

Corporate Governance Transparency										
Standard		Topics of data disclosure	Performance							Note(s)/ Omission(s)
SDGs	Disclosure		Unit	2017	2018	2019	2020	2021	2022	
<b>Corporate Governance</b>										
<b>Board Performance</b>										
Goal 16	Disclosure 102-31	Performance of the Board of Directors and all other Board sub-committees that relate to the Group's sustainability on environmental, social, and corporate governance aspects	Yes/No	●	●	●	●	●	●	
<b>องค์ประกอบคณะกรรมการ (Board Composition and Diversity)</b>										
Goal 16	Disclosure 102-18	Board composition: Proportion of independent directors on Board	Proportion of independent directors on Board	47.00%	47.00%	47.00%	40.00%	35.71%	50.00%	
		Board composition: Proportion of non-executive directors on Board	Proportion of non-executive directors on Board	67.00%	67.00%	67.00%	67.00%	64.29%	83.00%	
		Proportion of non-executive directors with expertise in the company's core business	Proportion of non-executive directors with expertise in the company's core business	30.00%	30.00%	30.00%	20.00%	64.29%	83.00%	
		Ratio of Male: Female directors	Ratio of Male: Female directors	13:2	13:2	13:2	13:1	13:1	45.90%	
		Board skills that are pre-specified and required for the business, including assessment of their skills according to guidelines	Proportion of directors with required Board skills	●	●	●	●	●	●	
<b>Board Assessment</b>										
Goal 16	Disclosure 102-28	Guidelines for director's performance evaluation	Yes/No	●	●	●	●	●	●	
		Performance evaluation results pertaining to each individual directors such as score level, or average score	Score level, or average score of director' s performance	3.91	3.86	3.86	3.87	3.84	3.89	
		Guidelines for director developments and their performance	Yes/No	●	●	●	●	●	●	
<b>Code of Conduct and Compliance</b>										
Goal 16	Disclosure 102-17	Code of conduct training and education	%	100%	100%	100%	100%	100%	100%	
			Ratio of trainee on Code of Conduct	100%	100%	100%	100%	100%	100%	
		Code of conduct: Due diligence	Number of complaints	16	6	7	1	0	0	

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SDGs	Disclosure		Unit	2017	2018	2019	2020	2021	2022	
<b>ESG Risk Management</b>										
<b>ESG Risk Management</b>										
Goal 1 - Goal 17	Disclosure 102-15	Policy and guidelines on risk management pertaining to environmental, social or governance aspects	Policy and guidelines on risk management (Y/N)	●	●	●	●	●	●	
		Framework, standard or guidelines on risk management such as COSO-ERM or ISO31000	Framework, standard or guidelines on risk management (Y/N)	●	●	●	●	●	●	
		Total number of corruption complaints	Times/year	0	1	2	0	0	0	
		Frequency of drill exercises for unexpected incidents such as emergency plan, crisis management plan, and business continuity plan	Number of times and frequency of drill exercises for unexpected incidents	NA	NA	13	40	50	45	
		• Head Quarter - Bangkok , Thailand	Times/year	NA	NA	1	1	2	2	
		• Refinery business	Times/year	NA	NA	5	4	4	6	
		• Maritime business	Times/year	NA	NA	3	4	3	3	
		• 5 asphalt plants - Thailand	Times/year	NA	NA	5	32	32	31	
		• Asphalt business - foreign locations	Times/year	NA	NA	NA	NA	NA	NA	
• Construction business	Times/year	NA	NA	NA	NA	9	3			
<b>Supply Chain</b>										
<b>Supply Chain Management</b>										
Goal 12, Goal 16		Policy and guidelines on supply chain management pertaining to environmental, social, or governance aspects	Yes/No	●	●	●	●	●	●	
		Supply chain management plan	Yes/No	●	●	●	●	●	●	
		Goals on supply chain management	Yes/No	●	●	●	●	●	●	
	Disclosure 308-1 Disclosure 414-1	Proportion of new partners that pass criteria on environmental, social, or governance aspects	Number of partners	NA	0	1	2	1	1	
			% of 'new' partners during the year	NA	0	50	33	100	100	
<b>Customer Centric</b>										
<b>Customer Satisfaction</b>										
Goal 8	Disclosure 102-43	Customer satisfaction improvement: Initiatives	Yes/No	●	●	●	●	●	●	
		Channel to manage customer service complaints	Yes/No	●	●	●	●	●	●	
		Customer satisfaction improvement: Targets	Yes/No	●	●	●	●	●	●	

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SDGs	Disclosure		Unit	2017	2018	2019	2020	2021		2022		
Goal 8	Disclosure 102-43	<b>Overall customer satisfaction results</b>	%	86.00%	84.00%	87.00%	87.45%	89.10%	87.88%			
	Disclosure 102-44	• On products	%	85.00%	83.00%	83.00%	84.84%	85.83%	86.00%			
		• On sales employees	%	88.00%	87.00%	87.50%	89.32%	90.40%	90.00%			
		• On sales support	%	87.50%	83.50%	88.80%	89.67%	91.52%	89.50%			
		• On technical services	%	83.00%	85.00%	84.00%	87.07%	88.40%	89.00%			
		• On product delivery	%	83.00%	85.00%	85.50%	86.10%	88.26%	85.50%			
		<b>Customer satisfaction results - Domestic</b>	%	85.80%	86.80%	86.60%	87.40%	88.70%	89.00%			
		• On products	%	85.00%	86.00%	85.00%	83.68%	86.66%	87.00%			
		• On sales employees	%	87.00%	88.00%	88.00%	88.64%	88.80%	90.00%			
		• On sales support	%	88.00%	86.00%	89.00%	89.33%	91.04%	91.00%			
		• On technical services	%	83.00%	85.00%	84.00%	87.07%	88.40%	89.00%			
		• On product delivery	%	86.00%	89.00%	87.00%	88.19%	87.52%	87.00%			
		<b>Customer satisfaction results - International</b>	%	84.3%	81.3%	86.5%	87.5%	89.5%	86.8%			
		• On products	%	82.0%	77.0%	88.0%	86.0%	85.0%	85%			
		• On sales employees	%	89.0%	86.0%	87.0%	90.0%	92.0%	90%			
		• On sales support	%	81.0%	87.0%	86.0%	90.0%	92.0%	88%			
		• On technical services	%	NA	NA	NA	NA	NA	NA			
		• On product delivery	%	83.0%	82.0%	84.0%	84.0%	89.0%	84%			
				Number of incident or complaint resulting from customer service mistakes, with explanation, impact, and solution guidelines								
			Disclosure 417-2	<b>Customer service complaint management approach</b>								
		Disclosure 417-3	<b>Total number of customer complaints</b>	Case	10	19	20	18	33	13		
			• Total number of complaints on product quality	Case	3	12	8	9	7	8		
			• Total number of complaints on quantity	Case	2	4	1	4	8	1		
	• Total number of complaints on services		Case	0	0	1	1	1	0			
	• Total number of complaints on packaging		Case	0	0	1	0	5	0			
	• Total number of complaints on product delivery		Case	3	3	4	4	5	4			
	• Total number of complaints on other issues		Case	2	0	5	0	7	0			

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Standard		Topics of data disclosure	Performance							Note(s)/ Omission(s)
SDGs	Disclosure		Unit	2017	2018	2019	2020	2021	2022	
		<b>Total number of customer complaints - Domestic</b>	Case	3	7	7	13	7	7	
		• Total number of complaints on product quality	Case	0	4	1	7	0	3	
		• Total number of complaints on quantity	Case	0	0	0	1	0	0	
		• Total number of complaints on services	Case	0	0	1	1	1	0	
		• Total number of complaints on packaging	Case	0	0	1	0	2	0	
		• Total number of complaints on product delivery	Case	3	3	4	4	4	4	
		• Total number of complaints on other issues	Case	0	0	0	0	0	0	
Goal 8	Disclosure 102-43	<b>Total number of customer complaints - International</b>	Case	7	12	13	5	26	6	
		• Total number of complaints on product quality	Case	3	8	7	2	7	5	
		• Total number of complaints on quantity	Case	2	4	1	3	8	1	
		• Total number of complaints on services	Case	0	0	0	0	0	0	
		• Total number of complaints on packaging	Case	0	0	0	0	3	0	
		• Total number of complaints on product delivery	Case	0	0	0	0	1	0	
		• Total number of complaints on other issues	Case	2	0	5	0	7	0	
		<b>Total number of resolved customer complaints</b>	Case	10	19	20	18	33	13	
		<b>Total number of resolved customer complaints</b>	Case	10	18	20	17	25	13	
		<b>Total number of resolved customer complaints</b>	Case	0	1	0	1	8	0	
		• Total number of resolved complaints on product quality	Case	3	12	8	9	7	1	
		- Ontime	Case	3	12	8	8	3	4	
		- Late	Case	0	0	0	1	4	0	
		• Total number of resolved complaints on quantity	Case	2	4	1	4	8	5	
		- Ontime	Case	2	4	1	4	6	5	
		- Late	Case	0	0	0	0	2	0	
		• Total number of resolved complaints on services	Case	0	0	1	1	0	0	
		- Ontime	Case	0	0	1	1	1	0	
		- Late	Case	0	0	0	0	0	0	
		• Total number of resolved complaints on packaging	Case	0	0	1	0	3	0	
		- Ontime	Case	0	0	1	0	4	0	
		- Late	Case	0	0	0	0	1	0	
		• Total number of resolved complaints on product delivery	Case	3	3	4	4	1	0	
		- Ontime	Case	3	2	4	4	5	4	
		- Late	Case	0	1	0	0	0	0	

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Standard		Topics of data disclosure	Performance							Note(s)/ Omission(s)
SDGs	Disclosure		Unit	2017	2018	2019	2020	2021	2022	
	Disclosure 102-43	• Total number of resolved complaints on other issues	Case	2	0	5	0	7	0	
		- Ontime	Case	2	0	5	0	6	0	
		- Late	Case	0	0	0	0	1	0	
		<b>Total number of resolved customer complaints - Domestic</b>	<b>Case</b>	<b>3</b>	<b>7</b>	<b>7</b>	<b>13</b>	<b>7</b>	<b>7</b>	
		• Total number of resolved complaints on product quality	Case	0	4	1	7	0	0	
		- Ontime	Case	0	4	1	6	0	3	
		- Late	Case	0	0	0	1	0	0	
		• Total number of resolved complaints on quantity	Case	0	0	0	1	0	0	
		- Ontime	Case	0	0	0	1	0	0	
		- Late	Case	0	0	0	0	0	0	
		• Total number of resolved complaints on services	Case	0	0	1	1	0	0	
		- Ontime	Case	0	0	1	1	1	0	
		- Late	Case	0	0	0	0	0	0	
		• Total number of resolved complaints on packaging	Case	0	0	1	0	0	0	
		- Ontime	Case	0	0	1	0	1	0	
		- Late	Case	0	0	0	0	1	0	
		• Total number of resolved complaints on product delivery	Case	3	3	4	4	0	0	
		- Ontime	Case	3	2	4	4	4	4	
		- Late	Case	0	1	0	0	0	0	
		• Total number of resolved complaints on other issues	Case	0	0	0	0	0	0	
		- Ontime	Case	0	0	0	0	0	0	
		- Late	Case	0	0	0	0	0	0	
		<b>Total number of resolved customer complaints -International</b>	<b>Case</b>	<b>14</b>	<b>24</b>	<b>26</b>	<b>10</b>	<b>52</b>	<b>12</b>	
		• Total number of resolved complaints on product quality	Case	3	8	7	2	7	1	
		- Ontime	Case	3	8	7	2	3	1	
		- Late	Case	0	0	0	0	4	0	
		• Total number of resolved complaints on quantity	Case	2	4	1	3	8	5	
		- Ontime	Case	2	4	1	3	6	5	
		- Late	Case	0	0	0	0	2	0	
		• Total number of resolved complaints on services	Case	0	0	0	0	0	0	
	- Ontime	Case	0	0	0	0	0	0		
	- Late	Case	0	0	0	0	0	0		

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Standard		Topics of data disclosure	Performance							Note(s)/ Omission(s)
SDGs	Disclosure		Unit	2017	2018	2019	2020	2021	2022	
		• Total number of resolved complaints on packaging	Case	0	0	0	0	3	0	
		- Ontime	Case	0	0	0	0	3	0	
		- Late	Case	0	0	0	0	0	0	
		• Total number of resolved complaints on product delivery	Case	0	0	0	0	1	0	
		- Ontime	Case	0	0	0	0	1	0	
		- Late	Case	0	0	0	0	0	0	
		• Total number of resolved complaints on other issues	Case	2	0	5	0	7	0	
		- Ontime	Case	2	0	5	0	6	0	
		- Late	Case	0	0	0	0	1	0	

**Responsible Marketing Communications**

<b>Goal 3</b>	<b>Disclosure 417-1</b>	Policy and guidelines on information disclosure pertaining to impacts from products/services that customers should be informed	Yes/No	●	●	●	●	●	●	
	<b>Disclosure 417-2</b>	Product recalls, from production process errors	Number of times	0	0	0	1	0	0	

**Protection of Customer Privacy**

<b>Goal 16</b>	<b>Disclosure 418-1</b>	Policy and guidelines on protection of customer privacy	Yes/No	●	●	●	●	●	●	
		Principle, standard or guidelines on protection of customer privacy adopted by the Group	Yes/No	●	●	●	●	●	●	
		Report on personal data violation	Number of times	0	0	0	0	0	0	

**Human Rights**

<b>Goal 8</b>	<b>Disclosure 412-1</b>	Policy and guidelines on labor human rights	Yes/No	●	●	●	●	●	●	
		Principle, standard or guidelines on employee treatments	Yes/No	●	●	●	●	●	●	
		Follow-up on implementation of policy and guidelines on human rights	Yes/No	●	●	●	●	●	●	
	<b>Disclosure 412-3</b>	Total number of human rights complaint - employees	Number of complaint case	0	0	0	0	0	0	
	<b>Disclosure 412-3</b>	Total number of human rights complaint - partners with contracts	Number of complaint case	0	0	0	0	0	0	

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Standard		Topics of data disclosure	Performance						Note(s)/ Omission(s)			
SDGs	Disclosure		Unit	2017	2018	2019	2020	2021		2022		
<b>Community Development</b>												
<b>Community Development</b>												
<b>Goal 8</b>	<b>Disclosure 413-1</b>	Community development: Policy and practices	Yes/No	●	●	●	●	●	●			
		Community development: Initiatives	Yes/No	●	●	●	●	●	●			
		The Group plans long-term initiatives in 3 categories:	Yes/No									
		- Co-Creation Innovation (Innovation leads to the future)	Yes/No	●	●	●	●	●	●	●		
		- Save the World (Low Environmental Impact)	Yes/No	●	●	●	●	●	●	●		
		- Safety for All (Safety First)	Yes/No	●	●	●	●	●	●	●		
		<b>Investment in local community development programs</b>										
		1) Budget Allocations for CSR Activities/Projects										
		- Cash contribution for CSR projects	M.THB	21.4	24.0	15.4	11.5	25.9	6.37			
		- Management Overheads	M.THB	NA	4.9	0.9	0.7	0.01	0.17			
		- In-kind giving: product or service donation	M.THB	NA	0.9	0.8	5.0	24.88	4.23			
		- Employee cost during paid hours for volunteering	M.THB	NA	3.9	2.4	3.0	0.4	0.85			
		2) Community Service Volunteer Hours										
		- Number of Participating Employees	Person	723	689	671	528	348	481			
		- Hour of CSR Activity from Employees	Hour	23,584	23,978	15,358	13,077	2,716	5,464			
		- Rate of Time Spent on CSR Activity/Year	Hour/Persons/Year	32.6	34.8	22.9	24.8	7.8	11			
		- Number of Total Employees (Only Thailand)	Person	777.4	725.3	713.8	658.0	551.0	540			
		- Employee Volunteering Engagement	% Employee Engagement	93%	95%	94%	80%	63%	82%			
		<b>Community development: Targets</b>										
		- Maintain overall community satisfaction rate	%Satisfaction Rate	NA	> 85%	> 85%	> 85%	> 85%	≥ 85%			
		- Employee engagement rate for CSR activities	% Employee Engagement	90%	95%	95%	85%	85%	85%*			
		- Zero community complaint about environmental impact or human rights on the community	Number of incident or complaint	0	0	0	0	0	0			
		<b>Outcomes and impacts from investment in local community development programs</b>										
		- Number of CSR projects/activities	Number of activity	NA	NA	98	62	44	85			
		- Number of provinces that implement CSR projects	Number of province	NA	NA	19	9	7	7			
		- Number of collaborating partners in CSR activities	Number of partner	NA	NA	22	29	2	4			
		- Number of stakeholders joining CSR activities	Person	NA	NA	8,970	7,013	2,001	4,280			

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Standard		Topics of data disclosure	Performance							Note(s)/ Omission(s)
SDGs	Disclosure		Unit	2017	2018	2019	2020	2021	2022	
		- Total waste collected from our projects	Tons	NA	NA	NA	1.189	134.9	<b>161.36</b>	
		- Total number of trees planted	Trees	49,800.00	62,200.00	103,700.00	109,200.00	109,407.00	<b>109514</b>	
		- Number of roads repaired in CSR programs	Number of repaired road	10	15	22	8	2	<b>8</b>	
		- Number of employees and people in the community receiving emergency life-saving (CPR) training	Number of CPR training	NA	108	956	955	65	<b>343</b>	
		- Number of students receiving all types of training from the company	Number of student	419	1,404.00	1,050.00	1,495.00	259.00	<b>745</b>	
		- Total greenhouse gas emissions reduction	% ton CO <sub>2</sub> reduction	NA	NA	NA	220.59	777	<b>365.7</b>	
	<b>Disclosure 413-2</b>	<b>Community engagement survey results</b>	<b>% Satisfaction</b>	<b>N/A</b>	<b>87.2%</b>	<b>88.9%</b>	<b>89.9%</b>	<b>91.2%</b>	<b>92.7%</b>	Note (1)
		- Road safety activities	Social	NA	87.8%	92.6%	92.0%	96.0%	<b>93.5%</b>	
		- Knowledge-sharing activities for children and youth		NA	NA	97.2%	93.2%	85.5%	<b>93.1%</b>	
		- Publications / demonstrations on emergency life-saving (CPR)		NA	NA	95.7%	91.4%	92.3%	<b>87.6%</b>	
		- Community career promotion activities	Economy	NA	88.8%	78.5%	87.4%	93.4%	<b>NA</b>	
		- Collaborative innovation activities (External Stakeholders)		NA	NA	82.2%	88.0%	87.5%	<b>92.4%</b>	
		- Environmental education activities	Environment	NA	84.3%	87.1%	87.7%	92.5%	<b>85.8%</b>	
		Total number of incidents or complaints on environmental impact or breaches of human rights in the community, with explanation of the management approach of such incidents or complaints	Number of incidents or complaints	0	1	0	0	0	<b>0</b>	

Notes :

NA (Not Available): No data available

(1) Covered the head office and 5 asphalt plants, namely the Nakhon Ratchasima factory, Phitsanulok factory, Rayong factory, Suratthani factory , and Phra Pradaeng warehouse