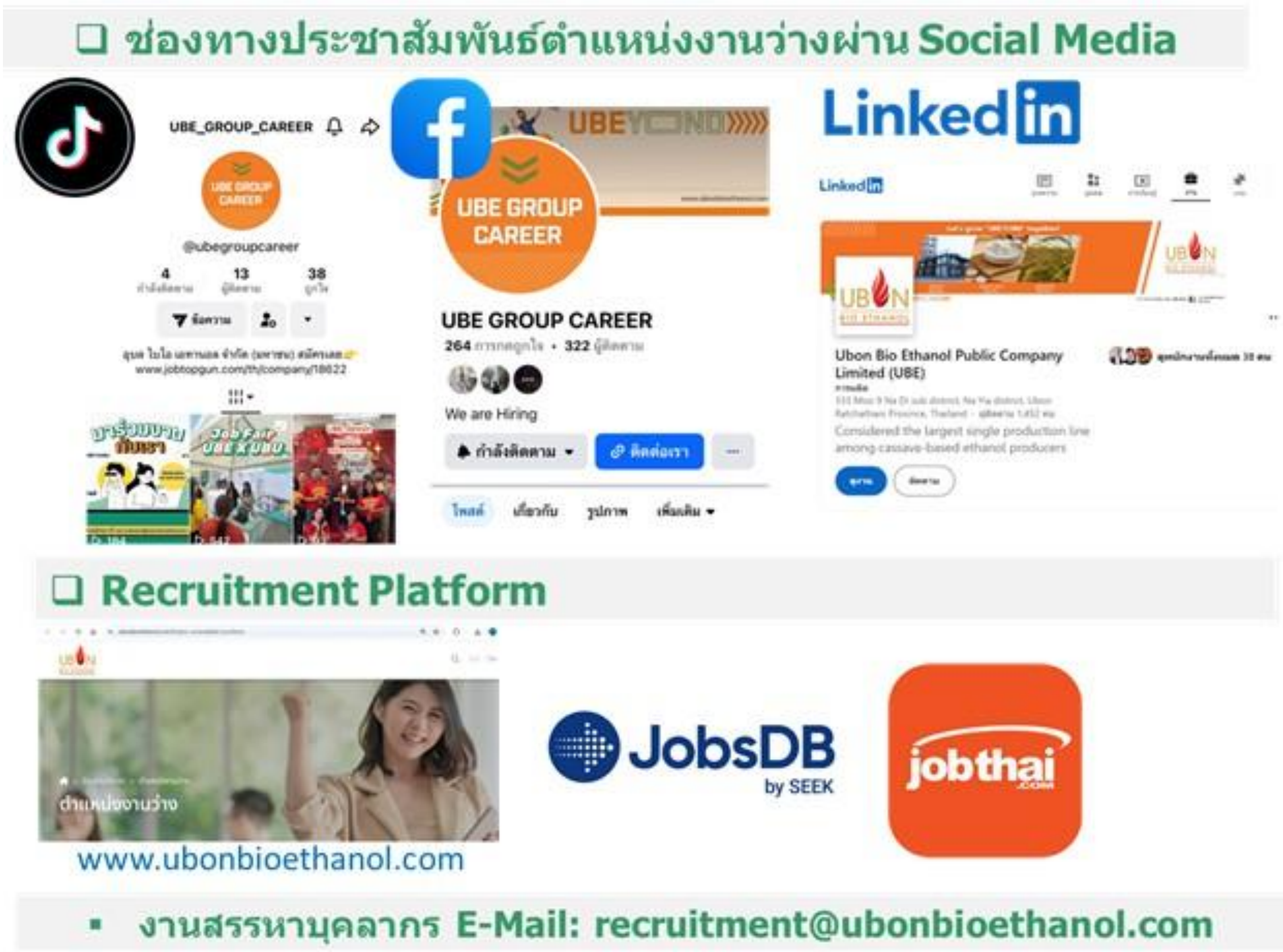
JOB FAIR : 6 กุมภาพันธ์ 2568 มหาวิทยาลัยขอนแก่น

JOB FAIR : 7 กุมภาพันธ์ 2568 มหาวิทยาลัยราชภัฏอุบลราชธานี

JOB FAIR : 14 กุมภาพันธ์ 2568 มหาวิทยาลัยอุบลราชธานี

ภาพรวมกิจกรรม





Example of Employee Referral Program

Mentorship System Development Project for Creating Change (Mentor of Change)

Personnel Training and Development


UBISD-AIDA
การวิเคราะห์ข้อมูลด้วยโปรแกรม
Power BI
Preparing Data for Analysis
Data Modeling in Power BI
Creative Designing in Power BI
Deploy and Maintain Power BI
ฝึกอบรมวันที่ 1 - 4 มีนาคม 2568


Automation Training Center
UBISD


Automation Training Center
UBISD


ขอเชิญอบรมภายใน
First Aid &
Basic CPR
การปฐมพยาบาลเบื้องต้น
และการช่วยชีวิตขั้นพื้นฐาน
วันที่ 25 สิงหาคม 2568
เวลา 09:00 - 12:00 น.
ห้องประชุม UBS 102


การเขียนสไตล์พีอาร์
ยุคดิจิทัล


AKD
WRITING FOR PR


AKD


ขอเชิญอบรมภายในหลักสูตร
พัฒนาศักยภาพทีมต้นน้ำ
ประจำปี 2568
วันที่ 8 - 10 กันยายน 2568


ขอเชิญอบรมภายใน
ยีสต์ และการปนเปื้อนในกระบวนการผลิตเอทานอล
วันที่ 1 กันยายน 2568 เวลา 09.00 - 16.00 น.
ณ ห้องประชุม UBE 109


ขอเชิญอบรมภายใน
การใช้แอนติแบคทีเรีย และการทำความสะอาด (CIP)
ณ ห้องประชุม UBE 109






The 7 Wastes
การลดความสูญเสีย 7 ประการ






UBE
INNOVATION
BOOT CAMP
"UBE INNOVATION 2025"–
จุดประกายความคิด สู่อนาคตแห่งนวัตกรรมองค์กร
วันที่ 1-2 ธันวาคม 2568 เวลา 09.00-16.00 น.
ห้องประชุม UBE109


IA X HROD ขอเชิญอบรม
จริยธรรมในการทำงาน
ETHIC IN ACTION
รุ่นที่ 1 วันที่ 25 พฤศจิกายน 2568 เวลา 09:00 - 10:30 น.
รุ่นที่ 2 วันที่ 28 พฤศจิกายน 2568 เวลา 09:00 - 10:30 น.
รูปแบบการอบรม: ออนไลน์
(Online Training)
ลงทะเบียนเข้าอบรม

หัวข้อการ
อบรม

จรรยาบรรณ
พนักงาน

06 แนวปฏิบัติในร้องเรียนและแจ้งเบาะแสการกระทำผิดและทุจริต

Project to Develop Labor Skill Standards for Ethanol Quality Analysis and Control Officer, Level 1

แบบ รมฐ. ๒

หนังสือรับรองมาตรฐานฝีมือแรงงาน

Skill Standard Certificate

เลขที่ (No.) 034 / 2568

หนังสือรับรองฉบับนี้ให้ไว้แก่

This certificate is given to

บริษัท อุบล ไบโอ เอทานอล จำกัด (มหาชน)

เพื่อแสดงว่าคณะกรรมการส่งเสริมการพัฒนาฝีมือแรงงาน ได้ให้การรับรองมาตรฐานฝีมือแรงงานตามมาตรา ๒๖ แห่งพระราชบัญญัติส่งเสริมการพัฒนาฝีมือแรงงาน พ.ศ. ๒๕๔๕

To certify that Skill Development Promotion Committee has recognized the skill standard under Section 26 of Skill Development Promotion Act B.E. 2545

ในสาขาอาชีพ การผลิตเชื้อเพลิงชีวภาพ เคมีชีวภาพ ผลิตภัณฑ์เคมี และไบโอดีเซล สาขา เจ้าหน้าที่วิเคราะห์และควบคุมคุณภาพเอทานอล ระดับ ๑

on Biofuel products, Bio chemicals, Chemical Products and Biodiesel Production , Ethanol Quality Control and Laboratory Staff Level 1

ให้ไว้ ณ วันที่ ๒๐ สิงหาคม พ.ศ. ๒๕๖๘

Given on 20 August 2025

(นายเดชา พฤกษ์พัฒนรักษ์)

นายทะเบียน

Registrar

Scholarship Program for Employees' Children with Good Academic Performance 2025.

ระดับการศึกษา	UBE	UBS	รวม	จำนวนเงิน
ระดับประถมศึกษา	10	18	28	42,000
ระดับมัธยมศึกษาตอนต้น	3		3	6,000
มัธยมศึกษาตอนปลาย / ประกาศนียบัตรวิชาชีพ (ปวช)		2	2	5,000
ประกาศนียบัตรวิชาชีพชั้นสูง (ปวส) - ปริญญาตรี	1		1	3,000
รวม	14	20	34	56,000

<u>Good Labor, Sufficiency Economy Way Project</u>

ESG Scholarship Project 2025

ESG DNA Phase 2 Project 2025

ESG DNA Phase 2 Project	Number of employees trained (persons)	Calculated as a percentage of the number specified in the application.
S02_1 Value Chain Analysis	489	*122.25 %*
CE201 Business Operations based on Circular Economy Principles (Circular Business Model)	491	122.75 %
ESG201 ESG Risk Management (ESG Risks)	489	*122.25 %*
Employees completed 3 training courses.	**484**	**121%**

<u>Succession Development Plan</u>

<u>UBE assists employees and their families affected by the Thai-Cambodian border situation.</u>

Annual Blood Donation Activity 2025, 18,000 cc of blood.

Town hall 2025 Activities

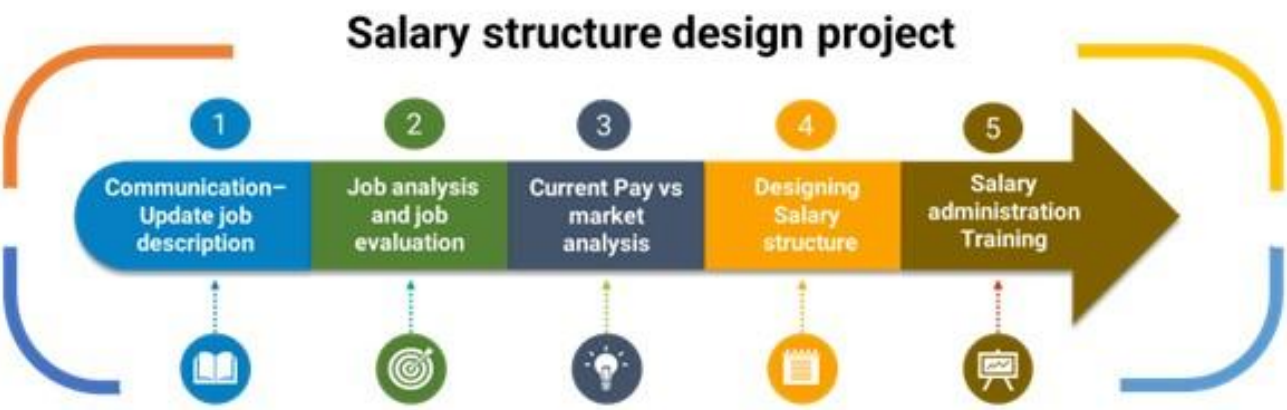
- Town hall 2025 EP#1 Lead the future

- Town hall 2025 EP#2 Organic Innovation and Sustainable Excellence

- Town hall 2025 EP#3 "20th Anniversary of Growth towards A Sustainable Future"

- Town hall 2025 EP#4 UBE GROUP 20 th Anniversary

Compensation Structure Review Project



Mental Health Care Clinic Project

UBE Day 20 Activities th Anniversary

UBE DAY 20th Anniversary : พิธีทำบุญครบรอบก่อตั้งบริษัท

UBE DAY 20th Anniversary : นิทรรศการ UBE DAY -UBEYOND

UBE DAY 20th Anniversary : UBE DAY 2025 Party

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	294	346	340
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	294	346	340
Male employees (persons)	191	211	210
Percentage of male employees (%)	64.97	60.98	61.76
Female employees (persons)	103	135	130
Percentage of female employees (%)	35.03	39.02	38.24

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	45	68	49
Percentage of employees under 30 years old (%)	15.31	19.65	14.41
Total number of employees 30-50 years old (Persons)	242	274	285
Percentage of employees 30-50 years old (%)	82.31	79.19	83.82
Total number of employees over 50 years old (Persons)	7	4	6
Percentage of employees over 50 years old (%)	2.38	1.16	1.76

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	24	32	18

	2023	2024	2025
Percentage of male employees under 30 years old (%)	12.57	15.17	8.57
Total number of male employees 30-50 years old (Persons)	160	176	187
Percentage of male employees 30-50 years old (%)	83.77	83.41	89.05
Total number of male employees over 50 years old (Persons)	7	3	5
Percentage of male employees over 50 years old (%)	3.66	1.42	2.38

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	21	36	31
Percentage of female employees under 30 years old (%)	20.39	26.67	23.85
Total number of female employees 30-50 years old (Persons)	82	98	98
Percentage of female employees 30-50 years old (%)	79.61	72.59	75.38
Total number of female employees over 50 years old (Persons)	0	1	1
Percentage of female employees over 50 years old (%)	0.00	0.74	0.77

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	210
Bangkok Metropolitan (Person)	N/A	N/A	17
Northern (Person)	N/A	N/A	0
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	193
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	130
Bangkok Metropolitan (Person)	N/A	N/A	45
Northern (Person)	N/A	N/A	0
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	85
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

Number of employees working abroad

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

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

Employment of workers with disabilities

	2023	2024	2025
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	179,234,571.72	222,633,606.11	164,451,279.00
Total male employee remuneration (baht)	108,656,090.30	127,326,925.91	91,454,366.00
Percentage of remuneration for male employees (%)	60.62	57.19	55.61
Total female employee remuneration (baht)	70,578,481.42	95,306,680.20	72,996,913.00
Percentage of remuneration for female employees (%)	39.38	42.81	44.39
Average of remuneration of employees (Baht/persons)	609,641.40	643,449.73	483,680.23
Average of remuneration for male employees (Baht/persons)	568,880.05	603,445.14	435,496.98
Average of remuneration for female employees (Baht/persons)	685,227.97	705,975.41	561,514.72
Rate of average of remuneration between female employees and male employees	1.20	1.17	1.29

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company has a policy to encourage employees to save money through the provident fund (" **PVD** ") to provide stable financial security during retirement, with the following key practices:

- Promoting Knowledge for Fund Committees (FC): The Company has measures to support Human Resources management in regularly attending training to enhance their knowledge and skills in overseeing and managing the fund for the maximum benefit of members.
- Facilitation: Employees are given the opportunity to easily apply for membership, and information is communicated through the Human Resources (HR) department.
- Investment Policy: Provide a diverse range of investment policy options (Employee's Choice) in 5 formats, allowing members to adjust their portfolios according to their age and acceptable risk level.

Contribution and Matching Contribution Rates

- Employee Contributions: Members can choose to deduct contributions from their wages at the rates specified in the fund regulations (typically 215% of wages) to allow flexibility based on individual financial obligations.
- Employer Contributions: The Company contributes to the fund according to the conditions specified in the Company's provident fund regulations.

Adoption of the Investment Governance Code for Institutional Investors (I Code)

The Company considers and selects fund managers who comply with the I Code and manage investments responsibly, taking into account environmental, social, and governance (ESG) factors for the long-term benefit of members.

Promoting Employees Who Are Not Yet Members

The Company has a practice of continuously monitoring and inviting employees who have not yet joined to apply for membership, such as sending reminders or organizing awareness-building activities on saving for retirement.

Overview of methods for determining employee and employer contribution Rates

The Company encourages employees to save money through a provident fund to build long-term financial security. Employees are allowed to select their contribution rate from their wages in accordance with the fund's regulations (generally ranging from 215 percent of wages), providing flexibility based on each individual's financial status and saving capability. Concurrently, the Company will contribute to the fund according to the conditions stipulated in the provident fund regulations. This approach aims to continuously promote savings and support the long-term financial security of employees.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	292	329	329
Number of employees joining in PVD (persons)	193	224	209
Number of PVD members / Total employees (%)	65.65	64.74	61.47
Number of PVD members / Total eligible employees (%)	66.10	68.09	63.53

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
UBON BIO ETHANOL PUBLIC COMPANY LIMITED	Yes	340	329	209	61.47	63.53

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD)	:	Facilitating automatic PVD enrollment for new employees, Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies

Facilitating automatic PVD enrollment for new employees

The Human Resources Department (HR) will inform new employees of their eligibility to apply for the fund after they have successfully completed their probationary period. HR will send an email detailing the benefits of the provident fund, along with the application procedures, to the employees. This is to enable employees to promptly submit their provident fund application forms back to HR within the stipulated timeframe.

Initiatives to encourage employees to achieve sufficient retirement savings

In 2025, the company prioritizes building long-term financial stability for its employees, especially in preparing savings for retirement. Therefore, guidelines have been established for organizing activities to educate and develop personal financial management skills, to support employees in planning their finances appropriately, reducing debt burdens, and continuously accumulating savings to support their post-retirement lives. One of the activities organized by the company is an online training session on the topic of **Whether you have a lot of debt or a little, it must be managed. #NoDebtIsBest** The objective of which is to enhance knowledge and understanding of systematic debt management. The training content covers the concept that debt can be resolved and rehabilitated, systematic debt management approaches, and case studies of debt resolution in real-life situations.

Providing education or information on selecting appropriate investment policies

To inform all provident fund members about the benefits and guidelines for managing savings through the KTMF Thai Munkong Master Pool Fund provident fund, the Company has organized training on the topic of "Knowledge on Sustainable Investment Planning and Savings Management for Future Security" to enhance understanding of selecting appropriate investment policies and to support employees in effectively planning long-term financial security savings.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	37.41	42.44	54.46
Total amount spent on employee training and development (Baht)	1,611,832.31	3,425,622.75	2,450,000.00
Percentage of training and development expenses to total expenses (%) (*)	0.000270	0.000547	0.000462
Percentage of training and development expenses to total revenue (%) (*)	0.000273	0.000524	0.000464

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	N/A	1,781,325.00	1,489,273.50
Total number of hours worked by employees (Hours)	1,178,867.25	1,781,325.00	1,489,273.50

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	1	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.34	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours)(*)	0.85	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours)(**)	0.17	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	N/A	N/A	41
Total number of male employee turnover leaving the company voluntarily (persons)	N/A	N/A	22
Total number of female employee turnover leaving the company voluntarily (persons)	N/A	N/A	19

	2023	2024	2025
Proportion of voluntary resignations (%)	N/A	N/A	12.06
Percentage of male employee turnover leaving the Company voluntarily (%)	N/A	N/A	53.66
Percentage of female employee turnover leaving the Company voluntarily (%)	N/A	N/A	46.34

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Others : Occupational Safety, Health, and Environment Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
Reference link for responsible sales and marketing policy and guidelines	:	
Page number of the reference link	:	

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to

customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company prioritizes responsible business operations towards customers by focusing on producing high-quality and safe products, including ethanol, tapioca starch, and flour, in accordance with international standards such as ISO 9001, GMP, HACCP, and BRC. This ensures that products and services continuously meet customer needs and expectations.

In terms of product development, the Company emphasizes research and development (R&D) to create high-value products, such as gluten-free tapioca flour, which aligns with health trends and future food demands. Concurrently, it prioritizes supply chain security by elevating raw material sourcing through ISCC PLUS standards and implementing a 100% traceability system covering all raw material sources to build confidence in quality from upstream to downstream. This also includes continuous production and delivery of ethanol 365 days a year to meet customer demands without interruption.

The Company adheres to the principle of fairness in business operations by setting product prices in line with market mechanisms and focusing on communicating product information accurately, transparently, and without exaggeration. It also develops communication channels through digital systems and participation in trade activities to ensure customers can access information quickly and comprehensively.

In terms of customer service, the Company has a feedback system via CRM and the UBE CARE CENTER, which operates 24 hours a day to efficiently receive suggestions and manage complaints. The Company aims for customer satisfaction of no less than 85% or more than 9.0 out of 10 points, utilizing the received data for continuous service development and improvement to build sustainable long-term relationships with customers.

Furthermore, the Company strictly adheres to the protection of customer personal data in accordance with the Personal Data Protection Act (PDPA). It implements cybersecurity measures such as access control to data and cyber threat prevention systems. The Company has set a target to prevent any customer data breaches in 2025 and continuously trains employees to enhance data security awareness.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Satisfaction Assessment Results	2025: >85%	2025: >85%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Quantitative Results and Customer Satisfaction

- Customer Satisfaction Score: In 2025, the company achieved a customer satisfaction score of 99.33%, a continuous increase from 97.67% in 2024, and exceeding the target of 85%.
- Complaint Management and Consumer Rights: The company maintained its operational standards without any incidents or complaints regarding consumer rights violations throughout 2025.
- Data Security: In 2025, no cases or incidents related to cybersecurity or customer data breaches were found, which is a result of strict adherence to the Personal Data Protection Act (PDPA).

Key Customer Management Projects in 2025

- Open House Project 2025: An open house event was organized to welcome visiting groups from various sectors, including customers and business partners, totaling 23 groups and 925 individuals, to build confidence in the company as a "Comprehensive Bioenergy Learning Center."
- Enhancing Sustainability Standards (ISCC PLUS): The company has promoted cassava production in accordance with ISCC PLUS standards. For the 2025/26 production year, there are plans to expand the cultivation area to 5,500 rai to assure customers of traceable and environmentally friendly raw materials.
- Product Innovation (Food Innovation Center): Focuses on research and development of high-value-added (HVA) products, such as gluten-free cassava flour, to meet health trends and the "Food for the Future" concept for customers.
- Digital Marketing and Communication: Public relations materials and marketing activities are conducted through online platforms and trade shows, both domestically and internationally, to provide customers with quick and up-to-date access to product information.

Awards and Achievements in 2025

Although most awards cover overall organizational management, they are crucial factors in building customer confidence.

- Safety Award: UBE and UBS received certificates from the Safety Culture Together in The Work Place campaign for 2025, reflecting standardized and safe production processes.
- Outstanding Establishment Award: Received the National Outstanding Establishment Award for Labor Relations and Welfare for 2025, for the third consecutive year, which helps build a positive brand image in the eyes of customers.
- Governance and Sustainability Standards: The company continues to maintain a 5-star corporate governance rating, or "Excellent CG Scoring," and has received an SET ESG Ratings of AA, which are crucial criteria for customers when considering long-term business partners.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone	:	+66 (0)2 273 8666, +66 (0)2 273 8667
Fax	:	+66 (0)2 273 8668
Email	:	-
Companys website	:	https://www.ubonbioethanol.com/th/our-businesses/u
Address	:	333 Moo 9 Na Di sub district, Na Yia district, Ubon Ratchathani Province 34160

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Forests and natural resources, Water and sanitation management

Employment and Vocational Skill Development

- Promotion of Local Employment: The company has a policy to promote the employment of local personnel to generate income and support sustainable economic development in the area. The goal is to continuously maintain a high proportion of employees residing in Ubon Ratchathani Province and the Northeastern region (as of 2024, this figure is 84.10%).
- Ubon Model Plus Project: In 2025, the company aims to transfer knowledge and low-carbon agriculture innovations through the "Ubon Model Plus" project to enhance production efficiency and reduce costs for farmers. The goal is to expand the area for international standard organic cassava production to 15,000 rai.
- Community Career Support: Continuing the "UBE CARE Chuan Kin Sabai Jai" project to help network farmers around the factory earn supplementary income through the sale of community products on the company's online platform.

Education

- Bioenergy Learning Center: Developing the establishment into a "Comprehensive Bioenergy Learning Center" to disseminate knowledge on clean energy and sustainable resource management. In 2025, an Open House event will welcome visiting groups from educational institutions and various organizations to inspire youth in green industries.
- Community Digital Learning Center: Implementing the "UBE CARE Learning Center" project by providing computer and IT equipment to local schools (e.g., Ban Nong Paen School) to promote Information and Communication Technology (ICT) skills among youth.
- Scholarships: Allocating scholarships under the "UBE CARE Scholarships for the future" project to students in 12 areas around the factory to create educational opportunities for academically proficient but financially disadvantaged youth. The "UBE CARE Send Suk Wan Dek San Jorn" activity will also continue for the 11th consecutive time.

Forests and Natural Resources

- No Deforestation Policy: The company strictly enforces its commitment in the Supplier Code of Conduct, requiring partners and farmers not to encroach on forest areas or burn topsoil throughout the supply chain.
- Biodiversity Management: In 2025, the company plans to study and collect biodiversity data in areas around the factory and important ecosystems to assess risks and systematically define natural resource conservation measures.
- Green Space Creation: Organizing tree-planting activities with employees and the community, such as the "National Mother's Day...Chuan Pluk Rak" event, to increase green areas in line with Ubon Ratchathani Province's goals.

Water and Sanitation Management

- Sustainable Water Management Policy: Aiming to establish Water Security by setting Water Intensity Targets per unit of production, such as ethanol production not exceeding 14.73 cubic meters/liter and starch production not exceeding 15 cubic meters/ton.
- Fertilizer Water Irrigation Project: Continuing the "Distribution of Treated Water for Agriculture" project by delivering treated water, meeting circular economy standards, to surrounding farmers (targeting an area of over 10,000 rai) to alleviate drought and reduce fertilizer costs for the community.
- Water Quality Monitoring: Implementing a water conservation and quality monitoring project in Lam Nam Dom Yai in collaboration with the Joint Management Committee (JMC) and the community to ensure that business operations do not impact shared natural water sources.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Education	Number of visitors to the company's Open House program	2025: 2024: Open House Visit Program, 22 organizations/groups / 808 persons	2025: 2570: Cumulative number of visitors to the open house project from 2555 - 2570: 20,000 people.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Key Awards and Achievements in 2025

The group of companies received awards reflecting their friendly organizational management standards towards employees and society, including:

- National Outstanding Establishment Award for Labor Relations and Welfare 2025, for the 3rd consecutive year (received by both UBE and UBS).
- Certificates for Safety Culture Together in The Work Place Campaign and Measures for Preventing and Solving Drug Problems in Establishments.
- Outstanding Occupational Safety Officer Award presented to the Safety and Environment Department Manager, in recognition of their role in driving safety activities in Ubon Ratchathani Province.
- Continuously maintained a 5-star corporate governance rating, or "Excellent" (Excellent CG Scoring), and an A-level SET ESG Rating.

Quantitative Results and Key Performance Indicators (KPIs)

- Community Satisfaction: The survey results for community satisfaction around the factory were 89.72%.
- Dispute Management: Maintained a record of zero disputes with communities and society (0 cases).
- Social Budget: In 2025, the company incurred expenses totaling 2,102,362.37 Baht for social and environmental development projects.
- Participation: A total of 24 communities participated in the company's activities, comprising over 3,000 people.

Key Community and Social Projects in 2025

Education and Learning Aspects (Education)

- Open House 2025 Activities: Developed the establishment into an Integrated Bioenergy Learning Center, welcoming 23 visiting groups from government agencies, private sectors, and educational institutions, totaling 925 people,,
- UBE CARE Learning Center: Provided 20 sets of computers and IT equipment to Ban Nong Paen School to serve as a community digital learning center.
- Scholarships: Awarded 20 scholarships to students from 12 schools around the factory, along with lunch budget support,
- Road of Concern Project: Supported the budget for renovating and paving the road within Ban Nong Paen School for student safety.

Agricultural Innovation and Community Economy Aspects (Social & Economy)

- Ubon Model Plus Project: Promoted knowledge of ISCC PLUS standard cassava production to 226 farmers, covering an area of 5,500 rai in 6 districts of Ubon Ratchathani Province.
- Treated Water Distribution Project for Agriculture: Delivered standard-treated water to over 503 farmers to alleviate drought in an area exceeding 10,000 rai.
- UBE CARE Chuan Kin Sabai Jai: A platform assisting in the online sale of community products and network farmers' produce.

Cultural, Traditional, and Health Aspects (Cultural & Health)

- Preserving Traditions: Organized the Thod Kathin Thin Nak Prat 21st Ceremony, raising 239,029 Baht for religious maintenance, and supported the long-boat racing tradition in Na Yia District.
- Public Safety: The "Safe Driving New Year 2025" project supported drinking water and beverages at 11 public service points to campaign for accident reduction.
- Social Activities: Employees collectively donated 18,000 cc of blood and old calendars to produce educational materials for the visually impaired,

Feedback and Impact Management Mechanisms

The company developed the UBE CARE CENTER as a 24-hour channel for feedback and complaints, and organized "UBE CARE Mobile" activities, visiting 22 villages to listen to concerns and transparently respond to community expectations.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development?	:	Yes

	2023	2024	2025
Scholarships (Baht)	0.00	92,500.00	58,000.00
Donations / Grants (Baht)	580,000.00	365,178.00	533,572.00

Non-financial benefits

Does the company measure the non-financial benefits from social development? : Yes

	2023	2024	2025
Hiring local partners or suppliers (Persons)	244.00	290.00	268.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	N/A	31,193,223.24	31,548,536.70
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	N/A	0.498333	0.594903
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	N/A	0.476694	0.597293

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

ESG Performance

Company Name : UBON BIO ETHANOL PUBLIC COMPANY LIMITED Symbol : UBE

Market : SET Industry Group : Resources Sector : Energy & Utilities

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines	:	Yes

The Board of Directors prioritizes conducting business in accordance with good corporate governance principles and adheres to business ethics. It focuses on operating with transparency, integrity, and ethics, as well as considering its responsibility towards society, the environment, and all stakeholder groups in a balanced manner. Furthermore, the Company emphasizes preventing and combating all forms of corruption to foster a transparent and auditable operational system.

The aforementioned approach aims to create added value and stable long-term performance, while strengthening confidence among shareholders, investors, and all stakeholders, which will lead to the company's sustainable growth.

The Company has established a written Corporate Governance Policy based on the Good Corporate Governance Principles for Listed Companies 2017 (CG Code) in accordance with the guidelines of the Securities and Exchange Commission ("SEC") and consistent with the assessment criteria of the Corporate Governance Report of Thai Listed Companies project by the Thai Institute of Directors Association (IOD). The Company is committed to continuously developing and elevating its corporate governance to align with international standards.

Policy and guidelines related to the board of directors

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

Nomination of directors

The Company has appointed a Nomination and Remuneration Committee to establish policies, criteria, and processes for the nomination of suitable individuals to serve as company directors. This involves considering the qualifications of nominees to ensure they possess knowledge, expertise, skills, and experience beneficial to the Company's business operations and aligned with its strategic direction, in accordance with the Board Skill Matrix approach. The Company emphasizes the diversity of the Board's composition, without limitations based on gender, race, religion, age, or other specific characteristics. Furthermore, nominees must be individuals who can dedicate sufficient time to their duties and do not possess any prohibited characteristics as stipulated by law or good corporate governance principles.

In the event that a director position becomes vacant, the Nomination and Remuneration Committee shall consider and screen individuals with suitable qualifications to propose a list of names along with their opinions to the Board of Directors and/or the Shareholders' Meeting for further consideration and approval of the appointment. Furthermore, the Company also provides an opportunity for minority shareholders to nominate individuals for consideration as company directors, including considering the use of a Director Pool database as a source of information for the recruitment of new directors.

The aforementioned process for the nomination and appointment of directors complies with relevant policies and charters, the Company's articles of association, as well as prescribed laws and regulations, to appropriately protect shareholders' rights. At the Shareholders' Meeting, the Company will stipulate that the consideration and voting for the appointment of directors shall be conducted on an individual basis for each term.

The Company places importance on Board Diversity by establishing guidelines for the nomination of directors to ensure diversity in knowledge, expertise, skills, and experience that support the Company's business operations and align with its strategies. The Board of Directors has set a target to have at least two non-executive directors with experience in the business or industry in which the Company operates. Currently, the Company has five non-executive directors who possess experience in businesses related to the Company's operations.

Reference link for Nomination of directors	:	https://www.ubonbioethanol.com/storage/document/corporate-governance/ube-charter-nomination-and-remuneration-th.pdf
Page number of the reference link	:	1-4

Determination of director remuneration

The Company establishes policies and guidelines for determining director remuneration, based on principles of appropriateness, fairness, transparency, and alignment with the Company's performance, as well as supporting the organization's strategic goals and sustainable growth. The Company aims for a remuneration structure that is appropriate, capable of attracting and retaining personnel with knowledge, skills, and experience beneficial to the Company's business operations.

The Board of Directors has assigned the Nomination and Remuneration Committee (NRC) the responsibility of establishing policies, formats, and criteria for paying director remuneration, both monetary and non-monetary. The NRC carefully considers these before submitting recommendations to the Board of Directors for consideration and subsequently proposing them to the Shareholders' Meeting for approval in accordance with established procedures.

The criteria for considering director remuneration will take into account the roles, duties, and responsibilities of the directors, including their workload and involvement in the Company's corporate governance. This also involves comparing with the remuneration levels of listed companies on the Stock Exchange of Thailand with similar business characteristics, organizational size, or market capitalization, as well as companies operating in the same industry, to ensure that the remuneration is appropriate and competitive in the labor market.

The remuneration structure for non-executive directors consists of monthly remuneration, meeting allowances, and annual bonuses. The consideration of bonuses will be based on the Company's performance each year, as well as the appropriateness of the Company's financial status, and will be allocated according to the tenure of each director.

For directors who also serve as executives of the Company, the Company does not have a policy to pay additional remuneration or bonuses in their capacity as company directors or sub-committee members, as such individuals already receive remuneration as executives. The executive remuneration structure is linked to the Company's performance and the achievement of the organization's strategic goals.

Regarding the approval and evaluation process, the Nomination and Remuneration Committee conducts an annual performance evaluation of the Board of Directors and senior executives. This information is used to consider and adjust remuneration rates to align with their roles, duties, and the Company's performance. Remuneration for all director positions must be approved by the Shareholders' Meeting annually to ensure that the remuneration determination process is transparent, fair, and auditable in accordance with good corporate governance principles.

Furthermore, the Company discloses details of director remuneration, both overall and individual, in its annual report and Form 56-1 One Report to ensure that shareholders and stakeholders receive complete, transparent, and verifiable information.

Reference link for Determination of director remuneration	:	https://www.ubonbioethanol.com/storage/document/corporate-governance/ube-charter-nomination-and-remuneration-th.pdf
Page number of the reference link	:	1-4

Independence of the board of directors from the management

The Board of Directors plays a crucial role as a leader in setting the direction and overseeing the operations of the organization to ensure that business operations align with the company's primary objectives and goals, aiming to foster sustainable growth based on social and environmental responsibility, and considering fairness to all shareholders and stakeholders.

Under the principles of good corporate governance, the Board of Directors is responsible for defining the vision, business direction, objectives, goals, and key strategies of the organization, as well as related key policies, to create value and enhance the long-term stability of the company. The management is entrusted with the responsibility of implementing these strategies and policies. The Board of Directors will provide policy recommendations and long-term strategic perspectives, while consistently monitoring and evaluating the performance of the management, to ensure that business operations align with the established goals.

As representatives of the shareholders, the Board of Directors performs its duties with responsibility and prudence in accordance with the principle of Fiduciary Duty, prioritizing the best interests of the company and its shareholders. The Board of Directors and the management must collaborate appropriately in their operations to ensure efficient organizational management and maximize benefits for the company.

Furthermore, the company emphasizes establishing an appropriate corporate governance structure to effectively support collaboration between the Board of Directors and the management. This involves clearly defining the scope, roles, duties, and responsibilities of each party, which will enhance administrative agility and create an appropriate mechanism for checks and balances. This enables the Board of Directors to oversee and monitor the management's operations independently and transparently.

Director development

The Company places importance on continuously developing and enhancing the capabilities of its Board of Directors and executives to enable them to perform their duties effectively and support the achievement of the organization's primary objectives, as well as the sustainable growth of the business.

For newly appointed directors, the Company provides an orientation process to ensure they understand the nature of the business operations, vision, mission, organizational strategies, as well as their roles, authorities, and responsibilities under the law and good corporate governance principles. The Nomination and Remuneration Committee is responsible for overseeing the complete preparation of relevant information and documents. The Company Secretary will coordinate the provision of necessary information regarding the business structure, relevant regulations, and arrange opportunities for new directors to meet with management or visit the Company's facilities to gain an appropriate understanding of the Company's operational and production processes.

The Company also encourages directors and executives to continuously develop their knowledge and skills related to corporate governance and business operations, enabling them to adapt appropriately to changes in the business environment. The Company promotes directors and executives to attend training or seminars from reputable institutions, such as the Thai Institute of Directors Association (IOD), as well as other relevant educational institutions and professional bodies.

In terms of monitoring and evaluation, the Company has stipulated that the development of directors' and executives' capabilities is one of the components of the annual performance appraisal. The results of this appraisal will be used as information to improve and enhance the effectiveness of the Board of Directors' and executives' performance.

On December 16, 2025, the Company organized training for the Board of Directors in the following courses:

- Cybersecurity Governance
- Code of Conduct for the Board of Directors, Executives, and Employees
- Guidelines for the Use of Inside Information within the Organization
- Anti-Corruption Guidelines
- Guidelines for Adhering to the Conflict of Interest Prevention Policy
- Guidelines for Complaints and Whistleblowing on Misconduct and Corruption

Board performance evaluation

Overview of policies and practices related to the performance evaluation of the Board of Directors of Ubon Bio Ethanol Public Company Limited, with important details as follows:

The Board of Directors mandates an annual performance evaluation to allow the Board to collectively review the performance, problems, and obstacles encountered during the past year, which will serve as a guideline for improvement and further development of their duties to be more efficient.

Evaluation Formats and Criteria

The Company conducts performance evaluations in accordance with the guidelines of the Stock Exchange of Thailand, divided into 4 main formats, using a 5-level rating scale (from 1 = strongly disagree/no action taken to 5 = strongly agree/regularly implemented) as follows:

Board of Directors (Collective Assessment)

5. <8i6TZoiF5n6p_espace>
6. Self-Development of Directors and Executive Development

Board of Directors (Individual/Self-Assessment) Focuses on 3 topics:

1. Structure and Qualifications
2. Meetings
3. Roles, Duties, and Responsibilities

Sub-Committees (Collective Assessment) This is an evaluation of the performance of the Audit Committee, the Nomination and Remuneration Committee, and the Risk Management and Organizational Sustainability Committee, focusing on 3 topics:

1. Structure and Qualifications
2. Meetings
3. Roles, Duties, and Responsibilities

Sub-Committees (Individual Assessment)

This is a self-assessment as a member of sub-committees, namely the Audit Committee, the Nomination and Remuneration Committee, and the Risk Management and Organizational Sustainability Committee.

Performance Evaluation of the Chief Executive Officer (CEO)

Performance evaluation process: The Company assigns the Corporate Secretary's Office and the secretaries of the sub-committees to distribute evaluation forms to all directors for completion at the end of the year. The results are then collected and summarized for presentation to the Board of Directors for acknowledgment and annual discussion.

Corporate governance of subsidiaries and associated companies

The Company has established a policy for supervising subsidiaries and associated companies to implement measures and mechanisms for the supervision and management of subsidiaries and associated companies, in order to protect the Company's investment interests and to ensure that operations comply with the Company's policies, public law, securities law, and announcements of the SEC and the Stock Exchange, with the following key provisions:

Appointment of Representatives to Serve as Directors and Executives

- The Company will consider appointing representatives to serve as directors and executives in subsidiaries or associated companies in proportion to its shareholding, to ensure that business operations align with the Company's determined direction.
- Appointed individuals must possess all qualifications required by law and must not exhibit characteristics indicating a lack of trustworthiness as per the announcements of the SEC.
- Representative directors are responsible for casting votes at subsidiary board meetings on important matters as determined by the Company and must report business plans or large investment projects to the Company.

Mechanisms for Supervision and Approval of Significant Transactions

The Company requires subsidiaries to seek approval from the Board of Directors or the Company's shareholders' meeting (as the case may be) before undertaking significant transactions, in order to comply with the Stock Exchange's criteria for calculating transaction size, as follows:

- Matters requiring approval from the Board of Directors, such as the appointment of directors/executives in subsidiaries, dividend payments not included in the budget, non-significant amendments to articles of association, approval of annual budgets, capital increase/decrease not affecting shareholding proportion by more than 10 percent, and related party transactions or the acquisition/disposal of assets with a transaction size according to specified criteria.
- Matters requiring approval from the shareholders' meeting (with at least a 3/4 majority vote), such as related party transactions or the acquisition/disposal of assets with a large transaction size according to criteria, capital increase/decrease resulting in the Company losing control, dissolution of a subsidiary, and amendments to articles of association significantly affecting the Company's rights.

Internal Control and Information Disclosure Systems

- The Board of Directors oversees that subsidiaries maintain appropriate and effective internal control systems to ensure that operations comply with plans and policies.
- Subsidiaries are obligated to fully and accurately disclose financial status, operating results, related party transactions, and transactions that may involve conflicts of interest to the Company.
- Subsidiary directors and executives are required to report their interests and those of related persons, and are prohibited from using inside information for personal gain.

Policy Monitoring and Review

The Company mandates an annual review of this policy to keep pace with current situations and to align with evolving regulations.

Policy and guidelines related to shareholders and stakeholders

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

Shareholder

Policy and Commitment to Shareholders

The Company places importance on shareholder rights as stipulated by law and has established this as a core mission in its business operations. It aims to generate appropriate returns while expanding the business for sustainable growth, adhering to the principles of good corporate governance (CG Code) based on 8 practices, including promoting continuous and effective engagement and communication with shareholders.

Shareholder Rights and Meetings

The Company has established guidelines for protecting the fundamental rights of shareholders and facilitating their participation in shareholder meetings. Shareholders have the right to buy, sell, or transfer shares, the right to receive a share of profits in the form of dividends, the right to receive sufficient, accurate, and timely information, and the right to attend meetings to exercise their voting rights in the appointment or removal of individual directors, the determination of directors' remuneration, and the appointment of auditors.

The Company holds its Annual General Meeting of Shareholders within four months from the end of the fiscal year. An electronic meeting system has been implemented to enhance convenience for shareholders. Meeting notices are dispatched at least seven days in advance, fully detailing the agenda, the Board of Directors' opinions, and supporting documents.

At shareholder meetings, the Company operates with transparency, clearly explaining voting and vote counting procedures. Legal advisors are present as witnesses, and resolutions from the meetings are disclosed through the Stock Exchange of Thailand's system by the next business day.

Equitable Treatment of Shareholders

The Company prioritizes the equitable and fair treatment of shareholders, providing opportunities for a single shareholder or multiple shareholders holding collectively not less than 5% of the total voting shares to propose meeting agendas or nominate individuals for directorships in advance.

In cases where shareholders are unable to attend meetings in person, the Company provides the option to appoint another individual or an independent director of the Company to attend and vote on their behalf. Additionally, minority shareholders can submit suggestions, express opinions, or lodge complaints directly to independent directors via the Investor Relations department's email channel.

Dividend Policy

The Company and its subsidiaries have a policy to pay dividends to shareholders at a rate of not less than 30% of the net profit from the separate financial statements after tax and legal reserve allocations. The dividend payment will primarily consider economic conditions, cash flow, investment plans, and the Company's capital expenditure requirements for each year.

Measures for Insider Information and Conflict of Interest Management

The Company has established measures to prevent the misuse of insider information and to appropriately manage conflicts of interest. Directors, executives, and employees with insider information are prohibited from trading the Company's securities during the one-month period prior to the disclosure of financial statements and until 24 hours after such information has been disclosed.

The Company also requires directors and executives to report changes in their holdings of the Company's securities to the Securities and Exchange Commission within three business days from the date of change.

Regarding conflicts of interest, the Company requires any director or executive with a vested interest in a particular meeting agenda item to abstain from voting and leave the meeting during that item. Furthermore, they must disclose their interests and those of related parties to the Company Secretary annually to ensure transparent and verifiable governance.

Employee

The Company adheres to universal human rights principles in line with the United Nations Guiding Principles on Business and Human Rights (UNGPs), alongside Thai Labor Standards (TLS 8001-2563), as its operational framework. It focuses on systematic social and human rights management in compliance with relevant laws and standards.

The Company conducts its employment practices based on principles of fairness and equality, treating employees under legally compliant employment agreements. It prioritizes promoting local employment, especially in Ubon Ratchathani province and the Northeastern region, where local employees constitute 84.10% of the total workforce.

In terms of labor protection and freedom, the Company strictly prohibits all forms of forced labor and child labor, including within its supply chain. It also emphasizes non-discrimination, respecting the diversity of its personnel and refraining from discrimination based on race, gender, age, or belief. Furthermore, the Company respects employees' rights to association and collective bargaining, with an elected Welfare Committee in the establishment serving as a mechanism for communication and fostering understanding between employers and employees.
Regarding the care of female employees, the Company has measures to protect pregnant female employees by adjusting job characteristics to suit their physical condition. It also supports childcare by providing a dedicated space for mothers to breastfeed under the "UBE CARE Mother's Corner" project. Furthermore, clear measures are established to prevent and manage issues of sexual harassment and violence in the workplace.

In terms of occupational health and safety, the Company prioritizes it under the "Safety First" concept. It adopts the ISO 45001:2018 international safety management system as its operational framework and aims to continuously maintain a zero Lost Time Injury Frequency Rate (LTIFR). The Company also allows employees and contractors the right to immediately stop or refuse work if they find the working environment unsafe. Additionally, comprehensive employee healthcare is provided, including health check-ups based on risk factors, vaccinations, and a mental health care program under the "Mental Health Care Clinic."
The Company aims to develop the potential of its personnel to support its transition into a Smart Factory. It establishes systematic training plans and sets a target of no less than 3036 average training hours per employee per year. This is coupled with the implementation of the "ESG DNA Phase 2" project to enhance ESG knowledge and understanding for at least 400 employees. Furthermore, the Company emphasizes leadership development through its Leadership Development Program and the creation of 1:1 succession plans for positions at the Deputy Managing Director level and above by 2027.

Regarding compensation and benefits, the Company determines remuneration based on the abilities and responsibilities of each position, referencing market compensation survey data to ensure competitive offerings. It also develops a performance evaluation system through HRIS to enhance transparency and efficiency in human resource management. Additionally, flexible benefits are provided to align with employees' lifestyles, such as medical care, travel, and self-development.
The Company places importance on fostering employee engagement, setting a target for employee engagement levels of no less than 80%. It also organizes internal communication activities, such as quarterly Town Hall meetings, to continuously convey the organization's direction and goals.

Concerning the mechanisms for monitoring and complaint management, the Company systematically conducts Human Rights Due Diligence (HRDD), with annual risk assessments to monitor and manage potential risks throughout the value chain. Additionally, the Company has established independent, transparent, and 24-hour accessible whistleblowing channels, such as a human rights hotline, Line Official account, and internal feedback points. Measures are also in place to protect whistleblowers from harassment or retaliation.

The Company plans to establish fair remediation guidelines and measures for those affected, covering both monetary and non-monetary compensation, to ensure that human rights operations are efficient, transparent, and equitable for all relevant stakeholders.

Customer

Key Policies and Practices

The Company has established guidelines for customer treatment under its Sustainable Stakeholder Management Policy and Business Ethics. This focuses on operations that prioritize quality, fairness, and responsibility towards consumers. The Company is committed to producing and delivering high-quality, safe products that comply with international standards such as ISO, GMP, and HACCP, alongside setting appropriate and fair product prices for customers.

The Company prioritizes continuous innovation development by promoting research and development to create new products that can meet customer needs and align with international health trends, such as gluten-free tapioca flour products. Furthermore, the Company is committed to ethical communication with customers by providing accurate, clear, sufficient, and non-misleading information about products and services. This includes operating under the principles of universal human rights, respecting consumer rights, and refraining from any actions that may lead to rights violations.

Operational Measures for 2025

To ensure operations align with the aforementioned policies, the Company has established proactive measures for 2025, focusing on enhancing communication and marketing through various channels, including online platforms and participation in domestic and international trade shows, to improve the efficiency of accessing customer information quickly and up-to-date.

The Company prioritizes customer relationship management by implementing a Customer Relationship Management (CRM) system to enhance customer experience. Additionally, it has developed the "UBE CARE CENTER" as a primary channel for receiving suggestions, providing consultations, and managing complaints 24 hours a day to effectively respond to customer needs.

Regarding personal data protection, the Company systematically and securely collects and maintains customer data in accordance with the Personal Data Protection Act. This is achieved by implementing cybersecurity standards such as NIST for management. Additionally, network protection systems (Firewalls) are installed, and data access rights are strictly defined, with the continuous goal of achieving zero customer data breaches.

Furthermore, the Company focuses on creating shared value with customers and stakeholders throughout the supply chain by operating according to sustainability standards, such as ISCC PLUS, to ensure that the Company's products originate from sustainable and fully traceable raw material sources.

Goals and Key Performance Indicators

The Company has set a goal to enhance customer satisfaction by targeting an overall satisfaction score of no less than 85% or an average score greater than 9.0 out of 10, alongside maintaining legal compliance standards. This aims for zero disputes or complaints related to consumer rights violations. This also includes ensuring data security by continuously targeting zero cybersecurity incidents or customer data breaches.

For 2025, the Company plans to organize an Open House event to provide an opportunity for customers and stakeholders to visit the facility as a comprehensive bioenergy learning center. This will help build long-term confidence in the production process, transparency, and good corporate governance.

Business competitor

Key Policies and Practices

The Company is committed to conducting business under fair, transparent trade competition rules and in accordance with good corporate governance principles. Guidelines for dealing with trade competitors have been established under the Sustainable Stakeholder Management Policy and Business Ethics. The Company aims to operate under the principles of free and fair competition, respecting the intellectual property of others, and refraining from any actions that infringe upon the rights of trade competitors.

The Company prioritizes upholding business ethical standards by refraining from any actions that undermine competitors' reputations, not making accusations or disseminating false information, and not seeking confidential information from competitors through dishonest or inappropriate means. Furthermore, the Company adheres to the principle of not engaging in or entering into any agreements with competitors that restrict trade competition, whether directly or indirectly.

Operational Measures in 2025

To ensure operations align with the aforementioned policy and industry expectations, the Company has implemented strict measures to comply with relevant laws, particularly laws concerning trade competition and anti-monopoly. Additionally, the Company promotes participation in activities of industry groups and trade associations to collectively elevate product standards and overall industry operations.

The Company also prioritizes communication and engagement with competitors within appropriate frameworks, by participating in trade shows and business forums both domestically and internationally to exchange information beneficial for industry development, as well as attending trade association meetings and regularly monitoring market data to enhance understanding of industry trends and foster constructive competition.

Definition and Expectations

The Company defines the term competitor as an entity or organization that conducts business to meet customer needs in the same market channel, by offering similar products or utilizing the same type of raw materials in production. The Company aims to maintain good relationships with competitors through information exchange in appropriate forums, alongside conducting business under fair competition. The objective is to ensure that no complaints or legal disputes related to trade competition arise in 2025.

Business partner

Key Policies and Practices

The Company establishes key policies to serve as a framework for collaboration with partners, focusing on sustainable supply chain management alongside ethical, transparent, and fair business practices. The Company is committed to respecting human rights and ensuring fair labor practices throughout the entire value chain, from upstream to downstream.

The Company has established a Supplier Code of Conduct for partners to adhere to minimum environmental, social, and governance (ESG) standards. This covers compliance with environmental laws, avoidance of forest encroachment, prohibition of child or forced labor, and conducting business free from corruption. Furthermore, the Company emphasizes sustainable stakeholder management, aiming to balance organizational interests with maintaining good relationships with partners to create sustainable shared value.

Regarding operational guidelines, the Company adheres to principles of fairness and transparency in its dealings with partners, strictly complying with contracts and commercial terms, and setting appropriate purchase prices commensurate with the quality of goods and services. This is coupled with fostering partners' potential for sustainable mutual growth through knowledge support and capacity building, such as transferring low-carbon agriculture knowledge to farmers. Furthermore, the Company promotes environmentally friendly procurement by supporting the use of goods and services that reduce environmental impact, as well as supporting local products.

Implementation Measures for 2025

To achieve its sustainability goals, the Company has established proactive measures for 2025, commencing with annual environmental, social, and governance (ESG) risk assessments of key partners. This covers both direct partners and subsequent-tier partners to enable comprehensive risk management.

The Company conducts on-site assessments of high-risk partners to verify compliance with the Supplier Code of Conduct and relevant standards. Concurrently, it develops a traceability system for key raw materials, such as cassava, through digital technology, to ensure that raw materials do not originate from deforested areas and can be traced throughout the supply chain.

In cases of non-compliance with requirements, the Company will require partners to develop corrective action plans within a specified timeframe and will closely monitor their performance. Should partners fail to implement improvements as required, the Company reserves the right to review business relationships as deemed appropriate.

The Company also aims to elevate the standards of farmers and partners in the supply chain by implementing relevant development projects to promote environmentally friendly and sustainable production, which helps reduce production costs and steadily increase farmers' income.

In addition, the Company has established transparent and accessible channels for complaints and whistleblowing, communicated through the Company's complaint center, to allow stakeholders to conveniently report concerns or potential impactful incidents. Furthermore, appropriate remedial measures are defined in cases where the Company's operations cause adverse impacts, ensuring fairness to all involved parties.

Creditor

Key Policies and Intentions

The Company adheres to principles of integrity, transparency, and accountability in its business operations. It has established guidelines for treating creditors under its Sustainable Stakeholder Management Policy and Business Ethics. The Company aims to treat all types of creditors, whether financial institutions or trade creditors, equally, fairly, and in compliance with relevant laws.

The Company prioritizes financial discipline by strictly adhering to scheduled principal and interest payments to maintain the credibility and financial stability of the Group. This is coupled with full compliance with contractual terms and conditions, including the use of funds for designated purposes and adherence to relevant guarantee conditions.

Practices and Measures for 2025

To comply with reporting standards and environmental, social, and governance (ESG) criteria, the Company has accurately, completely, and timely reported its financial position and related information to creditors in accordance with agreed-upon terms. This information is reviewed by the Audit Committee and external auditors to enhance confidence in its accuracy.

The Company employs comprehensive financial risk management. Regarding interest rate risk, it has diversified borrowing sources from multiple financial institutions to enhance flexibility in managing financial costs and has opted for fixed interest rates during certain periods to mitigate the impact of market fluctuations. Concurrently, the Company closely monitors and oversees compliance with financial covenants in loan agreements, such as maintaining appropriate debt-to-equity ratios and debt service coverage ratios.

In the event of factors that may affect the ability to comply with contractual terms, the Company will communicate with creditors promptly and transparently to jointly find appropriate solutions. Furthermore, the Company places importance on maintaining data confidentiality by not improperly disclosing confidential information or documents of creditors or business partners to third parties.

Oversight Mechanisms

The Company assigns the Audit Committee to oversee and review financial reports, including the consideration of items that may lead to conflicts of interest, to ensure that the treatment of creditors is fair, transparent, and in line with good corporate governance principles. The objective of these operations is to foster sustainable relationships with creditors, increase stakeholder confidence, and elevate the organization's sustainability management standards to align with international best practices.

Government agencies

Key Policies and Practices

The Company has clearly defined its framework for managing relationships with government agencies under its Sustainable Stakeholder Management Policy and Business Ethics. It is committed to operating with transparency, legality, and a strong emphasis on social responsibility. The Company strictly adheres to all laws, regulations, criteria, announcements, and ordinances related to its business operations, and upholds anti-corruption principles, prohibiting bribery or unlawful or unethical inducements to government officials. Furthermore, the Company communicates and strictly enforces its no-gift policy, especially during important festive seasons.

The Company prioritizes cooperation with government agencies by supporting appropriate activities, while also being open to feedback, suggestions, and complaints to continuously improve its operations. Furthermore, the Company maintains political neutrality by not supporting or showing allegiance to any political party.

Operational Measures and Key Activities in 2025

To ensure operations align with the aforementioned policies, the Company has established proactive measures for 2025, focusing on transparency and traceability. This includes organizing open house events at its facilities for government agencies and regulatory bodies to study production processes, traceability systems, and full compliance with relevant laws, alongside consistently reporting environmental data and factory law compliance to relevant agencies.

The Company also emphasizes integrated cooperation with government agencies in local development, jointly promoting the development of bio-economy and agricultural innovation at the local level, and collaborating with science and technology agencies to transfer knowledge to farmers to enhance production efficiency and sustainability in the agricultural sector.

In terms of risk management, the Company closely monitors changes in government policies, particularly energy policies and measures that may impact business operations, to enable timely strategic adjustments. Furthermore, the Company participates in climate change projects and collaborations with relevant agencies to support the setting of science-based greenhouse gas emission reduction targets.

Channels for Engagement and Communication

The Company utilizes various channels to coordinate and communicate with government agencies to foster accurate and consistent understanding. This includes full cooperation with government officials during regulatory inspections, regular participation in meetings with government agencies and private sector networks, and communicating or clarifying inquiries through official correspondence channels according to established procedures.

Furthermore, the Company participates in supporting public activities organized by the government as appropriate, such as safety campaigns during festive seasons, to promote safety and benefit society as a whole. All these operations aim to build good relationships with the government, enhance trust, and support sustainable development in all dimensions of the organization and society.

Community and society

Key Policies and Practices

The Company has clearly defined its framework for community and social responsibility through relevant policies to ensure that business operations are balanced between organizational growth and creating shared value with society, adhering to good corporate governance principles and the Environmental, Social, and Governance (ESG) concept as key operational guidelines.

The Company is committed to conducting business with consideration for the quality of life of surrounding communities, respecting community rights, and providing opportunities for stakeholders to express opinions or complaints through transparent and accessible channels. Additionally, the Company prioritizes land tenure rights, stipulating that any expansion of operational areas must comply with laws, possess valid land title documents, and not affect public areas, forest areas, or the rights of other individuals.

The Company also promotes sustainable local economic development by prioritizing the employment of local personnel, especially in Ubon Ratchathani Province and the Northeastern region, to generate income and improve the quality of life for communities in the long term.

Key operational measures and projects in 2025

The Company drives community development through comprehensive multi-dimensional strategies. In the education sector, the Company aims to develop its facilities into a comprehensive learning center for bioenergy through open house activities to transfer knowledge on green industry to youth and relevant agencies, alongside supporting information technology equipment for educational institutions in the area to enhance learning opportunities, and continuously implementing scholarship programs for youth in the community.

In the social and economic aspects, the Company implements agricultural development projects by integrating cooperation with government agencies to transfer technology and promote organic crop cultivation according to international standards, alongside developing platforms to support the sale of products from farmers and communities, thereby generating income and strengthening the grassroots economy.
In the environmental dimension, the Company aims to manage resources efficiently by utilizing waste and wastewater through bioenergy production processes and supporting the use of treated water for agricultural purposes to help mitigate drought problems. Furthermore, the Company continuously collaborates with communities to monitor and track environmental quality in the area.

Regarding traditions, culture, and health, the Company supports local cultural activities and public benefit initiatives to foster community harmony and preserve cultural identity, as well as participating in social safety campaigns through various activities beneficial to the general public.

Feedback Mechanisms and Transparency
The Company provides systematic channels for communication and feedback from communities through a 24-hour accessible information and complaint center, as well as regular on-site visits to communities to directly listen to concerns and monitor the impacts of operations. Appropriate compensation measures, both monetary and non-monetary, are also established for those who may be affected by business operations.

Goals and Expected Outcomes
The Company aims to maintain community satisfaction at no less than 80% while continuously keeping the record of community disputes at zero. Furthermore, the Company strives to elevate its operations to align with international standards to enhance stakeholder confidence and support the organization's long-term sustainable growth.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors has established the Company's Business Code of Conduct to serve as a framework for the performance of duties and business operations by directors, executives, and employees at all levels. This Code of Conduct encompasses principles and practices consistent with good corporate governance principles, emphasizing respect for the rights of all stakeholder groups, and treating each other equally, fairly, transparently, and accountably.

The Company places continuous importance on developing the potential of its personnel, encompassing knowledge, abilities, and the reinforcement of ethics and morality in their work. This involves instilling values of integrity, honesty, and responsibility in performing duties. The Board of Directors and executives serve as ethical leaders of the organization, acting as good role models in operations with honesty, transparency, and adherence to the Company's ethical principles.

The Company has developed internal systems and channels to encourage employees to thoroughly study and understand the Company's key policies, such as the Corporate Governance and Business Ethics Policy, the Anti-Corruption Policy, and other relevant important policies. Directors, executives, and employees of the Company are required to acknowledge and confirm their compliance with these policies.

Moreover, the Company regularly reviews and updates its key policies annually to align with the changing business environment and relevant practices at both national and international levels. The Company publishes its important policies and guidelines on its website to ensure convenient access to information for shareholders, stakeholders, and the general public.

In 2025, the Company found no instances of directors or executives committing acts that violated the law, leading to criminal prosecution, civil penalties, or administrative actions. Furthermore, no actions were found to be in conflict with the Company's corporate governance principles and business ethics. Additionally, the Company has continuously communicated and raised awareness regarding corporate governance and business ethics. In 2025, all directors, executives, and employees received communication and training on corporate governance principles and business ethics, achieving 100% completion.

Policy and guidelines related to business code of conduct

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

Prevention of Conflicts of Interest

Key Policies and Principles

The Company requires that the actions of personnel at all levels prioritize the Company's best interests and avoid involvement in activities that may lead to conflicts of interest, whether in the form of partnerships, positions, financial involvement, or relationships with external parties. The Company reviewed and announced its latest policy on February 24, 2026, to align with the current business environment.

Guidelines for Personnel at All Levels

Company personnel must make decisions free from the influence of personal interests or related parties, whether through kinship or personal relationships, and must adhere to the principle of fair pricing as if transacting with external parties. Furthermore, in cases where personnel are involved in transactions that may lead to conflicts of interest, they must immediately report to their supervisor and refrain from participating in the consideration, approval, or execution of such transactions.

The Company requires personnel to work full-time and dedicate themselves to their responsibilities, without diverting work time to engage in other activities unrelated to the Company's interests. They must also avoid financial obligations with individuals or entities that have business relationships with the Company, such as borrowing money or participating in financial activities that could lead to conflicts of interest. Furthermore, they must not be involved in the selection or procurement process of business partners with whom they have close relationships.

Measures for Directors and Executives

Directors and executives are responsible for reporting their holdings and changes in securities holdings to the Board of Directors' meeting quarterly. They must also prepare an annual report on their interests or whenever an event that may lead to a conflict of interest arises. For Board meetings, if a director or executive has an interest in any agenda item, they must inform the meeting and refrain from participating in the consideration and voting on that item.

Additionally, nominees for directorships must disclose information regarding their relationships and potential interests at least 14 days prior to the shareholders' meeting to ensure transparent and thorough consideration.

Management of Connected Transactions

The Company stipulates that connected transactions must be reviewed by the Audit Committee to ensure that such transactions are reasonable, transparent, and for the utmost benefit of the Company. In cases where the Audit Committee lacks specific expertise, the Company will arrange for independent experts to provide opinions for consideration.

Supervisory Measures and Penalties

The Company provides whistleblowing channels to allow stakeholders to conveniently and securely report behavior that may violate the Company's policies or code of conduct, with appropriate measures in place to protect whistleblowers. Violation of these policies is considered a serious disciplinary offense, which may lead to termination without compensation and may result in legal action if damage is caused to the Company.

In 2025, the Company found no significant conflicts of interest among directors, executives, and employees arising from connected transactions that led to conflicts of interest.

Anti-corruption

Policy and Commitment

The Company has established an anti-corruption policy based on the principle of zero tolerance for all forms of corruption, prohibiting directors, executives, and employees at all levels from being involved in, accepting, or supporting corruption, whether directly or indirectly. The Company has continuously participated as a member and received certification from the Thai Private Sector Collective Action Against Corruption (CAC) and has stipulated that this policy is an integral part of the work regulations that all personnel must strictly adhere to.

Key Measures and Practices

The Company has systematically established measures and guidelines to prevent and mitigate corruption risks, including a policy against accepting gifts or any other benefits that could influence business decisions, except when customary and of appropriate value. Furthermore, the Company maintains political neutrality by not providing financial or resource support to political parties or politicians for undue personal gain.

Regarding donations and financial support, the Company stipulates that these must be conducted transparently for public benefit or business promotion purposes, requiring verifiable approval processes and must not be given with the expectation of implicit bribery. The Company has no policy of paying facilitation payments to government officials and has established clear criteria for hiring public sector personnel or former government officials to prevent conflicts of interest.

Whistleblowing and Protection Mechanisms

The Company provides independent and diverse whistleblowing channels to enable employees and stakeholders to conveniently and securely report behavior that may constitute corruption. Furthermore, measures are in place to protect whistleblowers, guaranteeing the confidentiality of information and preventing harassment or retaliation in any form. A committee will be appointed to conduct fair and transparent fact-finding investigations.

Control and Audit Systems

The Company prioritizes corruption risk management by regularly identifying and assessing risks in all business processes annually, leading to the establishment of appropriate internal control measures. Additionally, the Audit Committee and Internal Audit Department play a crucial role in reviewing internal control systems and regularly verifying the accuracy of financial reports to ensure that operations adhere to good corporate governance principles. The Company also emphasizes accuracy and transparency in financial and accounting data recording, ensuring that data is recorded completely, accurately, and without concealment for undue personal gain.

Disciplinary Penalties

Violation of the anti-corruption policy is considered a severe disciplinary offense, which may lead to termination of employment without severance pay. Furthermore, should such actions constitute a legal offense, the Company will pursue legal action to the fullest extent under both civil and criminal law to uphold the organization's ethical standards and transparency in business operations.

Whistleblowing and Protection of Whistleblowers

Objectives and Scope of Whistleblowing

The Company has established a system for receiving whistleblowing reports and complaints to serve as a mechanism for preventing and reducing risks that may arise from operations that are not legally compliant or do not adhere to business ethics. The scope of matters that can be reported includes actions that may constitute illegal acts, fraud or corruption, violations of the Company's rules and regulations, irregularities in financial reports or deficient internal control systems, as well as matters that may affect the Company's interests or reputation, and human rights violations and unfair labor practices.

Whistleblowing Channels

The Company provides various and easily accessible channels for whistleblowing for both internal and external individuals, as follows:

- Electronic Mail: cac@ubonbioethanol.com
- Postal Mail: Send to "Audit Committee" or "Internal Audit Department" at the Ubon Ratchathani head office address.
- Direct Phone Line: Internal Audit Department Tel. 065-836-8845
- Other Online Channels: Company website (www.ubobioethanol.com) and
- Line Official: @UBBECARE for employees
- Suggestion Box: Installed at various locations within the Company.

Mechanism for Protecting Whistleblowers and Complainants

The Company places great importance on protecting whistleblowers who act in good faith by implementing strict measures to maintain data confidentiality, not disclosing information that can identify the whistleblower, and storing data at the highest level of secrecy. Whistleblowers may request additional protective measures if they have safety concerns.

The Company has measures to prevent all forms of harassment or retaliation against whistleblowers, such as unfair job changes, suspension, termination of employment, or bullying. In the event that a complainant suffers damage from such incidents, the Company will provide appropriate and fair remedies according to the established procedures.

Procedures upon Receiving a Report

After the factual investigation is completed, the operational results will be reported to senior management, the Audit Committee, and the Board of Directors, and the complainant will be informed of the outcome of the consideration if their identity has been disclosed.

However, if it is found that the whistleblowing or complaint is false and made with malicious intent to cause harm to others, the Company will take disciplinary action according to organizational regulations for employees, or consider legal action for external individuals as appropriate.

Prevention of Misuse of Inside Information

Key Policies and Objectives

The Company is committed to complying with laws related to insider trading and has established this as part of its good corporate governance policy. The objective is to prevent non-public information that affects securities prices from being used for the personal benefit of personnel or from causing damage to the Company and its stakeholders.

Prohibitions and Strict Guidelines

- Confidentiality: Directors, executives, and employees (including those who have resigned) are prohibited from disclosing inside information or secrets of the Company and its business partners to external parties, even if such disclosure does not cause damage.
- Prohibition of Using Information for Personal Gain: Inside information must not be used for personal benefit or for the benefit of other companies with which one is involved, regardless of whether remuneration is received.
- Prohibition of Securities Trading: Personnel are prohibited from buying, selling, transferring, or receiving transfers of the Company's securities using inside information that may affect the securities' price.

Blackout Period Measures

The Company has established measures prohibiting securities trading during periods before and after the disclosure of significant information, as follows:

- Prior to Financial Statement Disclosure: Securities trading is prohibited during the one-month period prior to the disclosure of quarterly and annual financial statements.
- After Information Disclosure: Trading is prohibited within 24 hours after the financial statements or significant information have been disclosed to the public.
- Scope of Involved Parties: This measure covers spouses (or cohabiting partners) and minor children of directors, executives, and relevant employees.

Reporting and Oversight

- Advance Notification: Directors, executives, and management-level employees in accounting and finance departments are required to notify the Company Secretary at least 1 business day in advance before conducting any transactions involving the Company's securities.
- Reporting of Securities Holdings: Directors and executives must prepare and submit reports on their securities holdings, as well as those of their spouses and children, to the SEC Office in accordance with Section 59, within 3 business days from the date of purchase, sale, transfer, or receipt of transfer.
- Public Disclosure of Information: Any communication of inside information to the public must receive approval from the Chief Executive Officer and President, or their authorized delegate, only.

Penalties and Monitoring

- Disciplinary Offense: Violation of this policy is considered a breach of ethics and a serious disciplinary offense, which may lead to termination of employment without severance pay.
- Legal Offense: Violators may be subject to penalties as prescribed by securities and stock exchange laws, both civil and criminal.
- Internal Audit: The Internal Audit Department is responsible for regularly assessing the effectiveness of internal information control systems and fraud prevention.

For the year 2025, the Company has not had any instances where directors, executives, employees, or related persons violated measures to prevent the use of inside information or engaged in insider trading.

Gift giving or receiving, entertainment, or business hospitality

No Gift Policy (No Gift Policy)

The Company has a No Gift Policy, prohibiting directors, executives, and employees at all levels from soliciting, accepting, or giving gifts, assets, or any other benefits to business partners or stakeholders that may influence business decisions. The Company will regularly communicate this policy to business partners and customers to establish equal standards in business operations.

Customary exceptions

Despite having a No Gift Policy, the Company still permits giving or receiving within "reasonable limits" under the following conditions:

- Appropriate value: Must have a value appropriate to the festival or custom.
- Maintain relationships: It is intended to maintain good business relationships without expecting specific reciprocal benefits that are outside business ethics.
- Appropriate frequency: Must not occur too frequently and must be appropriate for the occasion.
- Not against the law: The giving must not violate laws, regulations, or the Company's corporate governance policy.

Business hospitality and entertainment

The Company has no policy of offering money, gifts, or any special privileges to induce business, except for business hospitality or commercial discounts under normal sales promotion programs, and such hospitality must adhere to appropriate criteria and not violate laws or local customs.

Guidelines for receiving inappropriate gifts

If personnel receive any gifts, assets, or other benefits deemed inappropriate to accept, the following actions must be taken:

- Return: Must be returned to the giver immediately.
- Deliver to the Company: If it cannot be returned, it must be delivered to the supervisor to be forwarded to the Human Resources Department for consideration in allocating it for the collective benefit of the Company.
- Receiving on behalf of the Company: It is permitted to receive gifts of significant commemorative value (e.g., signing a joint venture agreement or receiving an award) on behalf of the Company, as appropriate.

Key Prohibitions

- Prohibition of receiving personal money or benefits: Employees must not personally accept any money or benefits from customers or business partners.
- Prohibition of bribing government officials: The giving of gifts or any benefits to government officials, both domestic and international, must absolutely ensure compliance with laws and local customs.
- Prohibition of giving gifts to supervisors: Personnel should not give gifts to supervisors, and supervisors must not allow their relatives to receive gifts from subordinates, unless it is a normal customary practice with appropriate value.

Compliance with laws, regulations, and rules

Policy and Commitment

The Company requires its directors, executives, and employees at all levels to perform their duties in strict compliance with laws related to business operations, the Company's objectives and regulations, good corporate governance principles, business ethics, and resolutions of shareholders' meetings. It is the duty of all personnel to continuously study, understand, and monitor laws and regulations relevant to their roles and responsibilities.
Scope of Legal Compliance in Various Dimensions

The Company prioritizes legal compliance on key issues related to organizational sustainability. In terms of human rights and labor, the Company adheres to labor laws and international principles of the International Labour Organization, upholding the principles of no forced labor, non-discrimination, and ensuring workplace safety according to international standards.

In terms of environment and occupational health, the Company conducts its business in compliance with relevant laws, such as factory laws and laws concerning safety, occupational health, and working environment, including the adoption of international standards in management to ensure efficient operations and reduce environmental impact.

Regarding capital market governance, the Company strictly adheres to securities and stock exchange laws, as well as regulations of relevant regulatory bodies, to maintain transparency and investor confidence. Furthermore, the Company prioritizes personal data protection by establishing policies and measures to support compliance with relevant laws, thereby preventing data breaches concerning customers, business partners, and employees.
Regarding taxation, the Company accurately, transparently, and compliantly pays taxes in accordance with the spirit of the law in all countries where it operates.

Governance and Monitoring Mechanisms

To ensure effective legal compliance, the Company has established a governance mechanism, assigning the compliance unit to monitor, coordinate, and oversee the Company's operations to continuously align with relevant laws and regulations, as well as to coordinate with external regulatory bodies.

Furthermore, the Audit Committee plays a role in reviewing compliance with various laws and regulations and regularly reports the results to the Board of Directors. Concurrently, the Company also provides a whistleblowing channel for reporting actions that may violate laws or company regulations, with appropriate and fair protection measures for whistleblowers.

Operational Performance

As a result of operating under the aforementioned policy framework and measures, in 2568, the Company found no instances of violations of laws, rules, regulations, or directives from relevant regulatory bodies, nor any significant labor disputes or human rights violations.
The Company recognizes that changes in laws and regulations may pose risks to business operations. Therefore, it continuously monitors, assesses impacts, and improves work processes to accommodate changes and conduct business correctly, transparently, and sustainably.

Information and assets usage and protection

Confidentiality and Use of Inside Information

The company prioritizes the protection of internal information to prevent damage to its business and reputation, with the following key measures:

- Duty of Confidentiality: All personnel have a duty to maintain the confidentiality of the company's and its partners' internal information and secrets, and are prohibited from disclosing them to external parties, even after their employment has ceased.
- Prohibition of Using Information for Personal Gain: Internal information or secrets must not be used to seek benefits for oneself, family, or associates, whether directly or indirectly, and regardless of whether compensation is received.
- Measures to Prevent Securities Trading (Blackout Period): Directors, executives, and employees who have access to inside information are prohibited from trading the company's securities during the 1-month period prior to the disclosure of financial statements and within 24 hours after the information is publicly disclosed.
- Reporting of Securities Holdings: Directors and executives must report changes in their securities holdings, as well as those of their spouses and minor children, to the SEC Office within 3 business days.

Asset and Intellectual Property Management

The company considers intellectual property to be one of its most valuable assets and essential for competitive advantage.

- Protection of Company Assets: Personnel must safeguard the company's assets from loss or damage and use assets solely for the company's maximum benefit.
- Intellectual Property: This includes the company name, logo, copyrights, patents, trade secrets, and production formulas. The company has a policy not to infringe upon the intellectual property of others and must strictly maintain the company's trade secrets.

Use of Information and Communication Technology

The company provides IT systems to support its business, with strict guidelines as follows:

- Proper Usage: Only licensed computer programs must be used, and copying programs belonging to others is prohibited.
- Cybersecurity: Employees must keep their passwords confidential and avoid accessing unfamiliar websites that could harm the system. The company has installed Firewall and Antivirus systems to prevent intrusion.
- Personal Use: The use of IT equipment for reasonable personal activities is permitted, provided it does not affect work performance or the company's reputation.

Personal Data Protection (PDPA)

The company has a policy to systematically and securely store the personal data of customers, partners, and employees, by clearly defining data access rights and regularly conducting audits by legal and IT departments to comply with the Personal Data Protection Act.

Penalties

Violation of policies related to confidentiality or the disclosure of intellectual property to external parties is considered a serious breach, which may lead to the company's consideration of termination without severance pay, and may result in civil and criminal legal proceedings.

Anti-unfair competitiveness

Guidelines for Treating Business Competitors

The Company clearly defines principles and a code of conduct for treating business competitors to ensure business operations adhere to a framework of fair and transparent competition and comply with relevant laws. This is based on the principle of equal and fair treatment, ensuring appropriate returns for all parties.

The Company prohibits personnel from seeking confidential information of competitors through dishonest or inappropriate means, and also prohibits any actions that may damage the reputation of competitors, such as providing false information or making malicious accusations without factual basis. Furthermore, the Company does not participate in or enter into any agreements with competitors or other parties that restrict or distort fair competition. The Company also strictly adheres to respecting the intellectual property rights of competitors.

In terms of governance, the Company requires personnel to exercise caution in complying with competition laws, which can be complex and vary by country. Legal departments must be consulted before undertaking any potentially risky actions to prevent acts that may violate the law. The Company is committed to conducting business with integrity, transparency, and accountability to build trust and long-term sustainability.

Regarding the procurement process, the Company promotes fair competition in the supply chain by treating business partners equally, providing accurate and complete information, and offering equal opportunities for all partners to participate, without bias or discrimination, to maximize benefits for the Company and all stakeholders.

Information and IT system security

Corporate-Level Policies and Governance

The Company mandates that the Board of Directors plays a role in overseeing information technology management at the corporate level, aiming to establish an operational framework consistent with business strategies and needs, as well as supporting the utilization of information technology in risk management, to efficiently achieve the Company's primary objectives.

The Company has established a cybersecurity policy in accordance with international standards, by appointing a dedicated working group responsible for cybersecurity to oversee, prevent, and respond to cyber threats, system attacks, and unauthorized data access. Furthermore, the Company also prioritizes business continuity management by establishing a business continuity plan and a backup data center to accommodate emergency situations or disasters that may affect operations.

Technical Measures and Risk Management

The Company appropriately installs and develops information technology protection systems, such as unauthorized access prevention systems and malware protection systems, to maintain the security of data and IT infrastructure, concurrently with regular cybersecurity risk assessments, which involve identifying system threats and vulnerabilities, as well as establishing incident response plans and reviewing them at least twice a year.

Regarding data access control, the Company strictly defines data access rights according to users' roles and responsibilities and regularly reviews the appropriateness of these access rights, in collaboration with the Information Technology department and relevant departments, to prevent unauthorized data access.

Guidelines for Personnel

The Company establishes a code of conduct for the use of information and communication technology for employees at all levels, emphasizing the confidentiality of information, such as proper password management and non-disclosure to others, as well as avoiding access to websites or data sources that may pose risks to the Company's systems. Employees must only use legally licensed software and are prohibited from engaging in any actions that infringe upon the rights of others, such as unauthorized program copying, improper access to or modification of others' data, or the creation of false information. Nevertheless, the use of information technology equipment for personal purposes is permissible within reasonable limits, provided that it does not affect work performance or the Company's reputation.

Personal Data Protection

The Company systematically protects the personal data of customers, partners, and employees in accordance with relevant laws, by implementing data security measures, defining access rights, and storing data in secure systems, as well as promoting knowledge and understanding among employees through continuous training, to prevent risks of data leakage or misuse.

Performance Results

As a result of implementing the aforementioned policies and measures, in 2025, the Company did not experience any cyber-attacks or incidents of personal data leakage, both internally and externally. Furthermore, 100% of employees received comprehensive communication and awareness training on cybersecurity and personal data protection.

Environmental management

The overall environmental management of the Group in 2025 is conducted under a management framework based on good corporate governance (ESG) and the Bio-Circular-Green Economy (BCG) model. The aim is to elevate policies and practices to align with international standards to concretely become a leading organization in sustainability.

Regarding greenhouse gas management and climate change, the Company has reviewed and elevated its Net Zero GHG Emissions target to be achieved by 2050 and has set a carbon neutrality target for 2040. For its performance in 2025, the Company successfully reduced greenhouse gas emissions by 29.33% from the 2024 baseline year, resulting in total emissions of 113,689 tons of carbon dioxide equivalent (tCO2e). This achievement is a result of improved energy efficiency, the use of renewable energy from biogas, and enhanced production processes. Furthermore, greenhouse gas emission data has been verified by an independent body in accordance with international standard ISO 14064-1.

In terms of energy management, the Company focuses on renewable energy and clean energy innovations. It plans to expand its floating solar power generation capacity to 6.82 megawatt-peak (MWp) alongside the application of circular economy principles. This includes utilizing waste and wastewater from production processes to produce biogas for use as alternative energy within the factory. Additionally, the Company continuously implements energy efficiency improvement projects, such as upgrading steam systems and installing energy control devices in production processes.

For water management, the Company clearly defines its water intensity targets and closely monitors water balance measures. Although some aspects are still undergoing efficiency improvements, in 2025, the Company successfully

increased the proportion of recycled water to 7.63% of total water consumption and aims to further increase this to at least 15% by 2028. Furthermore, treated water meeting standards is supplied to local farmers to support water security and mitigate the impacts of drought.
In waste management, the Company adheres to the principles of Reduce, Reuse, and Recycle (3Rs) to achieve its Zero Waste to Landfill goal. It has continuously increased its ability to sort and utilize waste. Additionally, it promotes employee participation through environmental campaigns to raise awareness about reducing resource consumption and waste within the organization.

Regarding biodiversity, the Company strictly enforces a No Deforestation policy covering the entire supply chain. This includes implementing water quality and ecosystem monitoring projects in collaboration with local communities and government agencies to maintain the balance of natural resources in its operational areas.

As a result of these operations, in 2025, the Company found no significant environmental law violations and received no complaints from communities regarding environmental impacts. This reflects the effectiveness of its environmental management system and the organization's commitment to sustainable business practices.

Human rights

Key Policies and Commitments

The Company adheres to the United Nations Guiding Principles on Business and Human Rights and operates within the framework of international labor standards. It has established a comprehensive human rights policy consistent with universal principles, encompassing respect for human dignity, promotion of equality, and non-discrimination based on race, gender, age, religion, identity, or any other status.

The Company is committed to treating labor fairly, strictly prohibiting all forms of forced labor and child labor. It also promotes freedom of association and collective bargaining in accordance with international principles. Furthermore, the Company emphasizes land tenure rights, stipulating that any expansion of operational areas must comply with the law and not encroach upon public or forest lands.

The Company has established proactive measures to enhance human rights management, with a plan to develop guidelines for remedying potential impacts from operations, both monetary and non-monetary. This ensures that problem-solving is appropriate and fair, and that performance results and lessons learned are used to improve processes to prevent recurrence.

Concurrently, the Company regularly conducts comprehensive human rights due diligence processes to identify and assess potential risks throughout the value chain and establish risk management measures to an acceptable level.

Extending Responsibility to the Supply Chain

The Company has extended its human rights operations to partners and contractors, requiring them to comply with the Partner Code of Conduct, which covers human rights requirements, non-use of illegal labor, and non-encroachment on forest areas. Additionally, the Company continuously monitors and assesses the risks of key partners to ensure that operations throughout the supply chain adhere to established standards.

Grievance Mechanism and Protection

The Company provides independent and accessible whistleblowing channels, such as

- Communication Channels: Email cac@ubonbioethanol.com, Human Rights Hotline 08-1955-9911, and Line Official @UBBECARE
- Whistleblower Protection: Guarantees utmost confidentiality and protects complainants from harassment or unfair dismissal.

Organizational Culture

The Company promotes respect for human rights by fostering organizational values of diversity and inclusion, creating an open work environment where personnel can express opinions freely and coexist sustainably.

Performance

As a result of implementing these policies and measures, in 2025, the Company found no disputes or complaints related to human rights and labor violations. This reflects the effectiveness of its management system and its commitment to conducting business responsibly towards society and all stakeholders.

Safety and occupational health at work

The Company has established an integrated Quality, Occupational Health, Safety, Environment, and Energy Management Policy (QSHE&E Policy) as the primary framework for its operations. This is to align with sustainable development guidelines (ESG) and elevate management standards to an international level. The focus is on continuously developing the occupational health and safety management system in accordance with ISO 45001 standards to prevent injuries, illnesses, and losses from operations. The Company last reviewed its sustainability policy on February 24, 2026, to enhance the working environment, truly fostering a Healthy Organization.

In its operations, the Company prioritizes the rights of employees and contractors. They are granted the right to immediately stop or refuse work if the working environment is found to be unsafe. This is coupled with the implementation of risk management systems for controlling high-risk tasks, such as the Permit to Work system and Job Safety Analysis (JSA). Furthermore, regular monitoring and analysis of the working environment are conducted, covering aspects such as heat, lighting, and noise, to comply with relevant legal requirements and standards.

For the year 2025, the Company has set a safety target to continuously maintain the Lost Time Injury Frequency Rate (LTIFR) at zero (0.00). Additionally, it has developed emergency drill plans covering critical scenarios such as fire, evacuation, chemical and ethanol spills, and floods to enhance preparedness for unexpected incidents. Furthermore, employee participation is promoted through the Kaizen Award activity, providing opportunities to continuously propose improvements in safety and environmental work. More than 28 annual activities have been planned to foster a safety culture throughout the organization.

Regarding employee healthcare, the Company prioritizes both physical and mental health. This is achieved through the proactive mental health promotion project Nong Money Invites for a Mental Health Check-up using a Mental Health Check-in tool to screen for risks related to stress, burnout, and depression. In conjunction with this, pre-employment health check-ups and annual health check-ups based on risk factors are provided, along with the provision of a first-aid room and a lactation room (UBE CARE) to support the good quality of life for employees.

Furthermore, the Company extends its safety management standards to partners and contractors throughout the value chain. This is achieved by incorporating requirements into the Supplier Code of Conduct and regularly conducting on-site audits of operational areas to ensure that operations across all sectors comply with ISO 45001 standards and align with the organization's overall sustainable development guidelines.

Promotion of compliance with the business code of conduct

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

The Company places importance on policy formulation and the declaration of intent from senior leadership as a concrete mechanism to drive good corporate governance and organizational ethics. The Board of Directors reviews the good corporate governance policy and business ethics annually to align with evolving principles and regulations. The latest version was reviewed and announced on February 24, 2026. Furthermore, the Company requires executives at all levels to act as good role models and be responsible for strictly driving operations in accordance with the organization's intentions.

The Company requires all employees and contractors to acknowledge, understand, and strictly adhere to the Code of Conduct policy, which is considered part of the working rules and regulations. This is to establish clear and consistent behavioral standards throughout the organization, alongside fostering an organizational culture through the "UBEYOND" values, with an emphasis on "Ethic" to promote appropriate behavior among personnel in their daily work lives.

In terms of knowledge development and awareness building, the Company promotes learning through the ESG DNA project, utilizing the SET E-learning system to enhance knowledge in sustainability and ethics for personnel at all levels, such as ESG101 and P01 courses. This also includes the implementation of "The Trainer" project to develop employees into experts who continuously impart knowledge and correct practices to colleagues.

The Company has also established systematic measures for preventing and monitoring compliance with the Code of Conduct, particularly regarding the management of conflicts of interest. This requires directors and executives to report their interests annually or when new events occur, and to recuse themselves from decision-making on matters where they have a conflict of interest. Furthermore, there are measures to control the use of inside information, including a securities trading blackout period of one month before the disclosure of financial statements and 24 hours after information disclosure, to prevent improper personal gain. Additionally, the performance of the Board of Directors and executives, both at the committee and individual levels, is evaluated annually to serve as data for development and operational improvement.

Regarding the complaint mechanism, the Company provides various accessible channels for reporting information, as follows:

- Email cac@ubonbioethanol.com
- Direct telephone line to the Internal Audit Office 065-836-8845 or
- via Line Official @UBBECARE

The Company places great importance on protecting whistleblowers, guaranteeing confidentiality and implementing measures to prevent harassment, termination, or negative repercussions resulting from good faith reporting.

The Company has clearly and fairly stipulated disciplinary penalties for those who violate the Code of Conduct. If an investigation reveals misconduct, disciplinary action will be considered in accordance with the Company's regulations. In cases of serious offenses, such as fraud, bribery, or disclosure of confidential company information, this may lead to termination of employment without compensation, as well as further legal proceedings.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	Yes
Anti-corruption networks or projects the company has joined or declared intent to join	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : ใบ Cer-CAC ครั้งที่ 3.pdf

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

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter	:	Yes
Material changes and developments in policy and guidelines over the past year	:	No

The Board of Directors recognizes the importance of continuously developing the company's corporate governance level to elevate operational standards to be comparable with leading companies, which will support the organization's sustainable long-term growth. In this regard, the Board of Directors has mandated an annual review of the suitability and sufficiency of the company's corporate governance policies and practices, including its business ethics, to ensure alignment with the nature of its business operations, potentially changing business environments, as well as relevant laws, regulations, guidelines, and feedback from stakeholders.

In 2025, the Board of Directors reviewed the company's corporate governance policies and practices and was of the opinion that the substance of these policies remains appropriate and consistent with various relevant assessment criteria, such as the Corporate Governance Report (CGR) survey project for listed companies, the Thai Private Sector Collective Action Against Corruption (CAC), the SET ESG Ratings for listed companies, and FTSE Russell ESG Scores. These are considered international best practices in corporate governance and align with the company's current business model. Therefore, the company has not made any updates or amendments to its good corporate governance policy in the past year.

Implementation of the CG Code for listed companies

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

The Board of Directors has considered the Principles of Good Corporate Governance for Listed Companies 2017 (Corporate Governance Code: CG Code), prepared by the Securities and Exchange Commission (SEC), and recognizes its role and duty as a leader of the organization in applying these principles to create value and enhance long-term sustainability for the business. In this regard, the Board of Directors has assessed compliance with each principle in the CG Code by comparing it with the Company's policies, good corporate governance operational guidelines, and business context.

From the aforementioned assessment, the Board of Directors is of the opinion that, overall, the Company has policies, measures, and operational processes that are consistent with the principles in the CG Code and are appropriate for the Company's business direction and growth. For some principles that the Company is currently unable to implement or may not yet be consistent with the nature of its business operations, the Board of Directors will consider the feasibility of implementing them in accordance with such principles or will establish other appropriate alternative measures in the future.

Currently, the Company has not yet appointed a Corporate Governance Committee at the Board of Directors level. However, the Company has established working groups and departments responsible for sustainability (ESG), comprising executives and relevant departments, reporting directly to the Chief Executive Officer and President. Sustainability issues will be presented for consideration to the Enterprise Risk and Sustainability Management Committee and the Board of Directors for approval, endorsement, or acknowledgment, as the case may be.

Other corporate governance performance and outcomes

The Company continuously reviews and develops its corporate governance guidelines by regularly updating relevant policies and practices annually to elevate corporate governance standards in line with nationally and internationally recognized principles and practices, such as the Corporate Governance Code (CG Code) for listed companies issued by the Securities and Exchange Commission, as well as the criteria under the Corporate Governance Report of Thai Listed Companies (CGR) project conducted by the Thai Institute of Directors (IOD), among others.

In 2025, the Company received evaluation results regarding corporate governance and sustainability operations from relevant agencies, with details summarized as follows:

1. The Company held its Annual General Meeting of Shareholders for 2025 in the form of an electronic meeting (E-AGM), in compliance with legal requirements, good corporate governance principles, and relevant practices. This resulted in a perfect score of 100 points in the Shareholder Meeting Quality Assessment (AGM Checklist) from the Thai Investors Association (TIA).
2. The Company fully and transparently disclosed important information to the public through its Annual Registration Statement (Form 56-1 One Report) and the Company's website, in accordance with the criteria of regulatory agencies. This resulted in the Company receiving an "Excellent" (5-star) evaluation result from the Corporate Governance Report of Thai Listed Companies (CGR) project for 2025 for the third consecutive year, from the Thai Institute of Directors (IOD), with the support of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC).
3. The Company received a sustainability assessment result for listed companies (SET ESG Ratings) for 2025 at the "AA" level.
4. The Company received a certificate renewal from the Thai Private Sector Collective Action Against Corruption (CAC) project for the third consecutive time, reflecting its concrete and continuous implementation of anti-corruption policies, as well as its business operations under the principles of good governance, transparency, and sound corporate governance.

Corporate Governance Structure

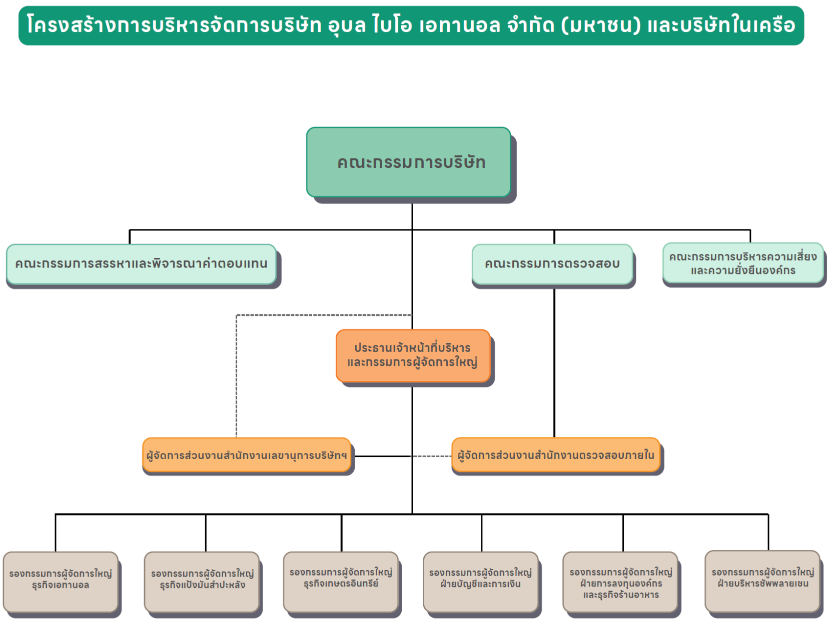
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 26 Jan 2026

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	**Female (persons)**	**Male (persons)**	**Female (persons)**	**Male (persons)**	**Female (persons)**
Total directors	11		11		12	
	9	2	9	2	10	2
Executive directors	1		1		2	
	0	1	0	1	1	1
Non-executive directors	10		10		10	
	9	1	9	1	9	1
Independent directors	5		5		5	
	5	0	5	0	5	0
Non-executive directors who have no position in independent directors	5		5		5	
	4	1	4	1	4	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	81.82	18.18	81.82	18.18	83.33	16.67
Executive directors	9.09		9.09		16.67	
	0.00	9.09	0.00	9.09	8.33	8.33
Non-executive directors	90.91		90.91		83.33	
	81.82	9.09	81.82	9.09	75.00	8.33
Independent directors	45.45		45.45		41.67	
	45.45	0.00	45.45	0.00	41.67	0.00
Non-executive directors who have no position in independent directors	45.45		45.45		41.67	
	36.36	9.09	36.36	9.09	33.33	8.33

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	65		66		64	
	68	51	69	52	67	53

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. PALAKORN SUWANRATH Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Fine and Applied Arts Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	9 Apr 2018	Public Administration, Governance/ Compliance, Business Administration, Leadership
2. Mr. SIWA SANGMANEE Gender: Male Age : 80 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	9 Apr 2018	Public Administration, Business Administration, Accounting, Finance, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. ISSRA SHOATBURAKARN Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 1,250,000 Shares	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	9 Apr 2018	Engineering, Economics, Petrochemicals & Chemicals, Energy & Utilities, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
4. Mr. PRASIT WASUPATH Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 125,000 Shares	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	9 Apr 2018	Business Administration, Accounting, Finance, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. SOMKEIRT HUDTHAGOSOL Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 2,500,000 Shares	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	9 Apr 2018	Public Administration, Corporate Social Responsibility, Governance/ Compliance, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
6. Mrs. SAISUNEE KUHAKARN Gender: Female Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Nurse Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 1,250,000 Shares	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	9 Apr 2018	Health Care Services, Agribusiness, Energy & Utilities, Governance/ Compliance
7. Mr. JEERAWAT PATTANASOMSIT Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	21 Jan 2021	Petrochemicals & Chemicals, Engineering, Governance/ Compliance, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
8. Ms. SUREEYOT KHOWSURAT Gender: Female Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 381,000 Shares	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	1 Apr 2022	Agribusiness, Accounting, Finance, Business Administration, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. KANIT VALLAYAPET Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 500,000 Shares	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	27 Apr 2022	Law, Business Administration, Governance/ Compliance, Public Administration
10. Mr. PATIPARN SUKORNDHAMAN Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director to replace the ex-director	26 Feb 2025	Finance, Governance/ Compliance, Business Administration, Agribusiness, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
11. Mr. WIRAT UANARUMIT Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	21 Feb 2023	Finance, Engineering, Risk Management, Business Administration, Energy & Utilities
12. Mr. TOSSRI KHOWSURAT Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 10,855,300 Shares	Director (Executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director not being replaced the ex-director	22 Apr 2025	Food & Beverage, Finance, Business Administration, Energy & Utilities, Governance/ Compliance

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PALAKORN SUWANRATH	Chairman of the board of directors		✔	✔		
2. Mr. SIWA SANGMANEE	Director		✔	✔		
3. Mr. ISSRA SHOATBURAKARN	Director		✔	✔		
4. Mr. PRASIT WASUPATH	Director		✔	✔		
5. Mr. SOMKEIRT HUDTHAGOSOL	Director		✔		✔	
6. Mrs. SAISUNEE KUHAKARN	Director		✔		✔	✔
7. Mr. JEERAWAT PATTANASOMSIT	Director		✔		✔	✔
8. Ms. SUREEYOT KHOWSURAT	Director	✔				✔
Total (persons)		**2**	**10**	**5**	**5**	**3**

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
9. Mr. KANIT VALLAYAPET	Director		✔	✔		
10. Mr. PATIPARN SUKORNDHAMAN	Director		✔		✔	
11. Mr. WIRAT UANARUMIT	Director		✔		✔	
12. Mr. TOSSRI KHOWSURAT	Director	✔				
Total (persons)		**2**	**10**	**5**	**5**	**3**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	8.33
2. Agribusiness	3	25.00
3. Food & Beverage	1	8.33
4. Petrochemicals & Chemicals	2	16.67
5. Energy & Utilities	7	58.33
6. Health Care Services	1	8.33
7. Law	1	8.33
8. Accounting	3	25.00
9. Finance	6	50.00

Skills and expertise	Number (persons)	Percent (%)
10. Corporate Social Responsibility	1	8.33
11. Engineering	3	25.00
12. Leadership	1	8.33
13. Risk Management	2	16.67
14. Internal Control	1	8.33
15. Governance/ Compliance	9	75.00
16. Public Administration	4	33.33
17. Business Administration	8	66.67

Information about the other directors (*)(**)

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of : Others : The Company has a clear segregation of duties directors and Management between the Board of Directors and management.

The Company has established a governance structure with a clear segregation of duties between the Board of Directors and the management. The Company has prepared a Board Charter to define the roles, duties, and responsibilities of the Board of Directors. Furthermore, the scope of authority and responsibilities of the Chief Executive Officer and President (management) has been clearly defined to ensure that management and corporate governance are efficient, transparent, and in line with good corporate governance principles.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors Charter establishes a framework for good corporate governance. It emphasizes that the Board of Directors must perform its duties in accordance with relevant laws, the company's objectives, regulations, and resolutions of the shareholders' meeting, with honesty, diligence, and primarily considering the best interests of the company and its shareholders.

Regarding its composition, the Board of Directors must have the number of members required by law and possess diversity in terms of skills, experience, and independence. There must be an appropriate proportion of independent directors and audit committee members. The appointment of directors is the authority of the shareholders' meeting and must be conducted transparently, including clear measures to prevent conflicts of interest.

The Board of Directors serves a term of 3 years, with a rotation of directors upon term completion. Furthermore, systematic criteria for resignation and replacement appointments are established to ensure continuity in management.

The roles and responsibilities of the Board of Directors include setting the vision, mission, strategies, and budget; overseeing management to operate efficiently according to the plan; monitoring operational performance; risk management; internal control; approving significant transactions; as well as disclosing financial and important information accurately, transparently, and in a timely manner. Furthermore, they are responsible for overseeing subsidiaries and investments to ensure compliance with established frameworks.

The Chairman plays a crucial role in leading the Board of Directors, ensuring that meetings and duties are conducted efficiently, promoting director participation, and maintaining a balance between the Board and management.

Board of Directors meetings are scheduled regularly, at least once per quarter. A full quorum must be present, and directors must exercise independent judgment, including abstaining from voting in cases of conflicts of interest. Decisions are primarily made by majority vote, and comprehensive meeting minutes must be prepared.

The company mandates an annual performance evaluation of the Board of Directors, at least once a year. The results are used to improve operational efficiency and to encourage directors to continuously develop their knowledge through relevant training and seminars.

Director remuneration must be appropriate for their roles and responsibilities and approved by the shareholders' meeting to align with good corporate governance principles and build confidence among all stakeholders.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

• Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. Review the efficiency and effectiveness of the Company's good corporate governance process, risk management process, and internal control process in accordance with the Internal Control Framework (COSO 2013). 2. Review that the Company's financial reporting is accurate and reliable, and that information is adequately disclosed, by coordinating with external auditors and executives responsible for preparing both quarterly and annual financial reports. This is to ensure compliance with Thai accounting standards and to promote the development of financial reporting systems to be on par with international accounting standards. 3. Review related party transactions (RPTs) or transactions that may involve conflicts of interest for the Company, to ensure compliance with relevant laws. This is to ensure that such transactions are reasonable and provide the maximum benefit to the Company. 4. Review that the Company complies with securities and exchange laws, regulations of the Stock Exchange of Thailand, and laws related to the Company's business. 5. Consider and review the approved anti-corruption policy to ensure its appropriateness and alignment with the Company's business context, as well as oversee and inspect internal control systems and enterprise risk management to ensure that the Company conducts business with transparency, fairness, and in compliance with its anti-corruption policy. 6. Review the appropriateness and provide opinions on the self-assessment regarding the Company's anti-corruption measures for the certification process of the Thai Private Sector Collective Action Against Corruption (CAC) project. 7. Consider the selection, proposal for appointment, re-appointment, and dismissal of the Company's external auditors, including the determination of their remuneration, for submission to the Board of Directors for approval before presenting it for approval at the Shareholders' Meeting. Additionally, a meeting with external auditors, without the presence of management, shall be held at least once a year. 8. Review, provide opinions on, and approve the Annual Audit Plan, as well as oversee the establishment of appropriate and adequate internal audit systems, in accordance with generally accepted auditing methods and standards. 9. Review that the Company has effective risk management processes, operational processes, internal controls, operational oversight, and information technology and communication network security management that comply with international standards. 10. Consider the independence of the internal audit unit, as well as the adequacy and appropriateness of its budget and human resources, and approve the appointment, transfer, and annual performance evaluation of the head of the internal audit unit. 11. The Audit Committee has the authority to seek independent opinions from professional advisors or other specialized experts when deemed necessary, with the Company being responsible for the expenses. Such engagements must be approved by the Board of Directors and comply with the Company's rules and regulations. 12. The Chairman of the Audit Committee and/or Audit Committee members must attend the Company's Shareholders' Meeting to clarify issues related to the Audit Committee's duties, including the appointment of auditors. Additionally, the results of internal audit operations shall be reported to the Board of Directors annually. Such reports shall include the Audit Committee's opinion on the internal audit system, as well as its opinion on the Company's financial reports. 13. Consider and approve the Audit Committee Charter before submitting it to the Board of Directors for approval, and arrange for a review of the Charter's appropriateness at least once a year. 14. Prepare the Audit Committee's report, signed by the Chairman of the Audit Committee, and disclose it in the Company's annual report in accordance with the criteria set by the Stock Exchange of Thailand, comprising at least the following information: 1) Opinion on the accuracy and reliability of the Company's financial reports. 2) Opinion on the adequacy of the Company's internal

control system. 3) Opinion on compliance with securities and exchange laws, regulations of the Stock Exchange of Thailand, or laws related to the Company's business. 4) Opinion on the suitability of the auditors. 5) Opinion on transactions that may involve conflicts of interest. 6) Number of Audit Committee meetings and attendance of each Audit Committee member. 7) Overall opinions or observations received by the Audit Committee from performing its duties according to the Audit Committee Charter. 8) Any other reports deemed necessary for shareholders to know within the scope of duties and responsibilities assigned by the Board of Directors. 15. The Audit Committee must participate in considering and providing opinions at the Board of Directors' meeting regarding material transactions (MT) involving the acquisition or disposal of assets, to ensure compliance with relevant laws and regulations, as well as the related party transaction policy and the Company's good corporate governance policy. This is to ensure that such transactions are reasonable and provide the maximum benefit to the Company. Furthermore, after an MT has been approved by the Board of Directors, the Audit Committee must monitor the full implementation of the resolution and agreements, considering the impact on the Company's financial position and operating results, and ensuring that the Company discloses and reports progress regularly and appropriately. For MTs that fall under the management's approval authority, the Audit Committee must establish systems or processes for management to report such transactions and continuously analyze their reasonableness and nature. 16. If the auditor discovers circumstances that may lead to corruption or violations of laws related to the duties of directors and executives, the auditor shall report to the Audit Committee for preliminary investigation. The Audit Committee must then report the results of such investigation to the SEC Office and the auditor within 30 days from the date of notification by the auditor. 17. In performing its duties, if the Audit Committee finds or suspects any transaction or act that may significantly impact the Company's financial position and operating results, it shall immediately report the discovered facts to the Board of Directors so that the Board can consider timely corrective actions, including the following cases: 1) Transactions involving conflicts of interest. 2) Corruption, irregularities, or significant deficiencies in the internal control system. 3) Violations of securities and exchange laws, regulations of the Stock Exchange, or laws related to the Company's business operations. If the Company's Board of Directors or management fails to implement corrective actions within a reasonable timeframe without due cause, the Audit Committee must immediately report such transactions or acts violating the law to the Securities and Exchange Commission Office or the Stock Exchange of Thailand, as the case may be, upon becoming aware of such information. 18. The Audit Committee must oversee that the Company has appropriate mechanisms to monitor and track the use of raised funds to ensure they are accurate, transparent, and consistent with the publicly disclosed objectives. If it appears that the raised funds are not used for the stated objectives, the Board of Directors and the Audit Committee must promptly take corrective actions, and establish measures to deter, prevent, and control the Company from using the raised funds in an inappropriate manner or contrary to the specified objectives. 19. Perform any other duties assigned by the Board of Directors.

Reference link for the charter

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The Risk Management and Sustainability Committee

Role

• Risk management
• Sustainability development

Scope of authorities, role, and duties

Risk Management Operations 1. Identify significant risks associated with the company's business operations, such as strategic risks, financial risks, operational risks, legal risks, market risks, cybersecurity risks, emerging risks, and risks impacting the organization's reputation, among others. Recommend appropriate, comprehensive, and effective policy frameworks and guidelines for managing risks related to the company's business operations, and provide recommendations to the Board of Directors and management regarding risk management. 2. Review risks related to the company's business operations and potential impacts, including risk management processes to control and mitigate such risks, before submitting them to the Board of Directors for consideration, comment, or approval, as appropriate. 3. Oversee and support the successful implementation of the company's risk management, focusing on proactive identification, assessment, monitoring, and management of risks across all factors to ensure systematic risk management consistent with the company's risk management policy. This includes reviewing and improving policies, guidelines, and risk management systems to suit the company's business and operational environment. 4. Communicate and coordinate with the Audit Committee regarding significant risks to assess the adequacy and effectiveness of the company's internal control and risk management systems. 5. Regularly report the results of risk assessments and performance in reducing or controlling risks to the Board of Directors. In cases where risks or events may significantly impact the company's financial position, operational performance, or business operations, report to the Board of Directors for immediate consideration. 6. Have the authority to seek advice or opinions from external consultants or specialized experts when deemed necessary, with expenses to be as determined by the company. 7. Have the authority to request information, documents, or clarifications from various departments of the company and its subsidiaries for consideration and performance of duties within the scope of authority. 8. Perform any other duties as assigned by the Board of Directors. Corporate Sustainability Operations 1. Define appropriate strategies, policies, goals, and key performance indicators for the company's sustainable development, consistent with the business context, corporate strategy, and good corporate governance practices, and review and update them regularly. 2. Promote and drive the integration of sustainable development strategies into the company's business plans, operations, and key decision-making processes. 3. Oversee, monitor, audit, and evaluate sustainable development performance to ensure that operations align with established strategies, policies, goals, and indicators, and are effective in creating long-term value. 4. Advise, promote, and support the executive committee and management in sustainable development operations in accordance with the company's policies and direction. 5. Consider, comment on, and provide recommendations regarding the company's sustainable development operations, projects, or activities before submitting them to the Board of Directors for approval in significant cases. 6. Have the authority to appoint and define the roles, duties, and responsibilities of sub-committees, working groups, or departments involved in the company's sustainable development, as appropriate and necessary. 7. Establish criteria for assessing risks impacting the company's business operations, covering risk types such as operational risks, financial risks, environmental, social, and governance (ESG) risks, cybersecurity risks, legal compliance risks, and other potential risks, as appropriate.

Reference link for the charter

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Nomination and Remuneration Committee

Role

• Director and executive nomination
• Remuneration

Scope of authorities, role, and duties

Recruitment Operations

1. Consider the structure and composition of the Board of Directors and sub-committees to be appropriate for the company's size, business type, and operational complexity.
2. Establish policies, criteria, and processes for the recruitment of directors, sub-committee members, advisors, and senior executives to be systematic, transparent, fair, and auditable, in line with good corporate governance principles and relevant regulations.
3. Consider, select, and screen individuals with appropriate qualifications, including expertise, capacity, diversity, as

well as gender, age, nationality, origin, and religion, to serve as company directors, sub-committee members, and/or senior executives, and propose them to the Board of Directors meeting and/or Shareholders' meeting for consideration and approval.

Compensation Review Operations
1. Establish policies, criteria, and processes for determining compensation, both monetary and non-monetary, for directors, sub-committee members, advisors, and senior executives, appropriate for their roles, duties, and responsibilities, linking compensation to the company's overall performance to attract and retain individuals with knowledge, capabilities, and potential within the organization. This shall be proposed to the Board of Directors meeting and/or Shareholders' meeting for consideration and approval.
2. Evaluate annual performance and consider adjusting appropriate compensation rates for the company's Board of Directors, sub-committees, advisors, and senior executives, and propose them to the Board of Directors meeting and/or Shareholders' meeting for consideration and approval.
3. Regularly review the charter of the Nomination and Remuneration Committee.
4. Be responsible for any other duties assigned by the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. SIWA SANGMANEE Gender: Male Age : 80 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	9 Apr 2018	Public Administration, Business Administration, Accounting, Finance, Internal Control

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Mr. ISSRA SHOATBURAKARN Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	9 Apr 2018	Engineering, Economics, Petrochemicals & Chemicals, Energy & Utilities, Governance/ Compliance
3. Mr. PRASIT WASUPATH(*) Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	9 Apr 2018	Business Administration, Accounting, Finance, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees

Subcommittee name	Name list	Position
The Risk Management and Sustainability Committee	Mr. JEERAWAT PATTANASOMSIT	Member of the subcommittee
	Mr. SOMKEIRT HUDTHAGOSOL	The chairman of the subcommittee
	Ms. SUREEYOT KHOWSURAT	Member of the subcommittee
	Mr. WIRAT UANARUMIT	Member of the subcommittee
	Mr. PATIPARN SUKORNDHAMAN	Member of the subcommittee
Nomination and Remuneration Committee	Mr. PRASIT WASUPATH	Member of the subcommittee (Independent director)
	Mr. SIWA SANGMANEE	The chairman of the subcommittee (Independent director)
	Mr. ISSRA SHOATBURAKARN	Member of the subcommittee (Independent director)

List of subcomittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise

List of executives	Position	First appointment date	Skills and expertise
1. Mr. Wuttipong Nilpai Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Executive Vice President of Ethanol Business	1 Jan 2021	Business Administration, Industrial Materials & Machinery, Engineering
2. Mr. Sukson Wongchuwong(*) Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Senior Executive Vice President of Accounting and Finance (CFO)	1 Mar 2023	Economics, Business Administration, Finance & Securities, Accounting, Finance

List of executives	Position	First appointment date	Skills and expertise
3. Mr. Cherdsakul Onmongkol Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Vice President of Accounting and Finance	1 Jul 2023	Accounting, Business Administration, Banking, Finance
4. Mr. Phadetsak Champa Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Vice President Innovation Research and Development	10 Nov 2022	Engineering, Industrial Materials & Machinery, Petrochemicals & Chemicals

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Karnnaporn Karnnasuta Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Communication Arts Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Vice President of Corporate Sustainability, Corporate Communications and Government Affairs	1 Jan 2021	Agribusiness, Energy & Utilities, Corporate Management
6. Mr. Suphat Jeensuksaeng Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Human and Organizational Development Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Vice President Corporate Administration	1 Feb 2023	Human Resource Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

The Company does not stipulate remuneration for executive director positions. The remuneration for the Chief Executive Officer and President is in accordance with the remuneration criteria and policy set by the Company, which is determined by considering the scope of duties and responsibilities, the annual performance evaluation results of the Chief Executive Officer and President, as well as the Company's performance both in the short and long term.

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Doesnt Have

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	73,000,000.00	83,700,000.00	58,366,302.33

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	0.00	0.00	1,968,579.00
Employee Stock Ownership Plan (ESOP)	No	No	-
Employee Joint Investment Program (EJIP)	No	No	-

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Estimated remuneration of executive directors and executives in the current year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Kannika Jampachaisri	kannika.j@ubonbioethanol.com	-

List of the company secretary

General information	Email	Telephone number
1. Ms. Siripansa Ruengpayoongsak	siripansa.r@ubonbioethanol.com	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Attawoot Buaboot	attawoot.b@ubonbioethanol.com	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Siripansa Ruengpayoongsak	siripansa.r@ubonbioethanol.com	-

Head of investor relations

Does the Company have an appointed head of investor relations : Have

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Anchisa Krisanarungkhun	anchisa@ubonbioethanol.com	-

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	2,206,000.00	Types of non-audit service : Agreed-Upon Procedures Details of non-audit service : Remuneration for the Audit of Compliance with Investment Promotion Certificate Conditions Total non-audit fee 55,000.00 baht	1. Ms. SIRIRAT SRICHAROENSUP Email: sirirat. sricharoensup@th.ey.com License number: 5419 2. Mr. PREECHA ARUNNARA Email: preecha. arunnara@th.ey.com License number: 5800 3. Ms. SUTTHIRAK FAKON Email: sutthirak.fakon@th. ey.com License number: 7712

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	3,434,000.00	-	1. Ms. SIRIRAT SRICHAROENSUP Email: sirirat. sricharoensup@th.ey.com License number: 5419 2. Mr. PREECHA ARUNNARA Email: preecha. arunnara@th.ey.com License number: 5800 3. Ms. SUTTHIRAK FAKON Email: sutthirak.fakon@th. ey.com License number: 7712

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
LOUIS ACCOUNTING AND AUDIT LIMITED PARTNERSHIP 88/2 Soi Chom Thong 2/1, Dao KhanongChom Thong Road Bang Kho Chom Thong Bangkok 10150 Telephone number088-9569236	57,000.00	-	1. Ms. Lertlak Ngamkiatsap Email: Info.louis2017@gmail.com Telephone number: 088-9569236 License number: 13754
S.A.S. CORPORATE SERVICES CO., LTD. 803/7 Rama III Road Bang Phongphang Yan Nawa Bangkok 10120 Telephone number084-044-0483	26,000.00	-	1. Mr. Sirawut Thanaboonchai Email: siravut.t@gmail.com Telephone number: 084-044-0483 License number: 12308

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be representatives in Thailand : No

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

The Board of Directors has performed its duties as stipulated in the Board of Directors' Charter, under the framework of good corporate governance, adhering to the principle of Fiduciary Duty. This principle is crucial in ensuring that the Board performs its duties with prudence, diligence, and integrity for the utmost benefit of the company and its shareholders as a whole. In 2025, the company held a total of 8 Board of Directors meetings, with details as follows: Corporate Structure and Governance Oversight * Changes in Directors and Executives: The Board considered and approved the appointment of new directors to replace those who resigned, and re-elected directors whose terms expired, as well as the appointment of a new Company Secretary, to ensure continuity of operations. * Policy and Charter Review: A total of 24 charters of various sub-committees and company policies were reviewed and approved for revision to align with good corporate governance principles and SET ESG Ratings assessment criteria. * Performance Evaluation: The Board of Directors and sub-committees received "Excellent" performance evaluations at both the collective and individual levels. Strategic Planning and Business Expansion * UBEYOND Vision: The Board approved the strategic plan and business direction for 2025-2030 under the "UBEYOND" concept, which focuses on growth through sustainable innovation and technology. * Food and Innovation Business Expansion: Approved key investment projects, such as expanding the product portfolio in the Ready-to-Eat category to elevate them into High Value Products (HVP). Financial Oversight and Risk Management * Profit Allocation and Dividends: The Board considered and approved the payment of dividends from the 2024 operating results to shareholders at a rate of 0.0236 Baht per share. * Funding Procurement: Approved entering into long-term loan agreements to support various investment projects, such as the ERP system and warehouse facilities. * Risk Management: Closely monitored and assessed organizational risks, including strategic, operational, financial, and compliance risks, as well as emerging risks such as foreign import tax policies and cyber threats. Internal Audit and Internal Control * System Audit: The Audit Committee oversaw internal audits of key processes such as procurement, sales, and payment collection, including the use of the SAP system to enhance transparency and reduce errors. * Follow-up on Remediation: Continuously monitored the progress of resolving issues identified during audits to ensure the effectiveness of the company's internal control system. Achievements from External Assessments * The company received a perfect score of 100 from the 2025 Annual General Meeting (AGM Checklist) quality assessment project. * Continuously received a 5-star (Excellent) rating in the Corporate Governance Report (CGR) assessment. * Received an "AA" rating in the SET ESG Ratings assessment, with outstanding scores in environmental and social aspects.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PALAKORN SUWANRATH	Chairman of the board of directors	9 Apr 2018	Public Administration, Governance/ Compliance, Business Administration, Leadership
Mrs. SAISUNEE KUHAKARN	Director	9 Apr 2018	Health Care Services, Agribusiness, Energy & Utilities, Governance/ Compliance
Mr. KANIT VALLAYAPET	Director	27 Apr 2022	Law, Business Administration, Governance/ Compliance, Public Administration
Mr. WIRAT UANARUMIT	Director	21 Feb 2023	Finance, Engineering, Risk Management, Business Administration, Energy & Utilities

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PATIPARN SUKORNDHAMAN	Director	26 Feb 2025	Finance, Governance/ Compliance, Business Administration, Agribusiness, Energy & Utilities

List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. TOSSRI KHOWSURAT	Director	22 Apr 2025	Food & Beverage, Finance, Business Administration, Energy & Utilities, Governance/ Compliance

Selection of independent directors

Criteria for selecting independent directors

In the event that a position for a director or independent director of the Company becomes vacant, the Nomination and Remuneration Committee shall be responsible for considering and selecting individuals with appropriate qualifications, knowledge, abilities, and experience to be nominated for the position of director or independent director of the Company. The Committee will then present its opinion to the Board of Directors and/or the Shareholders' Meeting for consideration and approval of such appointment in accordance with the prescribed procedures.

Furthermore, the Nomination and Remuneration Committee supports and provides opportunities for minority shareholders to nominate suitable individuals for consideration as directors of the Company. It may also utilize a Director Pool database as supplementary information for the recruitment of new directors or independent directors to ensure a transparent and efficient selection process.

Such operations are in accordance with relevant policies and charters, the Company's Articles of Association, as well as prescribed laws and regulations. To protect the rights of minority shareholders, the Company shall arrange for the consideration and individual voting on the appointment of directors or independent directors during the director appointment agenda at the Company's Shareholders' Meeting.

Qualifications of Directors/Independent Directors

1. Possess qualifications and not have prohibited characteristics under the Public Limited Company Act, the Securities and Exchange Act, and other relevant laws.
2. Possess knowledge, expertise, and experience beneficial to business operations.
3. Possess leadership qualities and be able to oversee the Company's operations effectively and efficiently.
4. Hold directorships in no more than 5 listed companies on the Stock Exchange of Thailand (including the directorship in the Company). Furthermore, holding directorships in other companies must not impede the performance of duties as a director of the Company.
5. Possess integrity, business ethics, and be able to dedicate full time to performing duties for the Company.

Additional Qualifications for Independent Directors

In addition to the qualifications of directors, independent directors must possess all qualifications as prescribed by the Company and in accordance with the criteria set by the Capital Market Supervisory Board, as follows:

1. Hold no more than 0.5% of the total voting shares of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company. This includes shares held by related persons of that independent director.

2. Must not be or have been a director involved in management, an employee, a staff member, a salaried advisor, or a controlling person of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for at least 2 years. However, this prohibited characteristic does not include cases where the independent director was previously a government official or an advisor to a government agency that is a major shareholder or controlling person of the Company.
3. Must not be a person related by blood or by legal registration, such as parents, spouses, siblings, and children, including spouses of children, of executives, major shareholders, controlling persons, or individuals proposed to be executives or controlling persons of the Company or its subsidiaries.
4. Must not have or have had a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company in a manner that may impede their independent judgment, and must not be or have been a significant shareholder or controlling person of those who have a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for at least 2 years.

   Business relationships as per the first paragraph include ordinary commercial transactions conducted in the course of business, leasing or subleasing of real estate, transactions related to assets or services, or the provision or receipt of financial assistance through lending or borrowing, guarantees, or providing assets as collateral for debts, as well as other similar circumstances, which result in the Company or the counterparty having a debt obligation to the other party amounting to 3% or more of the Company's net tangible assets or 20 million Baht or more, whichever is lower. The calculation of such debt obligations shall follow the method for calculating the value of connected transactions as stipulated in the Capital Market Supervisory Board's notification regarding rules for connected transactions, by analogy. However, when considering such debt obligations, any debt incurred within one year prior to the date of the business relationship with the same person shall be included.
5. Must not be or have been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and must not be a significant shareholder, controlling person, or partner of an audit firm where an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company is affiliated, unless such characteristics have ceased for at least 2 years.
6. Must not be or have been a professional service provider, including legal or financial advisors, who received service fees exceeding 2 million Baht per year from the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and must not be a significant shareholder, controlling person, or partner of such professional service provider, unless such characteristics have ceased for at least 2 years.
7. Must not be a director appointed as a representative of the Company's directors, major shareholders, or shareholders related to major shareholders.
8. Must not engage in a business of the same nature that is significantly competitive with the business of the Company or its subsidiaries, or be a significant partner in a partnership, or be a director involved in management, an employee, a staff member, a salaried advisor, or hold more than 0.5% of the total voting shares of another company that engages in a business of the same nature and is significantly competitive with the business of the Company or its subsidiaries.
9. There are no other characteristics that would prevent the independent expression of opinion regarding the company's operations.
10. An independent director may hold office for a maximum consecutive term of 9 years. An independent director may be assigned by the Board of Directors to make decisions regarding the operations of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, with decisions made in a collective manner.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year	:	No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee	:	Yes
Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee	:	Yes

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The rights of minority investors to appoint the Company's directors are detailed with procedures in accordance with good corporate governance principles, as follows:

Advance Nomination of Individuals for Consideration as Directors
The Company provides an opportunity for minority shareholders to participate in selecting qualified individuals for directorships, based on the following criteria:

- Shareholder Qualifications: Must be a single shareholder or multiple shareholders collectively holding not less than 5% of the total voting shares. Such shareholding must be maintained continuously from the nomination date until the book-closing date for shareholders.
- Nomination Period: For the Annual General Meeting 2025, the Company will accept nominations from October 16, 2024, to December 31, 2024.
- Operational Procedures:
    - Shareholders must complete the Nomination Form for Individuals to be Considered for Election as Company Directors (Form B).
    - Nominated individuals are required to complete the Nominee Information Form (Form C) and provide their consent signature.
    - Attach proof of shareholding and identification documents. Send via email to comsec@ubonbioethanol.com or by registered mail to the Company Secretary.

Review and Screening Process

- Nomination and Remuneration Committee (NRC): The NRC will conduct an initial review of qualifications, considering knowledge, abilities, experience, and skills essential for the business (Board Skill Matrix), and ensuring that there are no legal disqualifications.
- Notification of Results: Individuals approved by the Board of Directors will be included in the agenda for the election of directors in the shareholder meeting notice, where they will be identified as nominees proposed by shareholders. If not approved, the Company will inform the shareholders' meeting of the reasons.

Voting Rights at the Shareholders' Meeting

On the day of the Annual General Meeting (AGM), minority shareholders may exercise their right to appoint directors as follows:

- Voting Criteria: The method of one share, one vote is used.
- Individual Election: The Company stipulates that voting for the election of directors shall be conducted on an individual basis, allowing shareholders to independently consider the qualifications of each director.
- Result Determination: Individuals who receive the highest number of votes in descending order will be appointed as directors, up to the number required for that election. In the event of a tie that exceeds the required number, the Chairman of the meeting shall cast the deciding vote.

Furthermore, if a shareholder is unable to attend the meeting in person, they may exercise their right to appoint another person or an independent director of the Company to attend and vote on their behalf, thereby preserving their right to appoint directors.

Method of director appointment	:	Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PALAKORN SUWANRATH (Chairman of the board of directors, Independent director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization
2. Mr. SIWA SANGMANEE (Director, Independent director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization
3. Mr. ISSRA SHOATBURAKARN (Director, Independent director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization

List of directors	Participation in training in the past financial year	History of training participation
4. Mr. PRASIT WASUPATH (Director, Independent director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization
5. Mr. SOMKEIRT HUDTHAGOSOL (Director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization
6. Mrs. SAISUNEE KUHAKARN (Director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization

List of directors	Participation in training in the past financial year	History of training participation
7. Mr. JEERAWAT PATTANASOMSIT (Director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization
8. Ms. SUREEYOT KHOWSURAT (Director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization
9. Mr. KANIT VALLAYAPET (Director, Independent director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. PATIPARN SUKORNDHAMAN (Director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization
11. Mr. WIRAT UANARUMIT (Director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization
12. Mr. TOSSRI KHOWSURAT (Director)	Participating	Other • 2025: Code of Conduct for Directors, Executives, and Employees • 2025: Cybersecurity governance • 2025: Guidelines for compliance with the Conflict of Interest Policy • 2025: Guidelines for the use of inside information within the organization

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Objectives

The Board of Directors mandates performance evaluations at least once a year to allow the Board to collectively review performance and issues from the past year and to utilize the evaluation results to improve and enhance the efficiency of their duties.

Types and Topics of Evaluation

The evaluation is divided into 4 main categories, with different topics considered based on roles and responsibilities, as follows:

- Board of Directors (Entire Board): Evaluated on 6 key topics, namely
  1. Structure and Qualifications of the Board of Directors
  2. Roles, Duties, and Responsibilities of the Board of Directors
  3. Board Meetings
  4. Performance of Directors' Duties
  5. Relationship with Management
  6. Self-development of Directors and Executive Development
- Company Directors (Individual), Sub-committees (Entire Board), and Sub-committee Directors (Individual): Evaluated on 3 topics, namely
  1. Structure and Qualifications of Directors
  2. Board Meetings
  3. Roles, Duties, and Responsibilities of Directors

Measurement Score Criteria

The Company uses an evaluation form with a 5-level measurement scale, as follows:

- 1 point: Strongly disagree or no action taken on that matter
- 2 points: Disagree or very little action taken on that matter
- 4 points: Strongly agree or good/frequent action taken on that matter
- 5 points: Strongly agree or excellent/regular action taken on that matter

Evaluation of the Chief Executive Officer and President (CEO)

The Nomination and Remuneration Committee evaluates the CEO's performance annually to consider adjusting the remuneration rate appropriately, with 10 evaluation topics such as leadership, strategy formulation and implementation, financial planning and performance, relationships with the Board and external parties, human resource management and development, and product knowledge, among others.

Process and Reporting of Results

The Company has a policy to disclose the results of the Board of Directors' performance evaluation in its annual report (Form 56-1 One Report).

Evaluation of the duty performance of the board of directors over the past year

The Company Secretary's Office is responsible for distributing evaluation forms to all directors for assessment at the end of each year and compiling evaluation summaries to report to the Board of Directors for acknowledgment and discussion annually. For the year 2025, the performance evaluation results of the committees are as follows:

- The Board of Directors (as a committee and individually) received an average score of "Excellent".
- The Audit Committee (as a committee and individually) received an average score of "Excellent".
- The Nomination and Remuneration Committee (as a committee and individually) received an average score of "Excellent".

- The Risk and Corporate Sustainability Management Committee (as a committee and individually) received an average score of "Excellent".

หัวข้อการประเมิน	การประเมินตนเองทั้งคณะ (คะแนนเต็ม 5)				การประเมินตนเองรายบุคคล (คะแนนเต็ม 5)			
	BOD	AC	NRC	RMC	BOD	AC	NRC	RMC
1. โครงสร้างและคุณสมบัติของคณะกรรมการ	✓	✓	✓	✓	✓	✓	✓	✓
2. บทบาท หน้าที่และความรับผิดชอบคณะกรรมการ	✓	✓	✓	✓	✓	✓	✓	✓
3. การประชุมคณะกรรมการ	✓	✓	✓	✓	✓	✓	✓	✓
4. การทำหน้าที่ของกรรมการ	✓	-	-	-	-	-	-	-
5. ความสัมพันธ์กับฝ่ายจัดการ	✓	-	-	-	-	-	-	-
6. การพัฒนาตนเองของกรรมการและพัฒนาผู้บริหาร	✓	-	-	-	-	-	-	-
รวม	4.86	4.87	4.90	4.70	4.85	4.96	4.97	4.71

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Nomination and Remuneration Committee annually evaluates the performance of the Chief Executive Officer and President, at least once a year. This evaluation measures the performance of the Chief Executive Officer and President over the past year using Key Performance Indicators (KPIs) and compares the operating results with other companies in the same industry. The evaluation topics adhere to the guidelines of the Stock Exchange of Thailand, comprising: (1) Leadership, (2) Strategy Formulation, (3) Strategy Implementation, (4) Financial Planning and Performance, (5) Board Relations, (6) External Relations, (7) Management and Personnel Relations, (8) Succession Planning, (9) Product Knowledge, and (10) Personal Attributes, for submission to the Board of Directors.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 8

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PALAKORN SUWANRATH (Chairman of the board of directors, Independent director)	8	/	8	1	/	1		/	
2. Mr. SIWA SANGMANEE (Director, Independent director)	8	/	8	1	/	1		/	
3. Mr. ISSRA SHOATBURAKARN (Director, Independent director)	8	/	8	1	/	1		/	
4. Mr. PRASIT WASUPATH (Director, Independent director)	8	/	8	1	/	1		/	
5. Mr. SOMKEIRT HUDTHAGOSOL (Director)	8	/	8	1	/	1		/	
6. Mrs. SAISUNEE KUHAKARN (Director)	8	/	8	1	/	1		/	
7. Mr. JEERAWAT PATTANASOMSIT (Director)	7	/	8	1	/	1		/	
8. Ms. SUREEYOT KHOWSURAT (Director)	8	/	8	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Mr. KANIT VALLAYAPET (Director, Independent director)	8	/	8	1	/	1		/	
10. Mr. PATIPARN SUKORNDHAMAN (Director)	6	/	6	1	/	1		/	
11. Mr. WIRAT UANARUMIT (Director)	8	/	8	1	/	1		/	
12. Mr. TOSSRI KHOWSURAT (Director)	6	/	6	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PALAKORN SUWANRATH (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
2. Mr. SIWA SANGMANEE (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
3. Mr. ISSRA SHOATBURAKARN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
4. Mr. PRASIT WASUPATH (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
5. Mr. SOMKEIRT HUDTHAGOSOL (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Mrs. SAISUNEE KUHAKARN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
7. Mr. JEERAWAT PATTANASOMSIT (Director)	7/8 (87.50%)	1/1 (100.00%)	N/A
8. Ms. SUREEYOT KHOWSURAT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
9. Mr. KANIT VALLAYAPET (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
10. Mr. PATIPARN SUKORNDHAMAN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
11. Mr. WIRAT UANARUMIT (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
12. Mr. TOSSRI KHOWSURAT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**98.96%**	**100.00%**	**N/A**

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

Policies and Consideration Criteria

- Appropriate Level: The Company sets remuneration at a level appropriate to the scope, duties, and responsibilities of directors in each position.
- Comparison: Reference and comparison are made with listed companies on the stock exchange that have similar business sizes or are in the same industry.
- Link to Performance: Remuneration (especially bonuses) will be linked to the overall performance of the Company to incentivize the Board of Directors to guide the organization towards both short-term and long-term goals.

Components of Remuneration

The remuneration for directors and sub-committee members consists of 3 main components as follows:

1. Monthly Remuneration: Paid only to the Board of Directors (BOD) and the Audit Committee (AC)

2. Meeting Allowance: Paid based on the actual number of meetings attended, covering both the Board of Directors and all sub-committees (AC, NRC, RMC).
3. Annual Bonus: Considered based on the appropriateness of the Company's performance each year and allocated according to the tenure of the position.

Remuneration Rates (2025 Data)

As approved by the Annual General Meeting of Shareholders 2025, the rates are set as follows:

- **Board of Directors (BOD)**
  - Chairman: Monthly 40,000 Baht / Meeting allowance 25,000 Baht per meeting
  - Director: Monthly 30,000 Baht / Meeting allowance 20,000 Baht per meeting
- **Audit Committee (AC)**
  - Chairman: Monthly 20,000 Baht / Meeting allowance 15,000 Baht per meeting
  - Director: Monthly 15,000 Baht / Meeting allowance 12,000 Baht per meeting
- **Other Sub-Committees (NRC and RMC):** No monthly remuneration, only meeting allowance (Chairman 15,000 Baht / Director 12,000 Baht per meeting)

Conditions and Specific Characteristics

- Limited to Non-Executive Directors: The Company's policy is to pay remuneration and bonuses only to non-executive directors. Executive directors (e.g., CEO) will receive remuneration as employees/executives as usual and will not receive additional remuneration as directors.
- No Other Remuneration: The Company does not pay any non-monetary remuneration to directors.
- Approval Process: The Nomination and Remuneration Committee (NRC) will screen and propose to the Board of Directors for final approval from the shareholders' meeting annually.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. PALAKORN SUWANRATH (Chairman of the board of directors, Independent director)			**655,000.00**		**0.00**
Board of Directors (Chairman of the board of directors)	175,000.00	480,000.00	655,000.00	No	
2. Mr. SIWA SANGMANEE (Director, Independent director)			**845,000.00**		**0.00**
Board of Directors (Director)	140,000.00	360,000.00	500,000.00	No	
Audit Committee (Chairman of the audit committee)	75,000.00	240,000.00	315,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	30,000.00	0.00	30,000.00	No	
3. Mr. ISSRA SHOATBURAKARN (Director, Independent director)			**764,000.00**		**0.00**
Board of Directors (Director)	140,000.00	360,000.00	500,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	60,000.00	180,000.00	240,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	24,000.00	0.00	24,000.00	No	
4. Mr. PRASIT WASUPATH (Director, Independent director)			**764,000.00**		**0.00**
Board of Directors (Director)	140,000.00	360,000.00	500,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	180,000.00	240,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	24,000.00	0.00	24,000.00	No	
5. Mr. SOMKEIRT HUDTHAGOSOL (Director)			**605,000.00**		**0.00**
Board of Directors (Director)	140,000.00	360,000.00	500,000.00	No	
The Risk Management and Sustainability Committee (The chairman of the subcommittee)	105,000.00	0.00	105,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mrs. SAISUNEE KUHAKARN (Director)			**500,000.00**		**0.00**
Board of Directors (Director)	140,000.00	360,000.00	500,000.00	No	
7. Mr. JEERAWAT PATTANASOMSIT (Director)			**552,000.00**		**0.00**
Board of Directors (Director)	120,000.00	360,000.00	480,000.00	No	
The Risk Management and Sustainability Committee (Member of the subcommittee)	72,000.00	0.00	72,000.00	No	
8. Ms. SUREEYOT KHOWSURAT (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
The Risk Management and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Mr. KANIT VALLAYAPET (Director, Independent director)			**500,000.00**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	140,000.00	360,000.00	500,000.00	No	
10. Mr. PATIPARN SUKORNDHAMAN (Director)			**483,214.00**		**0.00**
Board of Directors (Director)	120,000.00	303,214.00	423,214.00	No	
The Risk Management and Sustainability Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	
11. Mr. WIRAT UANARUMIT (Director)			**584,000.00**		**0.00**
Board of Directors (Director)	140,000.00	360,000.00	500,000.00	No	
The Risk Management and Sustainability Committee (Member of the subcommittee)	84,000.00	0.00	84,000.00	No	
12. Mr. TOSSRI KHOWSURAT (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,395,000.00	3,663,214.00	5,058,214.00
2. Audit Committee	195,000.00	600,000.00	795,000.00
3. The Risk Management and Sustainability Committee	321,000.00	0.00	321,000.00
4. Nomination and Remuneration Committee	78,000.00	0.00	78,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,723,000.00	2,284,000.00	1,989,000.00
Other monetary remuneration (Baht)	10,682,818.00	4,320,000.00	4,263,214.00
Total (Baht)	12,405,818.00	6,604,000.00	6,252,214.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year (Baht) : 0.00

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

Sending representatives to serve as directors, executives, or controlling persons

- According to shareholding proportion: The Company will consider sending representatives to serve as directors or executives in subsidiaries or associated companies, at least in proportion to its shareholding.
- Qualifications: Individuals sent must possess full qualifications and responsibilities, and must not have characteristics indicating a lack of trustworthiness, as per the announcement of the SEC.

Scope of authority, duties, and responsibilities of representatives in setting important policies

- Voting: Representative directors have the discretion to vote on matters of general management and normal business operations for the best interest of the Company and its subsidiaries.
- Approval before voting: For matters of significant importance to management and business operations, representatives must present the matter to the Company's Board of Directors for approval before casting votes at the meetings of such subsidiaries or associated companies.
- Legal duties: Representatives must perform their duties responsibly in accordance with laws, regulations, and the Company's policies, and must not participate in approving matters in which they have a vested interest or a conflict of interest.

Disclosure of financial status and operating results

- Monitoring: The Board of Directors will ensure that subsidiaries and associated companies disclose their financial status and operating results, as well as other significant transactions, to the Company completely and accurately.
- Information channels: Representatives sent have a duty to provide channels for the Company's directors and executives to receive information from subsidiaries for timely monitoring of their financial status.

Transactions between the company and related parties

- Consideration criteria: Transactions with related parties must have their size calculated and compared with the Company's size according to the criteria of the Securities and Exchange Commission.
-
    - If the transaction size is within the specified criteria, it must receive approval from the Board of Directors before the subsidiary undertakes the transaction.
    - If it is a large transaction according to the criteria, it must be approved by the Company's Shareholders' Meeting with votes of not less than three-fourths of the shareholders present and eligible to vote.

Other significant transactions

Transactions that are not part of normal business operations and have a significant impact must be approved by the Board of Directors or the Shareholders' Meeting (as the case may be), such as:

- Borrowing money, lending money, or providing guarantees that are not part of normal business operations
- Dissolution of subsidiaries
- Capital increase or decrease that significantly reduces the Company's shareholding proportion or voting rights.

Acquisition or disposal of assets

- Must comply with the criteria for calculating transaction size set by the Securities and Exchange Commission by analogy.
- including the transfer or waiver of benefits, the sale or transfer of all or a significant portion of the business, and the lease or hire-purchase of a significant portion of the business or assets.

Internal control system of subsidiaries

- Appropriateness and strictness: The Board of Directors has a duty to ensure that subsidiaries have appropriate, efficient, and sufficiently strict internal control systems to ensure that operations comply with the Company's plans, budgets, and policies.

- System establishment: Representative directors and executives have a direct duty to establish internal control systems and necessary operational systems, including measures to monitor the performance of subsidiaries.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year	:	Yes

Principles and Commitment

The company stipulates that all actions must prioritize the company's interests. Personnel at all levels must avoid involvement in activities that may create conflicts of interest, whether through partnership, holding positions, or having financial relationships with external parties that negatively impact the company.

Guidelines for Decision-Making and Operations

- Decision-Making: Decisions must be free from the influence of personal desires or those of related individuals (whether by blood or personal acquaintance) and must use fair prices (Arm's Length Basis), as if transacting with external parties.
- Withdrawal from Approval: If a decision must be made on an item in which an individual has a conflict of interest, personnel must report to their supervisor and immediately withdraw from participation in that item.
- Operations: Employees must work full-time with their utmost ability, without diverting working hours to conduct other external businesses unrelated to the company's interests.
- Supply Chain Relationships: Personnel must not be involved in the procurement process of partners with whom they have close relationships, such as parents, siblings, spouses, or children.

Measures for Directors and Executives

- Reporting of Conflicts of Interest: Directors and executives are responsible for preparing reports on their conflicts of interest and those of related persons annually, or whenever new events occur during the year.
- Appointment and Disclosure: Nominees for directorship must disclose details of their relationships and conflicts of interest to the company, to inform shareholders at least 14 days prior to the meeting.
- Board Meetings: Prior to the commencement of a meeting agenda, potential conflicts of interest will be reviewed. If any director is found to have an interest in that agenda item, they are prohibited from attending the meeting and abstaining from voting, and this must be recorded in the meeting minutes.

Management of Related Party Transactions

- Review: Related party transactions must be reviewed by the Audit Committee to ensure they are reasonable and provide the utmost benefit to the business.

- Internal Audit: The Internal Audit Department will conduct random reviews of intercompany transactions to ensure compliance with established contracts and policies.
- Information Disclosure: The company will disclose items that may involve conflicts of interest in its annual information statement (Form 56-1 One Report) for transparency.

Oversight and Penalties

- Whistleblowing Channel: A channel for receiving complaints will be provided if behavior indicating corruption or conflicts of interest is observed, such as email at cac@ubonbioethanol.com or direct telephone at 065-836-8845.
- Disciplinary Penalties: Violation of this policy or concealment of important information from supervisors is considered a serious disciplinary offense, which may lead to the company considering termination of employment without severance pay, and may pursue further civil or criminal legal action if damages occur.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

Definitions and Key Principles

- Inside Information: Refers to information that has not been generally disclosed to the public and is material to the change in the price or value of the company's securities.
- Confidentiality: Directors, executives, and employees (including former personnel who have resigned) are prohibited from disclosing inside information or secrets of the company and its partners to external parties, even if such disclosure does not cause damage.
- Purpose of Information Use: Inside information shall be used solely for the benefit of the company's business operations. It is prohibited to use it for personal gain or for other companies with which one is involved, whether or not remuneration is received.

Measures for Securities Trading Blackout Period (Blackout Period)

To ensure fairness to shareholders, the company has established the following blackout periods for the purchase, sale, transfer, or acceptance of transfer of the company's securities:

- Prohibited Trading Period: During the 1-month period prior to the disclosure of quarterly and annual financial statements.
- After Information Disclosure: A period of 24 hours must elapse after the full disclosure of financial statements or significant information to the public.

- Applicable Persons: Includes directors, executives, employees with access to inside information, as well as their spouses (or persons cohabiting as husband and wife) and minor children of such persons.

Operating Procedures and Reporting

- Advance Notification: When directors, executives, and heads of accounting and finance departments or higher intend to conduct transactions involving the company's securities, they must notify the Company Secretary at least 1 business day in advance.
- Reporting of Securities Holdings (Section 59): Directors and executives must prepare and submit reports on their own, their spouses', and their children's securities holdings to the SEC Office within 3 business days from the date of purchase, sale, transfer, or acceptance of transfer.
- Duties of the Company Secretary: The Company Secretary is responsible for collecting reports on conflicts of interest and securities holdings for reporting to the Chairman of the Board and the Chairman of the Audit Committee.

Supervision and Internal Control

- Public Disclosure of Information: Any communication of information related to inside information must be approved solely by the Chief Executive Officer and President or their authorized delegate.
- Responsibilities of Supervisors: Supervisors at all levels are responsible for overseeing that critical information within their respective departments does not leak to external parties before official dissemination.
- Scope of Use: The sharing of inside information among personnel must be strictly within the scope of their assigned duties and responsibilities.

Penalties and Responsibilities

- Disciplinary Offenses: Failure to comply with this policy is considered a serious breach of ethics and discipline, for which the company may consider termination of employment without severance pay.
- Legal Penalties: Violators may be subject to both civil and criminal penalties as prescribed by securities and exchange laws.

Furthermore, the Board of Directors has reviewed and announced the latest policy on the use of inside information on February 24, 2026, to ensure its continuous up-to-dateness and compliance with regulatory requirements.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Review of the suitability of anti-corruption measures

The Board of Directors and senior management mandate a regular review of the anti-corruption policy and guidelines at least once a year, or whenever significant changes occur, to ensure that the measures remain appropriate, stringent, and sufficient to prevent potential risks arising from changing business circumstances and laws. The latest version was signed and announced for implementation on February 24, 2026.

Participation in anti-corruption initiatives

The Company demonstrates its commitment to being a model organization and a change agent in combating corruption within the business sector by continuously participating as a member and receiving certification from the Thai Private Sector Collective Action Against Corruption (CAC). This reflects its dedication to promoting transparent and ethical business operations. In the past year, the Company successfully renewed its CAC membership for the third time.

Assessment and identification of corruption risks

The Company conducts annual assessments of corruption and bribery risks across all business processes, with a focus on high-risk activities such as

- Procurement and sales processes
- Budget disbursement and payment of various fees
- Charitable donations and financial sponsorships. The assessment results will be used to identify key risk points and establish effective preventive and control measures.

Communication and training for employees

The Company prioritizes fostering awareness and an ethical organizational culture through various activities.

- Orientation: Anti-corruption policy is included as part of the curriculum for new employees.
- Continuous Communication: Policies are communicated via email, bulletin boards, website, and activities on UBE DAY.
- External Communication: Emails are regularly sent to inform business partners and customers about the "No Gift Policy".
- In 2025, the Company organized a training course on "Anti-Corruption Practices" to enhance knowledge, understanding, and foster an organizational culture committed to transparency and ethical business operations. 100% of the Company's employees participated in this training.

Monitoring and evaluation of policy compliance

- Self-Assessment: Directors and employees are required to self-assess their performance regarding ethics and anti-corruption.
- Audit Unit: The Internal Audit Department is responsible for monitoring and verifying whether actual operations comply with established policies and regulations.
- Whistleblowing Channel: An accessible and secure channel for receiving complaints from employees and external parties is provided, such as email at cac@ubonbioethanol.com and direct line 065-836-8845, guaranteeing confidentiality and protection for whistleblowers against retaliation.

Verification of process completeness and adequacy

- Role of the Audit Committee: Responsible for reviewing internal control systems and risk management, as well as verifying the accuracy of financial reports and supporting documents in accordance with the CAC program.
- External Auditor: External parties conduct audits and assess the adequacy of internal control systems to ensure that management processes are transparent and comply with international standards and relevant laws.
- Reporting: The Internal Audit Department regularly reports the results of corruption risk assessments to the Audit Committee to continuously improve processes.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year	:	Yes

Objectives and Scope of Whistleblowing

The company provides this mechanism to enable all employees and stakeholders to effectively participate in overseeing the company's interests. Matters reported include:

- Illegal acts: Fraud, corruption, violation of regulations, rules, or the business ethics of directors, executives, and employees.
- Financial irregularities: Inaccurate financial reports or deficient internal control systems.
- Matters affecting the company: Matters impacting the company's interests or reputation.
- Environmental impacts: Especially regarding biodiversity and forest areas affected by business operations, which are clearly stated in the updated policy for 2025.

Whistleblowing and Complaint Channels

The company provides independent and easily accessible channels for both internal and external individuals.

- Email: cac@ubonbioethanol.com
- Mail: Send to "Audit Committee" or "Internal Audit Office" at the Head Office, Ubon Ratchathani Province.
- Direct telephone: Internal Audit Office Tel. 065-836-8845
- Online channel: Company website www.ubobioethanol.com
- Channels for employees: Line Official: @UBBECARE
- External channels (Partners/Community): UBE CARE CENTER Information Service

Procedure upon receiving a matter

1. Information screening: The Internal Audit Office will consider the clarity of information and evidence. If sufficient, the matter will be recorded in the system.
2. Submitting matters to responsible parties:
   - For matters violating HR regulations/code of conduct: Submit to the Human Resources Department.
   - For corruption matters: Submit to the Director of Internal Audit Office or the Audit Committee.
   - For complex matters/involving multiple departments: The Chief Executive Officer will appoint an ad-hoc Investigation Committee.
3. Reporting results: Upon completion of the investigation, the results will be reported to the Audit Committee and the Board of Directors, and the whistleblower will be informed of the outcome (if their identity is disclosed).

Whistleblower Protection Measures

The company assures protection for whistleblowers acting in good faith, as follows:

- Confidentiality: Names, surnames, addresses, or identifiable information will not be disclosed and will be kept with utmost confidentiality.
- Safety protection: If a whistleblower believes they may be unsafe, they can request the company to implement additional protective measures.
- Protection against harassment: The company will not take any unfair actions against whistleblowers, such as unfair termination, suspension, job or workplace reassignment, intimidation, or bullying.
- Remedy: For 2025, the company plans to implement remedial measures (Remedy), both monetary and non-monetary, for those who have suffered damage from the company's operations.

Penalties for false reporting

If a report is found to be false and made with malicious intent to harass others, employees will face disciplinary action according to company regulations. For external individuals, the company may consider legal action.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 6

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SIWA SANGMANEE (Chairman of the audit committee)	6	/	6	6/6 (100.00%)
2 Mr. ISSRA SHOATBURAKARN (Member of the audit committee)	6	/	6	6/6 (100.00%)
3 Mr. PRASIT WASUPATH (Member of the audit committee)	6	/	6	6/6 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of the audit committee

Review of Financial Statements and Financial Reports

The Audit Committee reviewed the quarterly and annual financial statements for 2025, which were prepared in accordance with Thai Financial Reporting Standards (TFRS). Meetings were held with the auditor and the accounting department to consider the accuracy of accounting policies and disclosures. Additionally, separate meetings were held with the auditor, without management present, to discuss Key Audit Matters (KAMs) and the independence of operations. The auditor issued an unqualified opinion on the 2025 annual financial statements, and the Committee found the financial reports to be accurate, reliable, and fully disclosed.

Assessment of Internal Control Systems and Internal Audit

- Internal Control System: Reviewed in accordance with international standard COSO 2013, covering all five components, with an emphasis on high-risk processes and information technology systems. The assessment found no significant deficiencies, and therefore, the Committee is of the opinion that the internal control system is adequate and appropriate.
- Internal Audit Function: Overseeing the independence of the internal audit unit and approving the 2025 annual audit plan, which focuses on critical high-risk processes. The performance was assessed as efficient and satisfactorily effective.

Good Corporate Governance and Legal Compliance

- The Audit Committee oversaw that business operations strictly complied with the laws and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.
- No material issues of non-compliance with laws or regulations were found, including the opportunity provided for minority shareholders to propose agenda items in advance, although no proposals were submitted in the past year.

Anti-Corruption and Whistleblowing

The Company strictly adhered to its anti-corruption policy, earning the CAC Change Agent award in 2025. Furthermore, it oversaw the Whistleblowing channels, and based on reports from the internal audit department, no whistleblowing reports or complaints regarding corruption or misconduct were found in 2025.

Consideration of Auditor Appointment
The Committee considered and selected the auditor based on independence, knowledge, and appropriateness of remuneration, resolving to propose the appointment of EY Office Limited as the auditor for the year 2025.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of The Risk Management and Sustainability Committee

Meeting The Risk Management and Sustainability Committee (times) : 6

List of Directors	Meeting attendance of The Risk Management and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. JEERAWAT PATTANASOMSIT (Member of the subcommittee)	5	/	6	5/6 (83.33%)
2 Mr. SOMKEIRT HUDTHAGOSOL (The chairman of the subcommittee)	6	/	6	6/6 (100.00%)
3 Ms. SUREEYOT KHOWSURAT (Member of the subcommittee)	6	/	6	6/6 (100.00%)
4 Mr. WIRAT UANARUMIT (Member of the subcommittee)	6	/	6	6/6 (100.00%)
5 Mr. PATIPARN SUKORNDHAMAN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				**(96.67%)**

The results of duty performance of The Risk Management and Sustainability Committee

In 2025, the Enterprise Risk and Sustainability Management Committee performed its duties in overseeing the Company's operations to ensure they are appropriate and aligned with strategic directions, policies, and the risk management framework, covering both enterprise risks and sustainability risks, with key operational details as follows:

Oversight of Risk Management Processes
The Committee oversees that the Group's risk management processes comply with the COSO ERM 2017 framework. Criteria for assessing likelihood and impact are reviewed, and the acceptable risk level (Risk Appetite) is defined to align with constantly changing circumstances.

Risk Assessment and Plan Formulation

Risk factors are analyzed, covering both current risks and emerging risks, with an emphasis on sustainability risks (ESG Risks) and adaptation to the impacts of climate change. Appropriate risk indicators and control measures are established to reduce the likelihood of future risks.

Monitoring and Reporting

The Committee regularly monitors the implementation of the risk management plan to ensure alignment with the Company's objectives and reports the results to the Board of Directors quarterly. Furthermore, joint meetings are held with the Audit Committee to exchange information and recommendations regarding enterprise risk assessment and significant internal controls.

Managing Challenges and Risk Diversification

In 2025, the Committee prepared to address price challenges in the ethanol and tapioca starch businesses, as well as production fluctuations in the supply chain due to climate conditions. Additionally, it oversaw risk management in newly invested restaurant businesses and considered opportunities to enter new potential businesses to diversify risks and create sustainable performance.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRASIT WASUPATH (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. SIWA SANGMANEE (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. ISSRA SHOATBURAKARN (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Nomination and Remuneration Committee

Recruitment and Appointment of Key Personnel

- Considered the nomination of individuals for election as directors to replace those whose terms have expired, as well as the recruitment and appointment of individuals to positions on sub-committees and the recruitment of individuals to be senior executives.
- Recruitment criteria are based on legal qualifications, knowledge, abilities, experience, and expertise beneficial to the company, including a conflict of interest check before proposing to the Board of Directors or the Shareholders' Meeting.

Compensation Determination

- Established remuneration criteria for company directors, sub-committees, and senior executives, considering business performance, business size, and responsibilities.
- Comparisons are made with listed companies on the stock exchange with similar market capitalization and companies in the same industry to ensure that it is at an appropriate level.

Performance Evaluation

- Evaluate the performance of the Chief Executive Officer and President to determine the amount, form, and rate of remuneration consistent with their performance.
- Conducted a self-assessment of its performance (Nomination Committee) for the year 2025, and the assessment results indicated that duties were performed fully in accordance with the charter.

Corporate Governance and Shareholder Engagement

- Shareholders are given the opportunity to nominate individuals for election as directors for the Annual General Meeting of Shareholders in 2026 to promote good corporate governance.
- Reviewed the charter of the Nomination Committee and found it to be appropriate and consistent with the principles of good corporate governance for listed companies in 2017 as prescribed by the SEC Office.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy	:	Yes

Ubon Bio Ethanol Public Company Limited and its subsidiaries (" **The Company** " or " **UBE Group** ") operates its business under a new vision: "To be a leading organization committed to enhancing the quality of life and well-being of society through organic agriculture, food, and bio-innovations for sustainable development." The Company has established a sustainable development policy under the framework of balanced development across three dimensions (ESG), namely:

- Economic Dimension (Profit/Governance): focuses on transparent and good governance management, and comprehensive risk management, with a strong internal control system applying the COSO (ICSR) framework to verify the accuracy of ESG data, and external data verification (Third-party Verification) for transparency.
- Environmental Dimension (Planet): operates under the QSHE&E policy (Quality, Occupational Health, Safety, Environment, and Energy Management) to mitigate the impacts of business operations, focusing on management according to the BCG (Bio-Circular-Green) model, with key projects such as Zero Waste management, biogas production from wastewater and cassava pulp for recycling as alternative energy, as well as enhancing water use efficiency (Water Security).
- Social Dimension (People): driven by the "UBE CARE" strategy and Creating Shared Value (CSV), prioritizing safety and occupational health in accordance with ISO 45001 standards, and enhancing the quality of life for farmers through the "Ubon Model Plus" project to promote low-carbon agriculture and the international sustainability standard system ISCC PLUS.

Reference link for sustainability policy	:	https://www.ubonbioethanol.com/storage/document/corporate-governance/ube-sustainability-policy-th.pdf

Sustainability management goals

Does the company set sustainability management goals	:	Yes

Sustainability Management Goals of Ubon Bio Ethanol Public Company Limited and its subsidiaries (" **The Company** " or " **UBE Group** ") are established under a balanced development framework across three dimensions: Economy (Profit), Environment (Planet), and Society (People), linked to the United Nations Sustainable Development Goals (UN SDGs) and the concept of Creating Shared Value (CSV).

Target information aligned with both short-term and long-term business strategies is detailed as follows:

Climate and Greenhouse Gas Management Goals (Climate Action)

The Company has developed a clear GHG Emissions Roadmap to become a low-carbon organization, in line with its new vision focused on bio-innovation.

- Short-term (2025 2030)
  - 2025: Reduce greenhouse gas emissions by 3% from the 2024 base year.
  - 2030: Aim to reduce greenhouse gas emissions (Scope 1 and 2) by 50%.
- Medium-term (2040): Achieve Carbon Neutrality covering Scope 1, 2, and 3.
- Long-term (2050): Achieve Net Zero Greenhouse Gas Emissions.

Resource and Environmental Management Goals

The Company focuses on enhancing resource efficiency in line with the Circular Economy concept.

- Water Management
  - set quantitative targets (Water Intensity), such as ethanol production not exceeding 14.73 cubic meters/liter of water.
  - Medium-term goal (2028): Increase the proportion of recycled water to no less than 15%,
- Energy Management: Reduce electricity consumption and increase fuel efficiency per unit of production through measurable Key Performance Indicators (KPIs),
- Waste Management:
  - 2025: Increase the volume of recycled waste sold by no less than 5% compared to the base year,
  - 2026: Reduce the volume of general solid waste by 2%.

3. Social & Supply Chain Goals

- Raw Material Sustainability: Promote sustainable agriculture through ISCC PLUS standards, aiming to expand certified cassava cultivation areas to 10,000 rai by 2027.
- Organizational Safety: Adhere to the "Safety First" policy, aiming for a continuous zero Lost Time Injury Frequency Rate (LTIFR).
- International Standards: Elevate ESG operations to achieve international assessments, such as FTSE Russell by 2026, and disclose information according to SET ESG criteria.

The Company has Review policies and Organizational sustainability management goals aligned with business operating strategies Annually (last updated on December 8, 2025) to ensure these goals align with the organizational strategy, sustainable development direction, and the expectations of all stakeholder groups. ,, with oversight by the Risk and Sustainability Management Committee to achieve the planned Roadmap results.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

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

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

On December 8, 2025, the ESG & CFO Working Group reviewed the company's sustainability policy and goals to align them with business operating strategies and FTSE Russell's assessment criteria. Clarity was added to key issues, including Climate Change, Water Management, Circular Economy, and Biodiversity. Subsequently, the Board of Directors' meeting resolved to approve the revised sustainability policy and goals on February 24, 2026.

Information on impacts on stakeholder management in business value chain

Business value chain

An overview of the company's key activities, covering from upstream to downstream, focusing on creating sustainable value through the BCG (Bio-Circular-Green) model, can be summarized as follows:

Upstream Activities

Raw Material Sourcing and Agricultural Sustainability: The company prioritizes the security and sustainability of its main raw material (cassava) by implementing the following:

- Farmer Promotion: Implementing the "Ubon Model Plus" project to provide knowledge on organic cassava cultivation and agricultural innovation, helping to reduce costs and increase farmers' income.
- International Sustainability Standards: Promoting production under the ISCC PLUS system, which emphasizes traceability, efficient resource utilization, and prevention of deforestation (No Deforestation).
- Green Supply Chain Management: Focusing on Low-Carbon Agriculture to reduce greenhouse gas emissions from the agricultural sector (Scope 3) and strictly enforcing the Supplier Code of Conduct.

Midstream Activities

Environmentally friendly production processes and innovations, focusing on maximum production efficiency under the concept of Circular Economy and international standards.

- Production Standards: Operating under Quality, Environmental, and Occupational Health and Safety Management Systems (ISO 9001, ISO 14001, ISO 45001).
- Zero Waste to Landfill Management: Utilizing by-products from production processes, such as wastewater and cassava pulp, to produce biogas for use as renewable energy in the factory and for electricity generation.
- Resource Management: Focusing on Water Security through water recycling and enhancing energy efficiency to achieve Carbon Neutrality and Net Zero goals.

Downstream Activities

Products and Consumer Response: Delivering quality products and elevating them to high-value products.

- Business Diversity: Covering ethanol business, high-value cassava starch (e.g., gluten-free flour), solar energy, and food business.
- Innovation and Research (R&D): Focusing on developing products that meet global health trends and environmentally friendly biological products, such as Sustainable Aviation Fuel (SAF).
- Relationship Management: Providing diverse communication channels with customers, including product traceability to ensure sustainability throughout the supply chain.

Stakeholder Management Throughout the Value Chain

The company has processes to analyze and respond to the expectations of all stakeholder groups in a balanced manner.

- Employees: Emphasizing "Safety First" (Zero Accident) and skill development towards a Smart Factory.
- Community and Society: Driven by the "UBE CARE" strategy across four dimensions (Environment, Culture, Education, and Health) to create shared value (Creating Shared Value: CSV).
- Governance: Utilizing a robust internal control system (COSO/ICSR) to ensure that ESG disclosures in the One Report are accurate, transparent, and verified by external agencies. This overview demonstrates that UBE Group

not only focuses on business profits but also concretely integrates environmental and social responsibilities into every activity of its value chain.

Business value chain diagram

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	Fair and competitive compensation and benefits Workplace safety Opportunities for skills development and career advancement	The Company provides a fair and competitive compensation and benefits structure aligned with the labor market, while promoting a strong workplace safety culture under the Safety First concept, with the goal of achieving Zero Accident in production processes. In addition, the Company has developed a Human Resource Development Plan (Training Roadmap) to enhance employees skills and prepare for operations in a Smart Factory environment.	• Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar
External stakeholders			

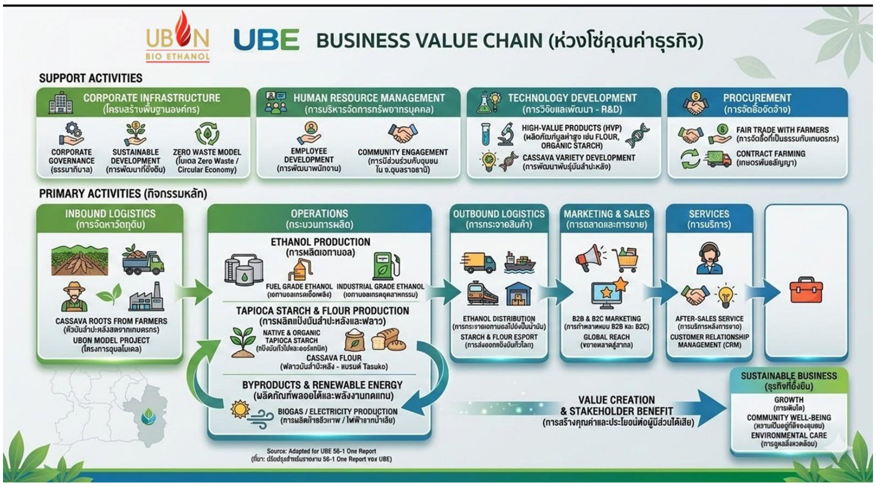
Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Customers	High-quality and standardized products such as ethanol and starch products On-time product delivery Continuous product innovation and development	The Company is committed to maintaining international quality standards such as ISO, GMP, and HACCP, while emphasizing research and development of new products to meet evolving consumer demands, such as gluten-free starch products.	• Online Communication • Complaint Reception • Others • Customer Relationship Management (CRM) system
• Shareholders	Sustainable growth in business performance Good corporate governance Transparent and equitable disclosure of information	The Company conducts its business in accordance with good corporate governance principles, establishes an appropriate dividend policy, and ensures transparent disclosure of information to shareholders through its investor relations channels.	• Press Release • Online Communication • Annual General Meeting (AGM) • Others • Opportunity Day (listed company results presentation to investors)

Group of stakeholders	**Stakeholders expectations**	**Responses to stakeholder expectations**	**Channels for engagement and communication**
• Others • Cassava yard (fresh cassava receiving and processing ar	Long-term stable business relationships Standardized and transparent procurement system	The Company has developed a Fast Payment system and established clear quality inspection criteria for cassava to enhance trust and transparency in the procurement process.	• Complaint Reception • Others • Procurement field visits • Supplier meetings
• Farmers	Fair pricing for produce Support for knowledge and production inputs	The Company continuously implements the Ubon Model project to promote knowledge in organic cassava cultivation, which helps reduce production costs, improve crop quality, and generate stable income for farmers.	• Visit • Online Communication • Others • Agricultural learning center
• Contractors	Fair and transparent procurement process Workplace safety standards	The Company establishes a transparent vendor selection process and strictly enforces workplace safety standards within its manufacturing facilities.	• Others • Pre-start briefing meeting • Safety training

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Community • Society	Environmentally friendly business operations Local employment Community development engagement	The Company manages environmental performance under the Zero Waste concept, utilizing effective wastewater treatment systems and odor control technologies. In addition, the Company organizes Open House activities to provide communities with opportunities to learn about and inspect factory operations, as well as continuously supports community development initiatives.	• External Meeting • Others • Corporate social responsibility program (UBE CARE)
• Government agencies and Regulators	Strict compliance with laws and regulations Contribution to local economic development	The Company conducts its business in strict compliance with applicable laws and regulations, and regularly reports environmental and operational information to relevant regulatory authorities. It also collaborates with government agencies to support the development of the Bio-Economy.	• Others • Government inspections • Participation in government activities and initiatives

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Competitors	Fair competition in business Collaborative development of industry standards	The Company operates within the framework of trade competition laws and participates in industry networks and associations to collectively enhance the standards of Thailands ethanol industry.	• External Meeting • Others • Industry information sharing
• Media	Exchange of industry information	The Company emphasizes accurate and transparent communication by disclosing information through its corporate website, press releases, and various communication channels to ensure that stakeholders receive correct and timely information	• Press Release • Online Communication • Others • Executive media engagement activities

Diagram of the stakeholder analysis in the business value chain



Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics	:	Yes
Over the past year, the company has reviewed its sustainability materiality topics	:	Yes

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Development of research and development innovations	• Innovation Development
Climate Change	• Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Biodiversity Management • Sustainability Risk Management • Innovation Development
Supply Chain Management	• Sustainable Supply Chain Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report	:	Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	Carbon Disclosure Project (CDP), GRI Standards, IFRS Sustainability Disclosure Standards, UN Global Compact

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Governance

The Company emphasizes the systematic integration of risk management under the principles of good corporate governance, striving to develop a clear, transparent governance structure capable of effectively addressing various business challenges. The Company has established committees and working groups with crucial roles in overseeing risk management at each level, ensuring that planning, operations, and monitoring align with the organization's strategic objectives.

In this regard, the Board-level Risk and Organizational Sustainability Committee is responsible for setting the direction, policies, and framework for risk management, as well as overseeing that risk and sustainability operations align with the Company's strategy. Meanwhile, the management-level Risk Management Committee is responsible for driving operations, assessing risks, monitoring risk status, and implementing control measures at the operational level to ensure continuous and comprehensive risk management across all dimensions of the organization. Both committees coordinate and communicate information regularly through a process of monitoring and reporting the progress of risk management plans in various aspects every quarter, including the assessment of new and changing risk factors due to the business environment. These reports are submitted by management to the Board-level Risk and Organizational Sustainability Committee at specified intervals for consideration in reviewing the efficiency and effectiveness of the organization's risk management, as well as supporting strategic decisions to be prudent, transparent, and consistent with the Company's sustainable growth objectives.

Corporate Risk Management Policy

The Company has established a corporate risk management policy and an acceptable risk appetite, which are reviewed annually to align with the business environment and the organization's operational direction. This policy undergoes consideration and approval by the Risk and Organizational Sustainability Committee before being presented to the Chairman of the Board for official endorsement. Subsequently, the Company communicates it to management and employees at all levels to ensure strict adherence and consistent application in risk management throughout the organization.

Cultivating a Risk Culture

The Company promotes risk awareness through various activities, such as organizing Risk Management Workshops for employees across all departments, to enhance understanding of proper risk identification, analysis, and management. Furthermore, management regularly communicates risk issues during Business Unit (BU) Meetings and quarterly Townhall meetings to ensure employees recognize the importance of risk management and continuously participate in it, thereby fostering a strong risk culture throughout the organization.

Risk Management Process

The Company systematically conducts risk management by developing a Risk Strategy in conjunction with the Business Strategy, ensuring that risk management supports the organization's goals and operational direction consistently. The Company's risk management process is integrated at all levels: organizational, business group, and departmental. Operational risk is the responsibility of all units, under the supervision of management, to control and manage risks to an acceptable level, and to implement the corporate risk management policy as a guideline for all employees.

The Company applies various risk management tools to identify, assess, monitor, and manage risk factors that may impact the organization, such as defining the acceptable level of risk (Risk Appetite), assessing and prioritizing risk factors through a risk map/risk matrix, monitoring the progress of the risk management plan (Risk Response & Mitigation Plan), and utilizing Key Risk Indicators (KRIs) to continuously monitor and alert on risk levels.

Furthermore, the Company monitors significant changes in external factors, as well as emerging risks, to proactively prepare measures to mitigate and manage risks, thereby reducing potential opportunities or impacts on business operations and enhancing the organization's readiness to cope with a rapidly changing environment.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk of declining demand for fuel-grade ethanol

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Competition risk

Financial Risk

- Income volatility

ESG risk factors : Yes

Risk characteristics

Changes in consumer behavior that have increasingly prioritized clean energy and electric vehicles (EV) more), as well as technological advancements in alternative energy that reduce reliance on biofuels. Coupled with the uncertainty of government policies, the promotion of other types of renewable energy, or the adjustment of domestic ethanol usage targets, may significantly reduce the demand for fuel-grade ethanol.

Risk-related consequences

1. Revenue from the sale of fuel-grade ethanol decreased.
2. Production capacity was utilized below potential, resulting in higher unit costs.
3. The company's profitability and cash flow decreased.
4. Risk to long-term competitiveness in the ethanol industry.

Risk management measures

1. Closely monitor and evaluate the direction of government energy policy for strategic planning purposes.
2. Promote the liberalization of industrial-grade ethanol distribution domestically to enhance flexibility in product portfolio management.
3. Expand ethanol export markets to international destinations to reduce sole reliance on the domestic market.
4. Continuously improve production process efficiency and cost management to maintain price competitiveness.
5. Enhance readiness in transportation and product delivery to support market expansion and increase customer confidence.

Risk 2 Risk of raw material price volatility

Related risk factors	:	Strategic Risk • Behavior or needs of customers / consumers • Business operations of partners in the supply chain • Competition risk • ESG risk • Climate change and disasters Operational Risk • Shortage or fluctuation in pricing of raw materials or productive resources Financial Risk • Income volatility
ESG risk factors	:	Yes

Risk characteristics

Fluctuations in the prices of agricultural raw materials, especially cassava, may significantly impact the company's operations. Key factors include climate change, such as droughts, heavy rainfall, or rising temperatures, which lead to a decrease in agricultural yields and a shortage of raw materials in the market. This results in an increase in raw material prices. Furthermore, the outbreak of cassava mosaic disease, which affects the quantity and quality of yields, further exacerbates the tightness of raw material supply. Concurrently, a decrease in customer demand may lead to an oversupply at certain times, putting downward pressure on raw material prices. Such uncertainties make the company's cost management, production planning, and inventory management more challenging.

Risk-related consequences

1. Volatile raw material purchase costs impact the gross profit margin,
2. price competitiveness, and long-term performance.

Risk management measures

1. Expand and diversify raw material sourcing.
2. Expand the network of cassava farmers and promote high-quality cassava cultivation through the Ubon Model Plus project, which focuses on expanding cultivation areas within the organic agricultural product promotion project in the lower northeastern provinces to ensure raw material security.
3. Continuously implement production process efficiency improvement projects to reduce costs and maximize output from existing raw materials.
4. Increase the proportion of sales of high-value-added products (High Value Products: HVP), which have stable demand and help reduce performance volatility from general products.
5. Closely monitor climate conditions and raw material market situations to support strategic decision-making.

Risk 3 Risk of delayed new product launch due to the research and development process

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Competition risk

Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations

ESG risk factors : Yes

Risk characteristics

The company may face delays in bringing new products to market due to the research and development process, particularly specialty tapioca starch products (Specialty Products) and ready-to-eat tapioca pearl products (Ready-to-Eat). These products are complex in terms of research, quality and safety testing, and formula adjustment to meet specific customer requirements. Coupled with limitations in resources and research personnel, this may result in a longer development period than initially planned.

Risk-related consequences

1. Loss of market opportunities due to delayed market entry
2. Delays in generating revenue from new products
3. Decreased competitiveness compared to other operators

Risk management measures

1. Review and improve research and development processes by prioritizing projects in alignment with organizational strategy and market demands.
2. Closely monitor the progress of research and development projects to control timelines and resources according to plan.
3. Continuously communicate and manage customer relationships to manage expectations and mitigate impacts from delays.
4. Implement the concept of Open Innovation to foster collaboration with external organizations, including government agencies, the private sector, and academic institutions, to enhance capabilities in knowledge, technology, and resources.
5. Focus on developing Specialty and Tailor-made products that are technically ready and have high commercial potential first, to accelerate product launch and enhance development agility.

Risk 4 Risk of sales of high value-added products not meeting targets

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk

ESG risk factors : Yes

Risk characteristics

Increasing the proportion of revenue from High Value Products (HVP) is a crucial mechanism for enhancing the competitiveness and profitability of the tapioca starch business. However, the market for such products remains uncertain due to intense competition, a relatively high reliance on key customers, as well as limitations in distribution channels and marketing efforts that may not yet comprehensively reach target customer groups. These factors may result in sales of High Value Products (HVP) not meeting the set targets.

Risk-related consequences

1. The restructuring of revenue proportion towards high value-added products proceeded slower than anticipated.
2. The company's total revenue and profit margins were lower than planned.

Risk management measures

1. Implement proactive strategies to expand market reach by increasing new customer access channels, such as participating in trade shows, industry seminars, and promotional activities both domestically and internationally.
2. Reduce reliance on key customers by expanding the customer base to new industries and regions.
3. Enhance market awareness and clearly communicate the value of differentiated products that address specific application needs.
4. Develop technical sales capabilities to increase the success rate in closing sales for HVP products.
5. Closely monitor the sales performance of HVP products to promptly adjust strategies in line with market conditions.

Risk 5 Risks from allowing ethanol imports from the United States

Related risk factors : Strategic Risk
- Government policy
- Policies or international agreements related to business operations
- Competition risk
- Economic risk

ESG risk factors : Yes

Risk characteristics

The company primarily operates in the production and distribution of ethanol for domestic sale, with a raw material cost structure that fluctuates according to seasonal factors, weather conditions, and global market conditions. Should the government permit the import of ethanol from the United States, which may have lower production costs, this could intensify price competition in the domestic market and exert downward pressure on domestic ethanol selling prices. Furthermore, the uncertainty of government trade and import policies could impact the stability of the domestic ethanol industry and pose challenges for long-term business planning.

Risk-related consequences

1. Domestic ethanol selling prices decreased due to competitive pressure.
2. Company's revenue and profit margins decreased.
3. Price competitiveness decreased compared to imported ethanol.
4. Uncertainty in long-term production planning and investment.

Risk management measures

1. Closely monitor and evaluate government policy movements, import regulations, and the ethanol trade situation both domestically and internationally.
2. Analyze the impacts of policy changes and adjust operational strategies to align with the evolving business environment.
3. Continuously improve production process efficiency and control raw material costs to maintain price competitiveness.
4. Study and develop channels for expanding export markets to foreign countries to reduce sole reliance on the domestic market and diversify trade risks.
5. Establish communication and engagement with industry stakeholders to prepare for policy changes and maintain business operational stability.

Risk 6 Risk of reliance on major customers

Related risk factors : Strategic Risk
- Behavior or needs of customers / consumers
- Government policy
- Business operations of partners in the supply chain

- Reliance on large customers or few customers
- Economic risk

Financial Risk
- Income volatility

ESG risk factors : Yes

Risk characteristics

The company faces risks from its reliance on major customers, as its business involves the production and distribution of ethanol to key customers who are oil traders. The volume of orders is contingent upon the customers' demand and policies at various times. Should major customers reduce or cancel orders, alter commercial terms, or decrease the proportion of ethanol used in fuel products, this could lead to the company experiencing uncertainty in revenue, production volume, and product sales. Such circumstances would consequently impact the company's cash flow and long-term profitability.

Risk-related consequences

1. Revenue and operating performance fluctuate due to changes in major customer orders.
2. Uncertainty of production volume and factory capacity utilization.
3. Cash flow and profitability are impacted.
4. Risk of the company's reduced commercial bargaining power.

Risk management measures

1. Build and maintain good relationships with key customers through regular meetings and negotiations to maintain satisfaction with products and services.
2. Monitor the needs and policies of major customers to forecast order trends and prepare contingency plans in advance.
3. Expand the export market for industrial-grade ethanol to international markets to reduce reliance on major domestic customers.
4. Diversify customer base and distribution channels to increase product sales opportunities and create revenue stability.
5. Adjust production plans and capacity management to be flexible and align with market demand.

Risk 7 Risk in talent acquisition and retention

Related risk factors : Strategic Risk
- ESG risk

Operational Risk
- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Impact from population structure

ESG risk factors : Yes

Risk characteristics

The company's business expansion into the restaurant sector and the development of new ethanol export businesses have led to an increased demand for personnel with in-depth skills and specialized expertise, particularly in restaurant management, international trade, international marketing, and supply chain management. Concurrently, the demographic trend towards an aging society has resulted in a tight labor market and intensified competition for recruiting high-quality personnel.

In the past year, the company observed an increasing trend in the turnover rate of high-potential employees (Talent Group). Failure to retain key skilled personnel could impact business continuity, innovation development, and the execution of long-term strategic growth plans.

Risk-related consequences

1. Continuity in business operations and new business expansion decreases.
2. Delays in driving the organization's key strategies and projects.
3. Increased costs for recruitment and personnel development.
4. Loss of knowledge and skills critical to the organization.
5. The company's long-term competitiveness decreases.

Risk management measures

1. Develop a Succession Plan covering key organizational positions to support future succession.
2. Develop employee skills through Upskill and Reskill programs to align with changing business directions.
3. Review compensation structure, benefits, and welfare to ensure competitiveness in the labor market.
4. Establish a Talent Pool for positions requiring specialized skills to support continuous workforce replacement.
5. Regularly survey employee engagement and satisfaction to utilize the results for improving policies and the working environment.

Risk 8 Risk from exchange rate volatility

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The company conducts business with revenue generated from the sale of goods in foreign currencies, while the majority of its production costs are denominated in Thai Baht. Consequently, the company faces risks arising from exchange rate fluctuations, particularly concerning undelivered orders and trade credits, where exchange rates may deviate from projections. Such volatility could lead to discrepancies between the actual amount of Thai Baht received and the estimated figures, thereby introducing uncertainty into the company's revenue and profitability.

Risk-related consequences

1. Recognized revenue in Thai Baht did not meet expectations.
2. Operating profit fluctuated due to exchange rate differences.

Risk management measures

1. Execute forward contracts (Forward Contract) with financial institutions to mitigate risks arising from exchange rate fluctuations for orders settled in foreign currencies.
2. Consistently monitor exchange rate situations and assess their impact on revenue and costs.

Risk 9 Risk of Supply Chain Disruption

Related risk factors : Strategic Risk

- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Climate change and disasters
- Other : Geopolitical risks

ESG risk factors : Yes

Risk characteristics

The company recognizes that the supply chain plays a crucial role in business continuity. Disruptions in the supply chain may arise from uncontrollable external factors, such as geopolitical conflicts, blockades of shipping routes, closure of international borders, emergency events, or uncertainties in trade policies. These factors can lead to delays in goods transportation, increased freight and shipping costs, as well as disruptions in raw material procurement and product delivery to customers according to planned schedules. Such uncertainties may impact cost management, on-time product delivery, and long-term customer confidence.

Risk-related consequences

1. Transportation and raw material costs have increased, impacting profit margins.
2. Delays in product delivery to customers affect customer satisfaction and trust.
3. Efficiency in production planning and inventory management has decreased.
4. Competitiveness and long-term business relationships are affected.

Risk management measures

1. Diversify sources of raw materials and logistics service providers across multiple regions to reduce reliance on a single source.
2. Develop and consistently review the Crisis Management Plan and the Business Continuity Plan (BCP).
3. Closely monitor logistics, trade, and geopolitical situations to assess impacts and prepare proactive measures.
4. Build and maintain strong relationships with supply chain partners, such as farmers, logistics providers, and business partners, to enhance flexibility and cooperation in risk management.
5. Adjust delivery plans and inventory management to suit the situation, in order to maintain business continuity.

Risk 10 Risk of business expansion not proceeding as planned in the restaurant business.

Related risk factors	:	Strategic Risk • Behavior or needs of customers / consumers • Competition risk • Economic risk • New business risk Operational Risk • Delays in the development of future projects
ESG risk factors	:	Yes

Risk characteristics

The company's restaurant business expansion may not proceed according to the planned schedule or targets due to a slowing economic environment, intense industry competition, rapidly changing consumer behavior, as well as increasing operational costs, such as raw material costs, rental expenses, labor wages, and labor shortages in the service sector. Consequently, the company may face challenges in controlling costs, maintaining profit margins, and expanding its customer base as planned.

Risk-related consequences

1. Revenue and profit growth did not meet the established targets.
2. The competitiveness of the restaurant business declined in the long term.
3. The efficiency of capital utilization was lower than projected.

Risk management measures

1. Adjust business expansion strategies to align with market conditions and consumer purchasing power.
2. Expand the Oshinei restaurant business through a franchise model to increase investment flexibility and diversify risks.
3. Develop new restaurant concepts under the Renshin brand to expand customer segments and increase growth opportunities.
4. Select and develop potential franchise partners, along with establishing clear operational standards.
5. Regularly monitor and evaluate the performance of branches and partners.

6. Apply data and technology to market analysis, cost control, and strategic decision-making support.

Risk 11 Cyber threat risk

Related risk factors : Strategic Risk
- Changes in technologies
- Damage to company image and reputation

Operational Risk
- Information security and cyber-attack

Compliance Risk
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

Risks from cyber threats are significant factors that may impact the organization's operations, stemming from cyber attacks, unauthorized access to systems or data, errors from employee system usage, or the inadequacy of information security measures. Such incidents may lead to the loss of critical data, disruption of operational systems, costs for system remediation and recovery, as well as long-term damage to reputation and the trust of customers and business partners.

Risk-related consequences

1. Loss or leakage of critical company and partner data
2. Disruption of information systems and operational processes
3. Additional costs for system recovery and resolution of security incidents
4. Damage to reputation and trust of customers and stakeholders
5. Risks related to non-compliance with laws and regulations concerning data

Risk management measures

1. Implement IT Security measures such as firewall installation, intrusion prevention systems, and encryption of critical data.
2. Regularly update software, operating systems, and security patches.
3. Implement data backup and regularly test data recovery.
4. Train and raise awareness among employees regarding secure system usage and cybersecurity threat prevention.
5. Develop a Cyber Incident Response Plan to address potential incidents.

Risk 12 Legal risks concerning personal data protection

Related risk factors : Strategic Risk
- Damage to company image and reputation
- ESG risk

Compliance Risk
- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

The Personal Data Protection Act (PDPA) requires companies to comply with strict regulations regarding the collection, use, and disclosure of personal data of customers, employees, and stakeholders. Failure to fully comply with such laws may lead to violations of personal rights, resulting in legal risks, lawsuits, administrative fines, as well as damage to reputation and stakeholder trust.

Risk-related consequences

1. Being sued or penalized under personal data protection laws
2. Damage to the company's reputation and credibility, including a decrease in customer and stakeholder confidence
3. Long-term business continuity

Risk management measures

1. Formulate policies and guidelines for personal data protection in compliance with the PDPA law.
2. Clearly define processes for collecting, using, and disclosing personal data, and regularly review and update them.
3. Continuously raise awareness and train employees to prevent personal data breaches and leakage.
4. Periodically conduct internal audits and evaluations of legal compliance within the organization.
5. Strengthen internal control systems and data governance to enhance confidence in legal compliance and mitigate reputational risks.

Risk 13 Human Rights Risk

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Human error in business operations
- Impact on human rights

ESG risk factors : Yes

Risk characteristics

Human rights risks may arise throughout the value chain, from production processes, employment, and raw material sourcing, to operations with partners and surrounding communities. Should discrimination occur, unfair labor practices, violations of labor rights, or inappropriate treatment of communities, it could impact the organization's reputation, credibility, and legal compliance.

In the past year, the company had over 960 partners, comprising smallholder farmers and cassava drying yards. Although monitoring and assessment have not yet identified significant human rights risk issues, due to the nature of the supply chain involving numerous stakeholders, the company still needs to continuously monitor and track these issues.

Risk-related consequences

1. Damage to the organization's reputation and credibility
2. Risk of non-compliance with labor laws and human rights standards
3. Loss of trust from partners, customers, investors, and the community
4. Conflicts with communities or stakeholders in the supply chain
5. Impact on long-term business sustainability and continuity

Risk management measures

1. Operate clearly and concretely under the company's human rights policy.
2. Require business partners and associates to comply with the Supplier Code of Conduct.
3. Promote and monitor compliance with certified Good Labor Practices (GLP) standards.
4. Continuously extend the assessment and monitoring of human rights issues to partners in the supply chain.
5. Provide transparent, independent, and accessible grievance channels for employees and stakeholders.
6. Promote training and raise human rights awareness among employees and stakeholders to enhance their ability to identify and manage risks appropriately.

Risk 14 Risk from Climate Change

Related risk factors : Strategic Risk

- ESG risk

- Climate change and disasters

Operational Risk
- Shortage or fluctuation in pricing of raw materials
  or
  productive resources
- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Climate change is a significant sustainability risk factor affecting the company's business operations, as the company relies on cassava as a primary raw material for ethanol and tapioca starch production. Climate variability, such as droughts, heavy rainfall, or floods, may lead to reduced agricultural yields, inconsistent raw material quality, and fluctuating raw material procurement costs. Furthermore, changing climate conditions facilitate the spread of plant diseases, particularly cassava mosaic disease, which impacts the stability of the supply chain and increases uncertainty in medium to long-term production planning.

Risk-related consequences

1. Decline in quantity and quality of raw materials due to climate variability
2. Volatile and difficult-to-control raw material procurement costs
3. Uncertainty in production planning and product delivery
4. Risk to supply chain continuity
5. Impact on operational performance and long-term competitiveness

Risk management measures

1. Continuously implement the "Ubon Model Plus" project to transfer modern agricultural knowledge to farmers.
2. Promote the cultivation of cassava varieties resistant to cassava mosaic disease, such as the "Itthi" variety, to enhance raw material security.
3. Invest in research and development (R&D) to develop cassava varieties that can adapt to volatile weather conditions.
4. Continue the Stem Bank project to increase farmers' access to high-quality planting material.
5. Expand the network of farmers in the Contract Farming system to neighboring provinces to diversify risks from natural disasters.
6. Enhance supply chain resilience to support sustainable business operations amidst the context of climate change.

Risk 15 Risk of water scarcity during the dry season

Related risk factors : Strategic Risk
- ESG risk
- Climate change and disasters

Operational Risk
- Shortage or fluctuation in pricing of raw materials
  or
  productive resources

ESG risk factors : Yes

Risk characteristics

The production process of ethanol and cassava starch requires a significant amount of water in various stages, such as raw material washing, fermentation, and distillation. During the dry season, there is a potential for water scarcity. If an adequate water supply cannot be secured, it may affect the efficiency and continuity of the production process. Furthermore, water scarcity may also impact the yield of cassava, which is the primary raw material, in terms of both quantity and quality.

Risk-related consequences

1. Decreased production efficiency and delays in the production process
2. Increased operating costs due to sourcing alternative water supplies or additional management
3. Risk of temporary production stoppage in case of insufficient water supply
4. Risks regarding the quantity and quality of cassava raw materials
5. Affecting competitiveness and responsiveness to market demands

Risk management measures

1. Regularly assess and monitor drought and flood situations.
2. Inspect and assess the potential of rainwater harvesting ponds to be used as a backup water source during the dry season.
3. Clearly define water consumption targets per unit of production.
4. Promote efficient water utilization, such as reusing water in production processes.
5. Continuously improve water resource management processes to support sustainable business operations.

Risk 16 Risk from interest rate volatility

Related risk factors : Strategic Risk
- Economic risk

Financial Risk
- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The risk from interest rate fluctuations arises from Thailand's economic context, characterized by a low growth rate and high household debt burden. This may lead the country's monetary policy formulation to diverge from global economic trends. Changes in domestic interest rates may not align with international economic conditions, causing uncertainty in managing financial costs for the business sector.

For the company, interest rate fluctuations may affect loan interest burdens, financial costs, and liquidity planning, as well as the ability to make investment decisions in various projects. A significant increase in interest rates could impact the company's operational performance and profitability in both the short and long term.

Risk-related consequences

1. Financial costs and loan interest obligations increase
2. Uncertainty in financial planning and liquidity management
3. Impact operational performance and profitability
4. Limit the ability to invest or expand business in the future
5. Increase the risk to the company's financial stability

Risk management measures

1. Diversify funding sources by seeking loans from several financial institutions to reduce reliance on any single bank.
2. Utilize comparisons of loan offers from multiple financial institutions to select the most suitable interest rates and terms.
3. Consider opting for a fixed interest rate (Fixed Rate) for a portion of loans or during appropriate periods to mitigate risks from future fluctuations.

4. Closely monitor interest rate trends and monetary policies to inform financial planning and strategic decision-making.
5. Manage debt structure and cash flow in alignment with the company's debt repayment capability.

Risk 17 Risks from the application for and renewal of general licenses

Related risk factors :

Operational Risk
- Systems or internal control system
- Human error in business operations
- Corruption

Compliance Risk
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

The company's business operations require continuous acquisition and renewal of licenses from relevant government agencies. Should the process of applying for or renewing licenses be delayed, encounter documentation errors, or fail to comply with specified procedures, it could lead to non-compliance with applicable laws or regulations. Furthermore, such risks could create opportunities for unethical behavior, such as paying or being solicited for bribes, or using improper channels to expedite processes. This could impact the organization's reputation, credibility, and governance, as well as risk legal penalties and affect the continuity of business operations if licenses are denied or expire.

Risk-related consequences

1. Inability to conduct business continuously due to the lack of valid licenses
2. Risk of legal penalties or measures from regulatory bodies
3. Damage to the organization's reputation and credibility
4. Governance risk from being perceived as having non-transparent operations
5. Increased costs and workload from problem resolution or re-submission of applications

Risk management measures

1. Develop clear manuals and operating procedures for license applications and renewals.
2. Develop a systematic license application plan that specifies timelines, responsible parties, and procedures for each process.
3. Control and approve fee disbursements in accordance with transparent and auditable approval authorities.
4. Store relevant documents, such as communication records, receipts, and supporting application documents, for evidentiary purposes and retrospective review.
5. Regularly monitor the progress of license applications and renewals to prevent delays and mitigate risks of non-compliance with legal requirements.

Risk 18 Occupational Health and Safety Risks

Related risk factors :

Operational Risk
- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

The company's starch and ethanol production process involves the use of machinery, high-pressure equipment, including chemicals and flammable substances. Should appropriate occupational health and safety control measures be absent, this could lead to workplace accidents, injuries, or loss of life among employees, as well as impacting business continuity and the organization's image. Furthermore, the failure to thoroughly instill a safety culture at all organizational levels may increase the likelihood of undesirable incidents in operational areas and exacerbate occupational health and safety risks.

Risk-related consequences

1. Injury or loss of life of employees
2. Disruption of production processes and business operations
3. Costs from medical treatment, compensation, and repairs increase
4. Confidence of employees and stakeholders is reduced
5. The organization's image and reputation are impacted

Risk management measures

1. Continuously implement an occupational health and safety management system in accordance with ISO 45001 standards.
2. Define and review safety measures to suit the nature of the factory and operational areas, covering both starch and ethanol production processes.
3. Regularly organize training and raise safety awareness for employees at all levels.
4. Conduct annual emergency drills to prepare for unexpected incidents.
5. Systematically monitor, inspect, and report on occupational health and safety performance to continuously improve and enhance measures.

Risk 19 Biodiversity Risk

Related risk factors	:	Strategic Risk • ESG risk Operational Risk • Impact on the environment
ESG risk factors	:	Yes

Risk characteristics

Biodiversity is one of the sustainability risks that are significant to the company's business operations, as production activities and resource utilization in the supply chain may impact the ecosystems that the company relies upon, such as water sources, agricultural areas, and local wildlife. A survey of the surrounding area revealed the presence of waterfowl, which are protected wildlife, reflecting the sensitivity of the ecosystem in the operational area. Inadequate management could lead to environmental impacts, resulting in risks related to non-compliance with laws, opposition from the community, and long-term damage to the organization's reputation.

Risk-related consequences

1. Impacts on ecosystems, water sources, and local wildlife in operational areas
2. Risks of non-compliance with environmental laws and regulations
3. Complaints or objections from communities and stakeholders
4. Damage to the organization's reputation and image
5. Risks to the long-term sustainability of the supply chain

Risk management measures

1. Assess biodiversity risks in both production processes and the supply chain to identify impacts and dependencies on natural resources.

2. Develop and implement the Biodiversity Conservation Area Project to protect ecosystems in the operational area.
3. Monitor and track water quality in the Lam Dom River, which is a vital water source regularly shared with the community.
4. Manage by-products from the production process through the Fertilizer Water Irrigation Project for Agriculture, by controlling water quality and reducing impacts on ecosystems.
5. Promote sustainable cassava cultivation through the "Ubon Model Plus" Project.
6. Implement ISCC Plus standards in the supply chain to support environmentally friendly ethanol production in accordance with international guidelines.

Risk 20 Environmental impact risks from water treatment systems and irrigation structures

Related risk factors : Strategic Risk
- Damage to company image and reputation
- ESG risk

Operational Risk
- Impact on the environment

ESG risk factors : Yes

Risk characteristics

The company's operations carry environmental impact risks and may lead to complaints from surrounding communities. This is due to the use of a water retention pond system located near natural water sources, which presents a potential for water leakage from the pond into public water sources, thereby affecting water quality and community utilization. Furthermore, the fertilizer water irrigation project, operated through a pipeline system, is susceptible to risks such as pipe breakage, leakage, or improper water usage. Such incidents could result in the release of water contaminated with organic substances into natural water sources, consequently impacting the environment and the relationship between the company and local communities, especially if appropriate risk management is not implemented.

Risk-related consequences

1. Water quality in natural water sources declined due to the leakage of treated water
2. Impacts on the utilization of water sources by surrounding communities
3. Complaints from the community and conflicts with local stakeholders
4. Risk of non-compliance with environmental laws and regulations
5. Organizational reputation and trust in the long term

Risk management measures

1. Strengthen communication channels with the community through the establishment of a "UBE Care Center" to transparently and promptly receive, monitor, and manage complaints.
2. Continuously implement Creating Shared Value (CSV) projects, such as the treated water distribution project for agriculture, to support the beneficial shared use of water resources.
3. Mandate relevant departments to develop and implement a Preventive Maintenance plan for pipeline systems and water reservoirs.
4. Regularly inspect the operational condition of the water treatment system and irrigation structures.
5. Prepare an emergency plan for leakage incidents, complete with a team and necessary equipment for rapid response and resolution.
6. Strictly adhere to environmental laws, standards, and regulations to mitigate impacts on the environment and surrounding communities.

Risk 21 Risk from changes in regulations, laws, and rules related to business

Related risk factors : Strategic Risk
- Damage to company image and reputation

• ESG risk

Compliance Risk

• Change in laws and regulations

• Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

Changes in laws, regulations, and rules related to business operations may impact the company's organizational structure, operational processes, and internal policies. Should the company fail to monitor, assess, and adapt to new requirements in a timely manner, it may incur risks of legal non-compliance, potentially leading to legal penalties, fines, revocation of business licenses, or operational restrictions, and further affecting the reputation and trust of stakeholders in the long term.

Risk-related consequences

1. Penalties or fines for non-compliance with laws and regulations
2. Risk of being restricted or having business operating rights revoked
3. Damage to the organization's reputation and credibility
4. Decreased competitiveness and business flexibility

Risk management measures

1. Regularly monitor and assess changes in laws and regulations relevant to the business.
2. Periodically review significant laws and regulations to prepare for adaptation.
3. Promptly update organizational structure, operational processes, and internal policies to align with new requirements.
4. Communicate and foster understanding among all levels of employees regarding changes in relevant laws and regulations.
5. Strengthen internal control and governance systems to continuously support legal compliance.

Risk 22 Security and accuracy risks from the use of artificial intelligence (AI)

Related risk factors : Strategic Risk

• ESG risk

Operational Risk

• Systems or internal control system

• Human error in business operations

• Information security and cyber-attack

Compliance Risk

• Corporate Governance

ESG risk factors : Yes

Risk characteristics

The implementation of Artificial Intelligence (AI) systems to support the company's data analysis and decision-making processes may pose risks if the data fed into the system is not adequately verified for accuracy, completeness, or appropriateness. This includes a lack of sufficient data security measures and a clear regulatory framework for AI usage. Such risks could lead to data breaches, unauthorized data access, or the misuse of data. Furthermore, if the data contains inaccuracies or inherent biases, it may result in AI outputs lacking precision and negatively impact the quality of business decisions, operational efficiency, and stakeholder confidence.

Risk-related consequences

1. Lack of accuracy, affecting business decisions
2. Risk of data leakage or unauthorized access
3. Reduced operational efficiency due to the use of inappropriate data
4. Damage to reputation and stakeholder trust
5. Risk of non-compliance with data protection laws and regulations

Risk management measures

1. Raise awareness among employees regarding the correct and secure use of data and AI through internal communication and public relations.
2. Establish guidelines for reviewing, filtering, and verifying data accuracy before its use in AI systems.
3. Emphasize not relying solely on AI results, requiring consideration and review by relevant personnel.
4. Plan the development and implementation of a Data Protection Framework and AI usage guidelines within the organization.
5. Enhance data security measures to support the standardized, transparent, and secure use of technology.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

The company plans to develop a Business Continuity Plan (BCP) to encompass potential threats that could impact business operations. Priority will be given to scenarios with severe impact and a high probability of occurrence, such as cyber attacks, droughts, floods, or factory fires. This initiative aims to enable the company to respond and maintain continuous business operations during unforeseen incidents. Following the development of the plan, the company will systematically conduct tests and drills. These will range from tabletop exercises designed to train management in decision-making to full-scale simulations that assess the coordination and practical execution by all involved departments. The objective is to ensure that personnel comprehend their roles and responsibilities, thereby enabling the most effective implementation of the plan during an actual crisis.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes
Link for companys sustainable supply chain management policy and guidelines	:	https://www.ubonbioethanol.com/storage/document/corporate-governance/ube-supply-chain-management-policy-th.pdf
Page number of the reference link	:	1-2

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	Yes

The Company's Sustainable Supply Chain Management Plan focuses on conducting business ethically, transparently, and responsibly towards the environment and society throughout the value chain, from upstream to downstream. The key elements of the plan and practices are as follows:

Key Strategies and Policies

- ESG Governance: The Company has established a supply chain management policy that covers environmental, social, and governance (ESG) dimensions, based on the principles of respecting human rights and fair labor practices.
- Supplier Code of Conduct: Requires suppliers (especially key suppliers) to accept and comply with ESG criteria, such as not using child or forced labor, not encroaching on forest areas, and implementing appropriate pollution management.
- Green Procurement: Focuses on selecting environmentally friendly products and services to reduce impact throughout the value chain.

Supplier Selection and Evaluation Process

The Company categorizes suppliers into 4 main groups: (1) General Procurement Group, (2) Transportation Management Group, (3) Dried Cassava/Fresh Cassava/Biomass Procurement Group, and (4) Agricultural Promotion Group. The management process is as follows:

- Prioritization: Suppliers are categorized into 3 levels: (1) Strategic Supplier, (2) Key Supplier, and (3) Managed Supplier, to plan appropriate relationship management.
- ESG Risk Assessment: An annual ESG Supplier Risk Assessment is conducted for suppliers. If high risks are identified, an On-site Audit will be performed to ensure compliance with standards.
- Corrective Action Plan (CAP): In cases where a supplier violates the code of conduct or fails to comply with criteria, the Company will require the submission of a corrective action plan within a specified timeframe. Failure to comply may lead to a review of the business relationship.

Building Sustainability in the Raw Material Supply Chain (Upstream)

As the core business relies on cassava as a key raw material, the Company has specific projects to ensure stability and sustainability.

- Ubon Model Plus Project: A key strategy for Scope 3 management, it promotes "low-carbon agriculture" and organic farming among farmers to enhance farmers' income and quality of life while simultaneously caring for the environment.
- ISCC PLUS Standard: Aims for sustainability certification and traceability of cassava raw materials. The target is to expand the certified cultivation area to 10,000 rai by 2027.
- Technology Utilization: Develop the Bio Farm application to control, inspect, and monitor the organic cassava cultivation process, enabling 100% traceability to the source of cultivation.

Goals and Guidelines for 2025

- Network Expansion: Aim to expand the area for model farmers in organic cassava production to 15,000 rai by 2025.
- Greenhouse Gas Reduction: Promote efficient energy use and consideration of alternative energy sources among transportation suppliers to reduce their Scope 3 Carbon Footprint.
- Transparency: Communicate whistleblowing channels and complaint reception through the UBE CARE CENTER to allow suppliers and stakeholders to report instances of unfair treatment.

The Company will review this policy at least once a year to align with changing circumstances and stakeholder expectations.

Reference link to sustainable supply chain management plan	:	https://www.ubonbioethanol.com/storage/document/corporate-governance/ube-supply-chain-management-policy-th.pdf
Page number of the reference link	:	1-2

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers?	:	No

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	Yes
Reference link to supplier code of conduct	:	https://www.ubonbioethanol.com/storage/document/corporate-governance/ube-code-of-conduct-policy-th.pdf
Page number of the reference link	:	1-16

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct?	:	No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	12.10	25.60	12.48

Additional explanation for research and development (R&D) expenses over the past 3 years

The company has a research and development policy that aims to utilize innovation as a key mechanism to enhance competitiveness and support the organization's sustainable growth. The company undertakes comprehensive innovation development, covering the entire value chain from upstream, midstream, to downstream.

The company's research and development policy can be divided into 3 main dimensions as follows:

1. Process Innovation.
   The company aims to continuously develop process innovations to enhance operational efficiency, reduce production costs, and improve product quality, with a focus on key issues such as:
   - Increasing the efficiency of raw material and energy utilization in the production process.
   - Reducing chemical usage and minimizing environmental impact.
   - Increasing yield and stability of industrial-scale production processes.

   The development of such process innovations enables the company to manage costs efficiently and better cope with fluctuations in raw material prices and the business environment.
2. Product & Service Innovation.
   The company prioritizes the development of high value-added products and services to meet the demands of the future food market, focusing on:
   - Developing cassava-based products with specific properties (Functional or Value-added Products).
   - Utilizing the innovation center and laboratories for formula development, testing, and product property analysis.
   - Providing technical support services to co-develop specific products according to customer needs.

   Examples of innovative products developed by the company include UBON BOBA Ready-to-Eat tapioca pearls, which represent the extension of research into commercial product development that adds value to the business.
3. Business Model Innovation.

In 2025, the company continues to drive the organization under the UBEYOND Innovation values, building upon the establishment of:

The foundation of innovation structure and strategy implemented in 2024 to drive more concrete commercial outcomes.
The company has established a Food Innovation Center, which serves as a crucial mechanism to support the organization's strategy, with roles encompassing:

- New product development.
- In-depth analysis and testing of product properties.
- Providing technical customer support.

The aforementioned innovation center plays a crucial role in developing and testing products that respond to future food industry trends. It utilizes laboratories for product property analysis, technical problem-solving, and developing customized formulations for clients, thereby reducing product development time (Time to Market) and enhancing efficiency in responding to market demands.

Furthermore, the company utilizes the innovation center as a platform to foster collaboration with customers, partners, and allied organizations both within and outside the industry, in order to:

- Creating new business opportunities.
- Strengthening customer relationships and brand loyalty.
- Elevating the company's role from a raw material producer to a Solution Provider in the food and bio-industry.

Success from in-house innovation development.

In 2025, the company's total research and development (R&D) expenses exceeded 10 million Baht. This investment builds upon previous research projects and innovation infrastructure, focusing on generating concrete commercial outcomes from research. Innovation activities in that year prioritized key issues, including:

- Developing and extending research projects and pilot projects into commercial applications.
- Developing innovative products that can generate revenue for the company.
- Utilizing the innovation center as a key mechanism to support product development with customers and create new business opportunities.

This approach enables the company to transform research outcomes into business value creation and enhance the organization's long-term competitiveness.

Key achievements in research and innovation development.

During 2024-2025, the company made significant progress in developing high value-added innovative products (High Value Products: HVP), focusing on leveraging the potential of cassava raw materials and tapioca starch to develop products that can better meet the needs of specialized markets.

Development of UBON BOBA Ready-to-Eat tapioca pearls.

The company has developed UBON BOBA Ready-to-Eat tapioca pearls, an innovative product that reduces raw material preparation steps for operators in the food and beverage industry, making it more convenient and faster to use, while also helping to maintain the quality of texture and product consistency.

The development of these products is a result of integrating knowledge in tapioca starch, waxy starch, and food processing technology to create products that meet commercial market demands and generate new business opportunities for the company in the Ready-to-Use Food Products category.

Development of High Value Product (HVP) groups.

The company focuses on developing high value-added products (High Value Products: HVP) from its Starch, Waxy Starch, and Flour product groups, emphasizing the adjustment of product properties to suit specific applications in the food industry and related industries.

The approach to product development covers key issues, including:

- Developing various forms of Modified Starch to improve properties such as viscosity, texture, stability, and process tolerance.
- Developing products that meet specialized applications, such as in the processed food industry, beverages, bakeries, and ready-to-eat food products.

- Adding value to products derived from tapioca starch and waxy starch to meet the needs of customers who prioritize quality, consistency, and efficiency in the production process. The development of these HVP groups enables the company to expand its customer base in specialized markets, increase product profit margins, and reduce reliance on price competition in the Commodity Market.

Connecting research outcomes to business results.

The company's research and innovation development achievements across various product groups are crucial mechanisms for extending pilot projects into commercial applications. In 2025, innovation projects that have been developed and implemented generated a total business return of approximately 11 million Baht, reflecting the company's ability to concretely transform research and innovation into economic value.

Additionally, the Innovation Department has established policy frameworks and innovation development directions aligned with each of the company's business groups, with clear development goals to meet the needs of both internal and external customers, as follows:

Types of Innovation Groups.	Goals.
1. Food of the Future Group.	• Developing highly nutritious and environmentally friendly food products. • Developing food products that meet consumers' alternative needs, such as Ready-to-Eat meals.
2. Biotechnology Group.	• Improving ethanol production efficiency to enable cost competitiveness with both domestic and international operators. • Researching the utilization of by-products from the production process to add value and reduce resource loss. • Developing new products in the biotechnology group to cater to customers who prioritize safe products and reduced chemical usage. • Reducing carbon dioxide emissions to support the organization's sustainability strategy.
3. Agricultural Development Group.	• Increasing the efficiency of organic cassava cultivation. • Developing plant varieties resistant to diseases and climate change. • Developing biobased products for the agricultural sector, such as soil conditioners and PGPR bioproducts.

Continuous in-house innovation development.

In 2025, the company continues to emphasize fostering an internal innovation culture by organizing the UBE Innovation 2025 project competition for the second consecutive year. This initiative provides opportunities for employees at all levels to participate in developing ideas and translating them into practical applications. The project aims to create business value in multiple dimensions, including developing new products and services to generate additional revenue, improving production efficiency to reduce costs, utilizing by-products from the production process to create added value, and modernizing production processes to align with the rapidly changing business, social, and environmental contexts.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture	:	Yes

In 2025, the company has a distinctive process for developing and promoting an innovation culture within the organization, focusing on transitioning from a raw material producer to becoming a **"Solution Provider"** in the food and bio-industry, with the following key operational details:

Driving with organizational values (UBEYOND Innovation).
The company continuously uses the UBEYOND Innovation value as a core principle to drive the organization since 2024, aiming to build a structural and strategic foundation for innovation that leads to clear commercial results.

Promoting employee engagement (UBE INNOVATION 2025).
The company organized the internal innovation competition named UBE INNOVATION 2025 for the second consecutive year to stimulate employees at all levels to develop ideas and implement them, focusing on four main objectives:
- Generating new revenue through products and services.
- Reducing production costs.
- Revalorizing by-products to create business value.
- Modernizing production processes to cope with rapidly changing challenges.

Utilizing the innovation center as a central platform.
The company continues to leverage the Food Innovation Center as a key mechanism to support its organizational strategy, with the following roles:
- Research and Development: Serves as a space for in-depth analytical testing, technical problem-solving, and the development of specific formulations tailored to customer needs.
- Collaboration Building: Used as a platform to foster collaboration with customers, partners, and allies both within and outside the industry to create new business opportunities.
- Time to Market Reduction: Helps increase accuracy and reduce the time required to develop and launch innovative products to the market.

Linking innovation to business results.
The process of developing an innovation culture in 2025 does not merely focus on creativity but emphasizes commercialization, with an investment of over 10 million baht in research and development (R&D) to bring pilot projects into practical use. In 2025, various innovation projects generated a total business return of approximately 11 million baht.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from innovation development?	:	Yes

	2023	2024	2025
Cost reduction resulting from the innovation development of process (Baht)	0.00	0.00	0.00
Project for improving the quality of low-lead cassava flour production (Baht)	0.00	26,000,000.00	22,000,000.00
Commercial-scale trial for selecting suitable yeast strains for ethanol production (Baht)	0.00	50,000,000.00	0.00
Project for the production of PGPR3 for use in cassava cultivation. (Baht)	0.00	2,000,000.00	0.00

Non-financial benefits

Does the company measure the non-financial benefits from innovation development? : Yes

	2023	2024	2025
Develop a new flour premix formula in the gluten-free product category (Formula)	0.00	0.00	0.00
Expansion of production capacity for physically modified organic tapioca starch at the pilot plant l (Projects)	0.00	0.00	0.00
Feasibility study on the production of maltodextrin products. (Projects)	2.00	0.00	0.00
Improvement of the production process efficiency for isomaltooligosaccharides. (Projects)	0.00	0.00	0.00
Reduction of cyanide content in tapioca starch and flour. (Formula)	0.00	0.00	0.00
Feasibility study on animal feed production from the ethanol manufacturing process. (Recipe)	2.00	1.00	1.00
Feasibility study on the production of bioproducts. (Formula)	2.00	0.00	2.00
Development of the cassava flour production process (Formula)	1.00	0.00	0.00

	2023	2024	2025
Development of the ethanol production process through the selection of high-quality yeast and enzyme (Formula)	1.00	0.00	0.00
Project for the establishment of a food innovation center at Kasetsart University, Bangkhen. (Center)	1.00	0.00	0.00
Project for the development of modified tapioca starch for the food industry. (Items)	0.00	6.00	0.00
Development of high-value products (Items)	0.00	2.00	0.00
Development of value-added by-products from ethanol residues. (Formula)	0.00	1.00	0.00
Development of ethanol from fiber to reduce carbon footprint emissions (Formula)	1.00	1.00	1.00
Conduct research and development activities for product innovation (Center)	0.00	1.00	0.00