

Towards



Step to Anniversary..
Sustainable Organization



Sustainable Development Report 2023

TOA PAINT (THAILAND) PUBLIC COMPANY LIMITED



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Statements from the Corporate Governance and Sustainability Committee

Sustainable development is a crucial objective that requires a collective effort from the global community. Collaboration is the key to achieving this goal, and it is essential for all sectors, including individuals, society members, government agencies, and the private sector. TOA Paint (Thailand) Public Company Limited (TOA) is fully committed to promoting sustainable development in all its business operations. We recognize that economic growth must be accompanied by social responsibility and environmental protection, and we strive to achieve this balance.

In today's rapidly changing business landscape, TOA integrates ESG principles into its operations to build resilience and adapt to challenges. Our commitment to sustainability is evident in our TOA AQUA SHIELD 2in1 product, which provides multi-surface protection, reduces painting steps, saves costs, and is safe for consumers.

At TOA, we are also dedicated to supporting social development and improving the quality of life for communities. We provide educational opportunities for underprivileged groups, develop skills and creativity among students, and empower educators. We also support those affected by natural disasters and promote access to healthcare services.

Recognizing the urgency of climate change, TOA has set a net-zero greenhouse gas emissions target by 2050. We are actively reducing emissions through energy conservation and increasing the use of renewable energy. We are also implementing circular economy principles in waste management to reduce our carbon footprint.

On behalf of the Corporate Governance and Sustainability Committee and all executives, we are grateful to all our employees for their dedication and hard work in driving the company's success. We extend our thanks to all stakeholders for their trust and support in our pursuit of sustainable development.

จตุพท ตังการวากอน

Mr. Jatuphat Tangkaravakoon





Pride Awards



- Thailand's Most Admired Company 2023 for 9 consecutive years for decorative paint and coating in construction materials category and Thailand's Most Admired Brand 2023 for 12 consecutive years for the construction materials in interior and exterior paint category by the BrandAge magazine



- No.1 Brand Thailand 2023 for 11 consecutive years for decorative paint and coating category that received highest popular votes in Thailand by Marketeer Magazine



- Award for Dedication to Environmentally-friendly Production and Sustainable Practices, as well as Receiving Green Labels for over 20 years for paint products, in the 30th anniversary celebration of the Green Label Thailand by Thailand Environment Institute



- Corporate Governance Report of Thai Listed Companies (CGR) The company received 5 stars – excellent level for CGR assessment results under the Corporate Governance Report of Thai Listed Companies 2023 for 5 consecutive years, which was organized by the Thai Institute of Directors (IOD) with the support of the Stock Exchange of Thailand



- The Award for Outstanding national-level recognition in the category of Gold Shield "Disease-Free, Safe, and Healthy Workplace" for the year 2023



- Silver Honor Shield Award for "Zero Accident Campaign Activities"



- Most Innovative Company Award at SET Awards 2023 organized by The Stock Exchange of Thailand in Collaboration with Money & Banking Magazine



- Best Brand Performance on social media 2023 in Construction Material Section from 11th Thailand Social Awards



- Top 50 Companies in Thailand 2023 by Work Venture



- Green Industry Award Level 4 (Green Culture) from the Ministry of Industry



- The Award of the Road Safety Exemplary Organization for 2023 At the national level, awarded by Thai Health Promotion Foundation in collaboration with the Road Safety Network, This recognition is part of the Provincial Road Accident Prevention Support Program



- CSR-DIW Continuous Award 2023



- SET ESG Rating of "A"



- Best Innovation Award 2023 from Architect'23 Event



- Best Brand Performance on Social Media 2023 at 11th Thailand Social Award



- Outstanding Workplace Award for Labor Relations and Welfare for Bangna and Samrong plant (7 consecutive years)



- Good Labor Practice (GLP) Award (1st Year for Bangna and Samrong plant)



- An exemplary model of a business in terms of safety, occupational health, and environmental conditions at the national level for the year 2023 The factory in Bangna has maintained a top-tier position for 10 consecutive years, and the Samrong factory for 6 consecutive years. This recognition is conferred by the Department of Labour Protection and Welfare



- Carbon Footprint of Products (CFP) has been registered.



Sustainability Report

TOA Paint (Thailand) Public Company Limited is the producer and distribution of paint and coating products with the state-of-the-art and largest plant in ASEAN, the headquarter is located on 31/2 Moo 3, Bangna-Trad Road, Bangsaothong, Bangsaothong, Samutprakan 10570 Thailand.

The company publishes a Sustainability Report annually for communicating with stakeholders about the Company's sustainable development policies and guidelines, as well as its performance on issues important to business operations. The Company has prepared a Sustainability Report (56-1 One Report) in line with Global Reporting Initiative (GRI) Standards.

In 2023, the Corporate Governance and Sustainability Committee reviewed and assessed key issues and risks related to business operations with reference to the SET ESG Rating and the Sustainable Development Goals (SDGs). The opinions of stakeholders are considered in parallel in order to formulate plans, strategies, and organizational indicators that are appropriate for managing the issues appropriately and responding to the needs of actual stakeholders.

This Sustainability Report covers the Company's operations from January 1 to December 31, 2023, focusing on sustainability issues related to all stakeholders in economic, social and environmental dimensions. The scope of this report covers only the business in Thailand which is the Company's core business.





Sustainability Vision

TOA Paint (Thailand) Public Co., Ltd. is committed to conducting business and developing sustainable products and services for “Being a leader in the paint and construction materials industry in the ASEAN region by offering a complete range of products and services along with strengthening stability and sustainability in the business as well as contributing to a good environment and a livable society.” The Sustainability Development Framework covers 3 dimensions: environment, social, and governance with 13 key success indicators:



01

- 1.1 Business operation under good governance code and law that can create success toward goals, and well adapt to change
- 1.2 Quality products & services that fully meet the total need of customers and product stewardship
- 1.3 Distribution Channels and Customer Relationship Management
- 1.4 Supply chain management and partner relationship management with responsibility and support

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- 2.1 Fair labor practices, employee motivation, employee retention and human capital management
- 2.2 Human rights, occupational safety, and health care
- 2.3 Education support and quality of life improvement for community and society
- 2.4 Building a good relationship with the relevant community, society and agency to jointly develop and drive society toward sustainability

03

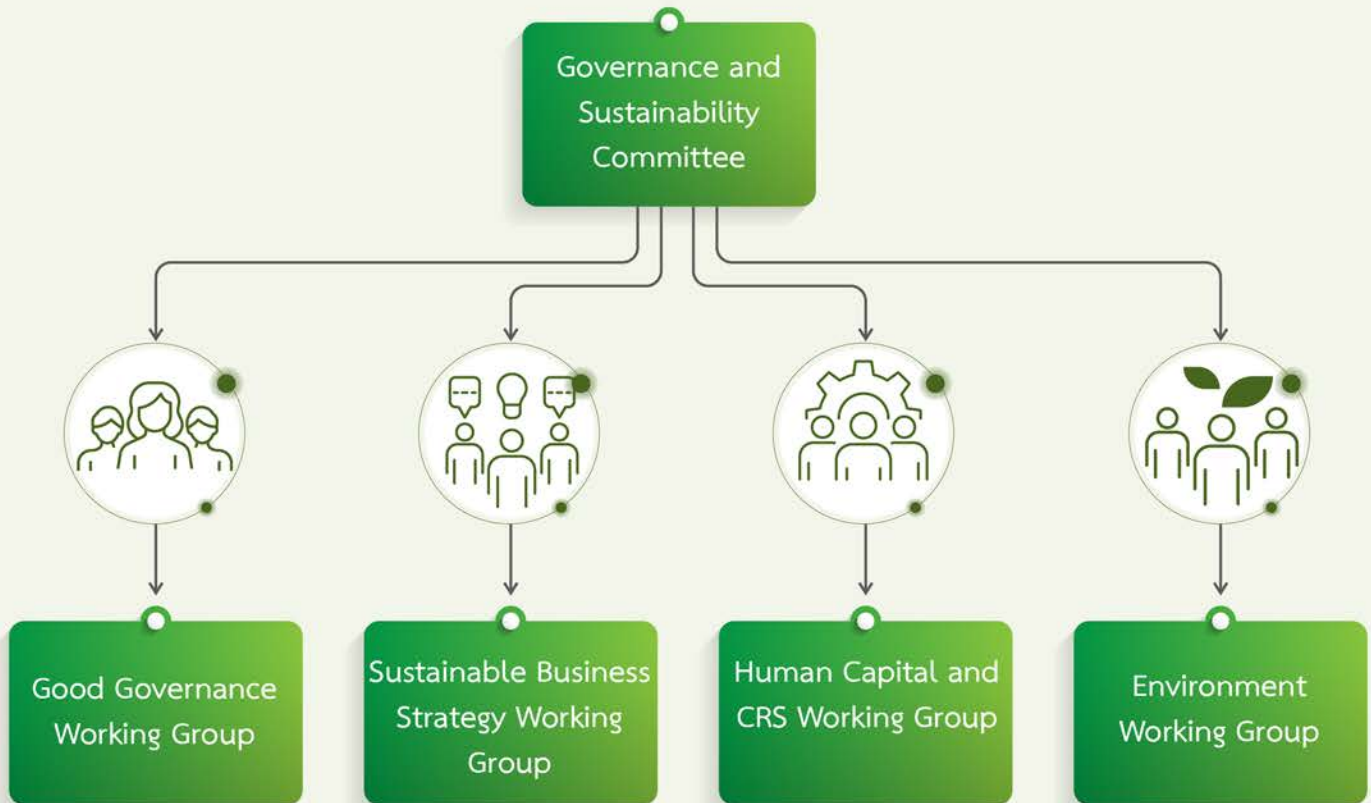
- 3.1 Efficient and sustainable energy management
- 3.2 Climate change management and development toward net zero emissions
- 3.3 Efficient water use management
- 3.4 Efficient waste and non-used materials management toward a circular economy
- 3.5 Innovation development for sustainability and promoting a good environment





Management structure

The Company has set up a Corporate Governance and Sustainability Committee which consists of top executives and executives from each business unit. There is a Chief Executive Officer who is the chairman and a working group in each area as follows.



Roles and responsibilities of the Corporate Governance and Sustainability Committee

1. To define and review directions, strategies, and policies for business sustainability development to be integrated with the Company's business operations covering environment, social, and governance (ESG) areas.
2. To define and review material issues in the Company's business operations by emphasizing both positive and negative impacts on the Company and all stakeholders.
3. To set both short-term and long-term sustainability goals.
4. To consider opinions and approve work plans and operational guidelines to drive relevant operations to create competitive advantages and reduce potential negative impacts.
5. To supervise and monitor the progress of various operations in accordance with the established policies and plans.
6. To encourage communication for directors, executives, employees at all levels, and related persons to be aware of and comply with policies and practices on corporate governance, business ethics, and related policies.
7. To follow up and support all business units in the Group to comply with the sustainable development policy.
8. To present progress to the executive committees and/or the audit committees and/or the board of directors.
9. To consider and review the sustainability development report to be proposed to the board of directors and disclosed to the public.



Management of Potential Impacts on Stakeholders in Value Chain

1. TOA's Value Chain

The Company pays great attention to managing its value chain pertaining to business operations and processes, which finally leads to achievement. The Company contributes to the value creation of products and services, managing stakeholder expectations, production with focused attention to the impact on communities and environment, marketing and service standards, and responding to diverse needs. In this regard, there must be a management approach to each oriented procedure to ensure well compliance and effectiveness as follows:



• Components of a supply chain



2. Analysis of Stakeholders in Value Chain

- Guidelines for Stakeholder Engagement and Material Concerns

The company has given importance to “Stakeholders” involved in the value chain. The Corporate Governance and Sustainability Committee has reviewed the division of stakeholders into 6 groups as follows:



The Company has surveyed needs and expectations as well as suggestions to analyze both positive and negative impacts that may occur. The Company also summarizes the guidelines for actions or responses to the needs of the stakeholders as appropriate. The steps are as follows:



• Be responsible by each business unit for identifying and analyzing stakeholders related to its business operation in accordance with the factors of dependency, responsibility, influence, and other factors as appropriate

• Define levels of the Company's economic, social, and environmental impacts on stakeholders.

• Define levels of both positive and negative impacts of stakeholders that may influence the Company such as finance, reputation, laws, and regulations.

• Categorize stakeholders according to the levels of impact that the Company has on the stakeholders, and stakeholders' influence on the Company.

• Define appropriate engagement approaches for each stakeholder group to build a bond and response their expectations e.g., survey, dialogue session, site visit, etc.

• Stakeholder Engagement Method & Issues

Concern & Expectation	Method of Promoting Participation	Communication
<ul style="list-style-type: none"> • Management of safety, occupational health, and working environment according to standards • Regular communication of corporate strategy and direction • Capability development and job advancement • Appropriate remuneration and welfare management • Enhancement and retention of talent with the organization • Organizing activities to promote working happiness • Promoting communication/labor relations between executives and employees • Fair and equitable fundamental rights 	<div style="text-align: center;">  <p>Employees</p> </div> <ul style="list-style-type: none"> • The establishment of committees and agencies that oversee and educate employees on safety • Supervision and knowledge of safety for employees • Organizing a Townhall for communicating Corporate Strategy & Objectives • Competency development in line with the organization's values and position • There is an appropriate performance management and compensation system. • Establishing a career path for growth and appropriate repositioning policy • Employee engagement survey and results analysis • Providing opportunities for employees to have engagement through the establishment of various committee • Health care and employee happiness support 	<ul style="list-style-type: none"> • Opinion survey and organization engagement • Arranging seminars or activities for employees that are appropriate for each level • Opportunity for employees to propose work process and development projects and products by OKRs. • A survey of the needs for training and professional development of employees • Complaint channels • Communication and information publicity through various channels • Organizing activities with the CEO or executives meeting employees • Arranging a meeting to review business strategies and plans each year
<ul style="list-style-type: none"> • Preparing a community development plan according to the needs of the community appropriately • Participating in development activities that benefit both the organization and the community in the long term • Having an agent or agency that mediates and supports the community • Preparation of work plans according to the needs of the community to develop and solve problems appropriately • Participating in development activities that benefit both the organization and the community in the long term • Essential basic health support, education, technology, culture, use of indigenous knowledge, caring for people with special needs, and employment or income generation to improve the well-being of the community • No environmental impact on people in the community 	<div style="text-align: center;">  <p>Community</p> </div> <ul style="list-style-type: none"> • Establishing a unit responsible for community relations and community development activities • Consideration of cooperation with public and private organizations in community development activities • Appointment of the working group committee on participation community relations representatives and review on the plan at least once a year • Gathering information from communications and analyzing the needs and expectations of the community in order to formulate a plan • Organizing educational support activities, creating careers, generating income for communities, and groups of people who need special care • Promoting employment and products of local people • Participation in community activities e.g., religious days and folk traditions • Supervision of environmental management systems that may affect the community 	<ul style="list-style-type: none"> • Communication through representative agencies responsible for community relations • Organizing a dialogue and field visits to listen to opinions and problems of the community and allowing the community to visit the factory • Using a variety of channels to receive complaints and suggestions from the community, organize a dialogue, visit the area to listen to community opinions or organize Open House activities • Exchange of knowledge, skills, and resources with public and private organizations • Using a variety of channels to receive complaints and suggestions with communicating in various ways about the operations of the organization • Arrangement for the assessment of community satisfaction from project operations and community relations activities

Concern & Expectation	Method of Promoting Participation	Communication
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 Customers (B2B and B2C)		
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- Brand confidence and value of products and services delivered to customers and reasonable prices
- Always developing new innovations and innovative products that are environmentally friendly and safe for health
- Development of completed products and services in line with the decoration trend and lifestyle of consumers
- Improving and developing products and services, complaints, and suggestions
- Arrangement of channels or representatives from companies responsible for communicating information with customers
- Sustainable business operations in both social and environmental aspects according to good governance principles
- Product training with product users, mechanics, and store sales staff
- Presentation of strategies, plans, and guidelines for joint business development in various fields

- Setting up a PC or other sales team for coordination, support, and customer service
- Providing product training and product information to users
- Creation of references to international product standards
- Establishment of a working group for the development of products and services and innovations for the benefit of society and the environment
- Meetings and collaborations to exchange business information, innovations, product developments, and social projects
- Customer survey analysis for improvement and development
- Organizing training on products and usage techniques for customers, technicians, and customer sales teams
- Participating in activities with customers regularly

- Regular communication and meetings with customers through assigned teams
- Communicating product information through catalogs and product labels on the company's website and other media
- The preparation of advertising media to communicate on product awareness and confidence in the product and brand
- Market research or customer satisfaction surveys
- Having a customer relations center and a channel to receive information by having experts to provide information and solve problems for customers

 Dealers		
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- Promoting and developing the work of partners or suppliers of raw materials and developing cooperation to create mutual business growth, including creating sustainable value for society
- Exchange of information about industry, technology, and innovation to further develop knowledge
- Transparent and verifiable procurement and procurement processes to build confidence with partners in doing business together

- Procurement with a transparent and verifiable process under the same conditions according to the Company's procurement policy
- Supplier Code of Conduct announcement and supplier evaluation
- Evaluation of partners and informing the results of assessment to partners, including planning to improve together
- Risk assessment of suppliers that are an important part of products and services and prevent/ correct/ reduce the impact of the risk as much as possible
- Organizing meetings to exchange information and collaborate on innovative technologies for further sustainability

- A survey of expectations from key partners or suppliers of raw materials
- Meetings with key partners or suppliers of raw materials
- Coordination and exchange of information between the purchasing department and partners or raw material distributors



Concern & Expectation	Method of Promoting Participation	Communication
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**Financial institution/
investor and shareholder**



**Financial institution/
investor and shareholder**

- Conducting business with good governance for business growth and sustainable returns
- Communicating accurate and latest information for analysis and decision making, e.g., as financial statements, performance, etc.
- Paying debt on schedule and complying with the terms or conditions in the contract
- Opportunity to offer products and services of financial institutions

- Establishment of a unit responsible for communicating accurate information to investors and investors
- Establishment of corporate governance and sustainability committees and working groups in each area to drive business operations with good governance and sustainability development in the organization
- Development of business risk management processes and sustainability issues to cover the entire organization
- Meetings to exchange information and opinions between executives of the company and financial institutions
- Inspection and monitoring of compliance with contract conditions

- Coordination of the Finance and Accounting Division and the Investor Relations Department
- Arrangement of shareholders' meetings for shareholders to receive business information and to have an engagement to make decisions on important transactions of the Company
- Communication of operating results and information about business strategies and directions, e.g., annual strategy and direction announcements, performance announcement meetings, Opportunity Day, etc.
- Communication of information through public channels, e.g., the Stock Exchange of Thailand
- Reporting to present business information and performance, e.g., One report, MD&A, and other reports

Civil society and government



Civil society and government

- Promoting, supporting, and helping to improve the quality of life of people in society sustainably or the urgent need of people in society to continue the sustainable life
- Comprehensive communication channels with reaching target groups. Each group can communicate effectively.
- Getting support for information that is complete and accurate for good understanding to the public by disseminating appropriately through various media
- Policy response, supporting government activities, and contributing to economic and social development, including environmental preservation

- Conducting business with good governance along with taking care of society and the environment
- Implementation of social activities in various fields to support sustainable development and helping society in various crises
- Cooperation with the government in carrying out various activities
- Developing a comprehensive, effective, and timely communication channel
- Creation of press releases covering business, social, and environmental issues
- Determining the person responsible for legal compliance, government policy and reviewing legal compliance risks

- Arrangement of small group meetings to provide important information in various fields and listening to opinions and suggestions from civil society and government sectors
- Discussions with representatives of government and civil society groups, e.g., corporate representatives, charities, non-profit organizations, community representatives, etc.
- A meeting to discuss together to improve the development of operational guidelines that will promote joint support between the government sector, civil society, and the company
- Channels for receiving assistance and support for public charities



Materiality Assessment Result

The company determines key issues by surveying and analyzing stakeholders' expectations and needs, then taking the results into consideration and prioritizing in order to plan appropriate sustainability policies and visions. In 2023, key sustainability issues can be shown as follows

Materiality Assessment's Result



Significant sustainability development topics



- 1.1 Conducting business with good governance and law
- 1.2 Responsibility of products and services (product stewardship)
- 1.3 Distribution Channels and Customer Relationship Management
- 1.4 Supply chain management and partner relationship management with responsibility and support



- 2.1 Fair labor practices, incentives, personnel retention, and human capital building
- 2.2 Human rights, occupational safety, and health care
- 2.3 Supporting education and elevating the quality of life for the community and society
- 2.4 Building good relationships with communities, society, and related agencies



- 3.1 Energy management
- 3.2 Managing climate change and developing toward net zero emissions
- 3.3 Water management
- 3.4 Waste management toward a circular economy
- 3.5 Innovation development and environmental promotion for sustainability

3. Sustainable Development Goals: SDGs

The Company has material issues responding to certain principles of the SDGs as follows:

SDGs	Topic
<p>Economy and Corporate Governance</p> 	<p>Conducting business with good governance and law .2 Responsibility of products and services (product stewardship) 1.3 Distribution Channels and Customer Relationship Management 1.4 Supply chain management and partner relationship management with responsibility and support</p>
<p>Society</p> 	<p>2.1 Fair labor practices, incentives, personnel retention, and human capital building 2.2 Human rights, occupational safety, and health care 2.3 Supporting education and elevating the quality of life for the community and society 2.4 Building good relationships with communities, society, and related agencies</p>
<p>Environment</p> 	<p>3.1 Energy management 3.2 Managing climate change and developing towards net zero emissions 3.3 Water management 3.4 Waste management toward a circular economy 3.5 Innovation development and environmental promotion for sustainability</p>



Sustainable business drive should aim not only for profit but also for accountability to stakeholders through engagement and economic value creation based on good corporate governance. In addition to paying dividends for the benefit of shareholders, the company focuses on responding to basic needs and showing responsibility to the stakeholders where it operates, for example, the full payment of taxes or fees to the government or local authorities. It encompasses the support and development of the community surrounding the operational area. The goal is to strengthen the economy for communities and countries in which the business operates.

Highlighted Performance

1.1 Conducting business with good governance and law



No significant complaints about corporate governance



Employee awareness of business ethics was 95%



Employee awareness of personal data handling was 87%

1.2 Responsibility for products and services



Reduce customer complaints* by 54% (in term of product quality)



The satisfaction score for complaints in 2022 was 91%



Response ratio of customer complaints resolved within 24 hours was 100%

1.3 Distribution channels and customer relationship management



The average customer satisfaction score was equal to 86%

1.4 Supply chain management and partner relationship management.



Partners have been audited at 57%

1.1 Conducting business with good governance and law

The Company adheres to and complies with the principles of good corporate governance in conducting business through directors, executives, and employees. The Company considers good corporate governance principles to be an important factor in promoting the overall success of the company. For the optimized topics that the Company has adopted and practiced as follows:

- Anti-corruption and transparency

The company focuses on transparent business operations with a whistleblowing process and receiving complaints directly to the internal audit department for investigation, coordination with relevant parties, and correcting and creating a mechanism to prevent future recurrence. It also covers reporting to the audit committee and board. The company has announced the policy "No Gift Policy" to discourage accepting and giving gifts. It might result in corruption.

The Board of Directors supervised the anti-corruption policy, complaint, and whistle-blowing measures. Investigation process for misconduct and corruption, reporting false information and penalties, keeping information confidential, and protecting the rights of complainants or whistleblowers are included in the corporate governance principles and business ethics manual of the company. All directors, executives, and employees are required to adhere to and comply with public relations through email and intranet channels. It includes the addition of TOA Orientation to new employees at all levels through "Risk Management and Compliance, CSR and Anti-Corruption, and Code of Conduct." It is to foster the knowledge and understanding of new employees to practice correctly.

Scope of Complaint and Whistleblowing	Whistleblowing or Complaint Channels
<ul style="list-style-type: none"> • Crimes or inciting a person to commit an offense; • Unlawful acts including corrupt practices, bribery, and intimidation; • Ignorance of one's duty or laws or corporate governance principles; • Any acts, behaviors, or ignorance of any compliance in relation to finances, reports, records, and guidelines and/or financial report or internal control implying unethical practices or non-compliance with the generally accepted standards; • Any incidents that harm the health or safety of an individual; 	<ul style="list-style-type: none"> • Via e-mail to one of the following committees Board of Directors : directors@toagroup.com Audit Committee : uditcommittee@toagroup.com • By post Addressing one of the above-mentioned committees at: TOA Paint (Thailand) Public Company Limited 31/2 Moo 3, Bangna-Trad Road, Bang Sao Thong, Samut Prakarn 10570 • Via the Company's website www.toagroup.com or https://investor.toagroup.com/th/whistle-blowing

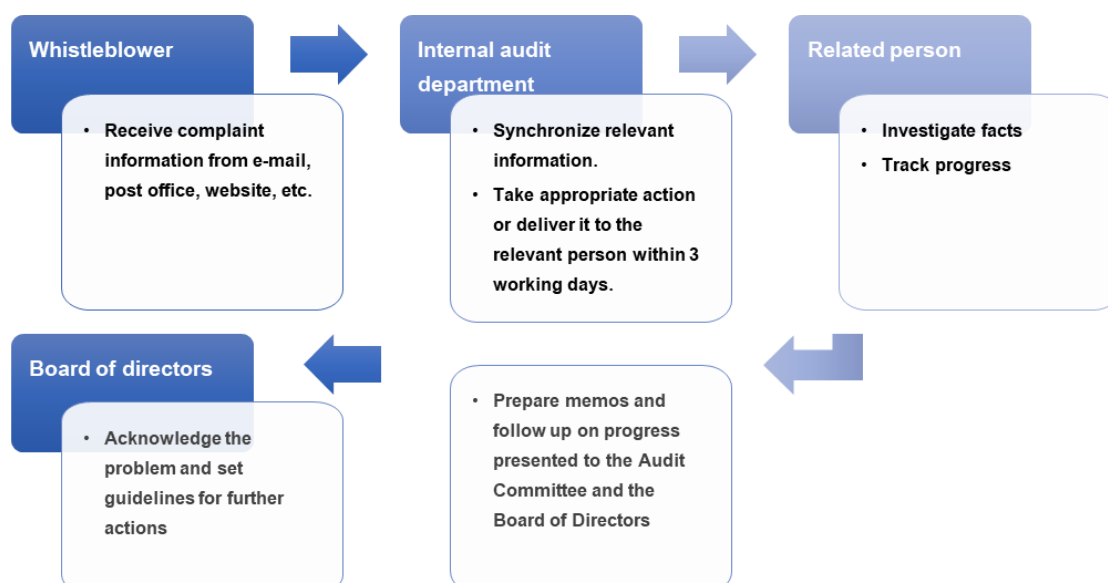
Scope of Complaint and Whistleblowing	Whistleblowing or Complaint Channels
<ul style="list-style-type: none"> • Any damages that occur to the environment; • Serious misconduct; • Willful or deliberate behavior to harm or disadvantage the corporate group or the corporate group's reputation; • In the event that an inevitable charge or severe damage to the corporate group is not able to be solved or carried out in line with the rational procedures; • Intentional concealment of any wrongdoings. 	

1) Scope of complaint and whistleblowing

The Company has defined the whistleblowing measures, and the information provided remains confidential for employees and other parties who want to address their concerns about illegal, unethical practices, or human rights violations occurring in the corporate group, or to express opinions useful to the corporate group for more convenient proceeding.

2) Complaint and whistleblowing process

The whistleblowers mentioned above must submit complaints or whistleblowers to the Internal Audit Department for information gathering or forwarding to relevant persons. It is to conduct an investigation as well as to monitor progress to ensure that appropriate procedures are followed:



The action plans are as follows.

Practice	Authorized person
1) Actions that violate or fail to comply with state laws and regulations, policies, and procedures regarding personnel	Chief human resources officer
2) Actions that violate or fail to comply with corporate governance policies and principles, business ethics, and regulations of the Group	Company secretary
3) Actions that involve omissions in accounting, reports, records, and practices and/or financial reporting or internal controls that are questionable or do not comply with standards or general practices	Chief executive in finance and accounting
4) Actions that may imply corruption, seeking unlawful benefits for oneself or others, such as embezzlement of property, corruption, fraud, etc.	Relevant top executives
5) In cases where the complaint is complex or involves multiple entities or matters that may have independence issues	Chief executive officer to appoint Investigation Committee

Details of the process, timing and investigation procedures are disclosed in the Annual Registration Statement/Annual Report 2023 (56-1 One Report) in "Corporate Governance Report".

3) False Reporting and Punishment

A person who, either intentionally or negligently, fails to comply with this policy, or commits an act of harassment, threatens, or imposes disciplinary punishment, or inflicts unfair treatment upon a complainant or any person involved in the reporting, including the case of false reporting or accusation, is considered to have committed a disciplinary offense and shall be liable for damage suffered by the corporate group or any other person, including any other liability otherwise provided by law.

4) Confidentiality and Protection of Whistleblowers

This policy is designed to build confidence for whistleblowers that their complaints will be treated seriously and there will not be any intimidation as a result of raising genuine concerns in good faith. However,

the employees or whistleblowers should exercise due care to ensure the accuracy of the information disclosed before filing a complaint.

- Code of Conduct

The Company encourages directors, executives, and employees at all levels to adhere to practical guidelines and desirable behaviors in conducting business under the framework of good corporate governance principles, morality, and business ethics. It is for good performance and sustainable growth for the business along with taking care of stakeholders, society, and environment. The company has prepared the "Corporate Governance Principles and Business Ethics Handbook" for all directors, executives and employees who are responsible for acknowledgment and practice. Moreover, the Risk Management Department has organized online training and meetings via Microsoft Teams to communicate, monitor risks, and organize training for all fields including subsidiaries both in Thailand and abroad. The fields in the company that have been trained are as follows.

	Target 2023	Performance 2023
Number of employees acknowledged the company's code of conduct (%)	100	100
Number of employees completed "Compliance & Code of Conduct" course (%)	>70	88

- Risk management

The Company recognizes the importance of risk management processes. Continuous development and improvement of such processes is carried out in a systematic and standardized manner. The Company establishes a risk management committee and determines risk appetite and risk tolerance, as well as establishes a risk matrix that reflects the assessment of the likelihood and impact of significant risks. The Company has also set Key Risk Indicators: KRIs, continuously monitors and evaluates the Company's risk management results, and reports the results of corporate risk management to the Board of Directors on a quarterly basis. The company has assessed the risks to cover various aspects and control them to be at an acceptable level as follows:

- 1) Strategic risks
- 2) Financial risks
- 3) Operational risks
- 4) Compliance risk concerning rules, laws, and other regulations
- 5) IT security and cyber security risks
- 6) Environmental, Society and Governance (ESG) risks

In 2023, the Risk Management Committee developed a Risk Culture Curriculum to disseminate to all employees at all levels, enabling them to learn and understand more about risk management. In addition, a Risk Assessment Curriculum has been developed for supervisors to ensure that the company's personnel have the knowledge, understanding, awareness, and participation in risk management, leading to a risk management culture throughout the organization.

	Target	Performance
	2023	2023
Number of employees trained in risk assessment (%)	>70	87

In 2023, our Company took significant steps to ensure the readiness of critical resources for continuous business operations and to reduce the impact and duration of business disruptions that could significantly affect us and our stakeholders. We conducted a preliminary study on corporate crisis management using the Business Continuity Management (BCM) system and continuously improved our Business Continuity Plan (BCP) to cope with various crises arising from our key risks. We understand the importance of being proactive and prepared in crisis situations, which is why we have invested time and resources to develop a comprehensive BCM system. Details of risk management are disclosed in the 2023 Annual Registration Statements / Annual Report (56-1 One Report) in "Risk Management" section.

1.2 Responsibility of products and services (product stewardship)

TOA is unwavering in its dedication to creating innovative products and services that enhance living standards and promote a healthier and more sustainable environment. The company understands that every step of construction requires specialized paints, construction chemicals, and building materials. TOA also strives to provide products that cater to all aspects of construction while being environmentally friendly. Our focus on innovation helps us create products that add value to your investment and meet the market's demands. TOA is committed to developing convenient and modern products and services that cater to your needs while being eco-conscious. With our products, customers can feel confident knowing that they're investing in quality and making a significant and positive impact on the environment.

- Business Innovation Development

TOA is committed to creating innovative and sustainable products that are safe for the environment and human health. We take pride in introducing our latest initiative, "TOA GREEN CERTIFIED," which signifies that our products have undergone a rigorous and eco-friendly manufacturing process. Our certification criteria are designed to ensure that every product that carries the "TOA GREEN CERTIFIED" mark meets at least four of the following sustainability standards:



1) Health and Wellness

The LEED 4.1, WELL certification, and Indoor Environmental Quality standard require that products meet low levels of Volatile Organic Compounds (VOCs) and aren't made with heavy metals, cadmium, or compounds from the alkylphenol ethoxylates (APEO) group. Certified products can prevent 99% of bacteria and viruses and reduce mold, mildew, and stains.

2) Green Production

The production executes lean and automation processes, is certified with the Green Industry level 4, reduces greenhouse gas emissions, labels the Carbon Footprint of the Organization (CFO), utilizes environmentally friendly energy, and reduces waste from the production process.

3) Green Material and Packaging

Raw materials are carefully selected from environmentally friendly sources that are free from heavy metals like lead, mercury, cadmium, and APEO compounds. Additionally, the packaging is made from recyclable materials.

4) Energy and Cost Saving

The product helps save energy by reducing heat within the building, lessening lighting energy consumption, and extending the building's lifespan, which reduces costs and maintenance time.

5) Green Innovation and Solution

The product is acknowledged for its development by reputable organizations or certified institutions.



TOA is committed to promoting safe and eco-friendly practices through its product standards. The company has developed innovative green products that address the complexities of different paint systems such as metal, wood, and concrete. These systems can be confusing for consumers to choose and use. TOA's AQUA SHIELD is a revolutionary paint that can be applied to all surfaces. It saves consumers the cost of buying primers and topcoats for different materials and can be used immediately without the need for thinners. This eliminates the pungent odor of volatile organic compounds (VOCs) that can be harmful to health. Additionally, it significantly reduces the time and cost of painting, making it a competitive advantage for the construction and decoration industry.



TOA AQUA SHIELD's exceptional features have made it a standout product in the industry, earning the company the prestigious "Best Innovation Award" for two years running at the Architect Expo. The award was first given in recognition of the TOA Organic Care product, which utilizes plant-based ingredients to replace petroleum-based raw materials, demonstrating the company's commitment to environmentally friendly solutions. Additionally, TOA AQUA SHIELD was honored with the "Best Innovative Company Awards 2023" at the SET Awards 2023, organized by the Stock Exchange of Thailand and Money and Banking Magazine. These accolades are a testament to the company's unwavering dedication to innovation and excellence in the industry.

- Customer and Consumer Responsibility

At the heart of the company's mission is a steadfast commitment to ensuring the utmost satisfaction of our product and service supporters. The company designs products that deliver value to our consumers and

provides comprehensive product and service information through various channels such as product labels, catalogs, and in-store sales staff. This empowers customers to make informed decisions. TOA also maintains dedicated channels for receiving feedback and complaints about our products, enabling the company to respond to customer needs swiftly.

Any feedback on sales, product quality, delivery, and after-sales service that our customers share via phone, email, or website is promptly entered into the company's complaint process. This robust process includes a complaint recording system, a system for tracking corrections with the responsible departments, preparing reports investigating the causes and solutions to the problems, and, most importantly, responding to customer complaints within a specified time frame. This ensures that all customer complaints are swiftly and effectively resolved, underscoring our commitment to customer satisfaction.

Channel	Service
Call Center 02-335-5777	Provide product advice, technical consultation, and implementation issues.
TOA Protect & Repair Center 02-335-5777 ext. 1	Provide consultation, prevent, and solve problems with leaks or cracks with high quality construction chemical products from TOA.
Professional color technician	Provide inspection and evaluation of the actual area and advice on the use of complete products for general customers and customers of various real estate projects.
Professional painter	Provide TOA Home Painting Service for general customers
https://www.toagroup.com or 02-335-5777 ext. 2	Provide house color design services by TOA ide@color

In 2023, the company met its annual target of responding to all customer complaints within the specified time frame. The number of customer complaints about product quality was reduced by 54%, and the customer satisfaction score for complaint resolution was 91%. There were no complaints related to customer privacy or safety or environmental impact issues from using the company's products.

	Target	Performance
	2023	2023
1. Number of product quality complaints decreased from 2022 (%)	> 20%	54
2. Complaint resolution satisfaction (%)	> 90%	91%

1.3 Distribution channels and customer relationship management

Customer relationship management is a crucial function of the company. Our goal is to build solid and long-lasting relationships with our customers by providing them with the best possible experience. The company achieves this by utilizing a combination of information technology systems and our knowledgeable staff to provide a seamless experience throughout the buying process. The company uses the following CRM strategies:

- Social media : The company uses social media to connect with customers and learn about their needs.
- Website : The company's website provides product information and allows customers to consult with color experts via a computer program or mobile app.
- E-ordering : The company offers an e-ordering system for customers' convenience.
- E-tracking : The company uses an e-tracking system to manage product deliveries.

The company has created a CRM strategy to better cater to the needs of its customers. The strategy involves segmenting customers based on their distinct characteristics, goals, and satisfaction preferences. The CRM strategy is divided into two main groups: Business-to-Consumer (B2C) and Business-to-Business (B2B).

- Engage with Business-to-Consumer Group (B2C)
 - Commit to producing high quality products and initiating new innovations to fulfil customers' satisfaction and needs
 - Provide consulting services for both pre-sales and after sales services in using products properly through TOA Call Center Service System at 02-335-5777
 - Provide color-tone designing service by interior decorators through Ide@color service
 - Home Painting Service (WHO service) by professional painters
- Engage with Business-to-Business Group (B2B)
 - Provide advice and on-site services by TOA specialist team
 - Marketing promotion is set to engage the B2B group through marketing activities, point of sales, and online activities, together with sharing knowledge about proper use of products through public relations media
 - Develop the service system to enhance the quality and standard of service (SLA: Service Level Agreement) to ensure the efficiency and ultimate satisfaction of B2B group

Customer feedback is essential to the company's development. The company conducts regular surveys to gauge customer satisfaction in four groups: retail sales, modern trade, projects, and general consumers. The company uses the survey results to develop plans to improve its products and services. In 2023, the average customer satisfaction score for all four channels was 86%. This is a positive indicator that the company is meeting the needs of its customers.



TOA has been recognized for its excellence in customer satisfaction and brand reputation by receiving two prestigious awards from BrandAge magazine:

- Thailand's Most Admired Company 2023 for 9 consecutive years for decorative paint and coating in the construction materials category
- Thailand's Most Admired Brand 2023 for 12 consecutive years for the construction materials in interior and exterior paint category

Key Activities

- CRM Online Meeting

The Company's online monthly meeting was set up for the key accounts in each region to monitor plans, review follow-up performance, receive feedback, discuss problems and obstacles to figure out solutions and action plans, understand the market and how to stimulate sales.

- Paint training for painters

The company collaborated with dealer stores in Bangkok and nearby areas to organize paint training activities for interested individuals. The participants were provided with theoretical knowledge about paint usage, as well as practical training.



- Online sharing session for partners

The company held an online seminar on carbon footprints for real estate developers with the aim of increasing their awareness of the importance of conducting business in an environmentally friendly way that doesn't contribute to climate change. The seminar's objective was to encourage the development of eco-friendly work processes in the Thai construction industry.

1.4 Supply chain management and partner relationship management

Collaboration with stakeholders throughout the supply chain is essential for driving businesses towards sustainability. One of the most critical stakeholders in any supply chain is the company's suppliers. Procuring raw materials for products and services is fundamental to achieving sustainable business operations and delivering high customer satisfaction. Suppliers are crucial business partners in exchanging knowledge, technology, and innovation. They play a critical role in helping the company succeed and grow sustainably together. The company is committed to developing its suppliers to grow and expand their businesses alongside its growth.

- Supplier Selection

The company has conducted a vendor list to select potential suppliers with whom to engage in business activities. It considers the ESG impact alongside quality, service, and price according to general procurement standards. Suppliers are categorized into Critical Tier 1 and Critical Non-Tier 1 groups, and the company implements risk mitigation measures for both groups to minimize potential impacts on its business operations.

Risk Factors	Impact	Management Approach
Delayed delivery of products and services	Economy	<ul style="list-style-type: none"> • Enter into contract or agreement clearly covering all significant issues • Determine suppliers to take responsibility for expenses incurred from breach of contract, including expenses or damages caused by delayed delivery, products or services delivered that mismatch the purchase order
Reliability of suppliers	Economy, Society and Environment	<ul style="list-style-type: none"> • Trade registration certificate, company affidavit, tax documents, product certificate, and environment certificate and standards • Documents showing works of suppliers • Verify the working background with former customers of suppliers • Visit or observe their production process or plants
Transparent bidding	Economy and Good Governance	<ul style="list-style-type: none"> • Supplier qualification evaluation form which they must disclose true information • Verify the name list of management and directors of suppliers who participate in the bidding. • Bid comparison in consideration of same specification, in case of construction project, there must include the technical assessment
Safety and Occupational Health	Society and Economy	<ul style="list-style-type: none"> • Select suppliers who emphasize the safety and occupational health of employees, such as being certified of standards by various government agencies
Compliance with laws and regulations	Economy, Society and Environment	<ul style="list-style-type: none"> • Agreement determines suppliers to comply with applicable laws, including other legal requirements pertaining to labor rights, human rights, intellectual property rights, and anti-corruption

- Audit and evaluation

The company has established guidelines for evaluating trade partners through self-assessment and on-site audits. The assessment criteria cover compliance with various social, environmental, and corporate governance standards and adherence to the company's Supplier Code of Conduct. In 2023, the company assessed and audited 259 suppliers out of 456 suppliers for their performance, which presented as 57% which achieved the target that was set at 50%. Those suppliers were informed about their results for greater improvement and enhancement by the Procurement Division. 38% of new suppliers were added compared to the previous year, and all of them passed pre-qualification of environment or presented as 100%.

The company aims to conduct business with ethics and social responsibility as well as to develop a good quality of life for employees, customers, partners, and stakeholders through concrete projects.

Highlighted Performance

2.1 Fair labor practices, incentives, personnel retention, and human capital building



No significant labor disputes



The average training hours per person was 7.87 hours.



Employee engagement with the organization was 81%.

2.2 Human rights, occupational safety, and health care



No significant human rights complaints



Injury rate:
TRIR = 0.22
LTIR = 0.05



100% employment rate for people with disabilities or support for people with disabilities as required by law

2.3 Supporting education and elevating the quality of life for the community and society



Local communities that benefit from sustainable development and social contribution activities were 83%.



No significant community complaints



Satisfaction with community and social development projects was 87.6%

2.4 Building good relationships with communities, society and related agencies.

2.1 Fair labor practices, incentives, personnel retention, and human capital building

TOA strongly believes in the power of our employees as the driving force of our success. We prioritize their welfare and make collective efforts to create policies that foster a conducive and happy work environment where mutual respect, acceptance, and fair treatment without discrimination are practiced at every level. The company provides all employees with equal opportunities for skill development, career growth, compensation, and benefits, enabling them to collaborate effectively despite their diverse backgrounds. We emphasize every aspect of human resource management, detailed as follows:

- Employee recruitment

The company focuses on taking care of personnel in every step. It starts with recruiting candidates who are interested in applying for a job through the creation of an appropriate employment and selection policy. The hiring process utilizes advanced technology to efficiently manage candidate data, responds promptly to internal and external recruitment, and incorporates rigorous testing and selection procedures.

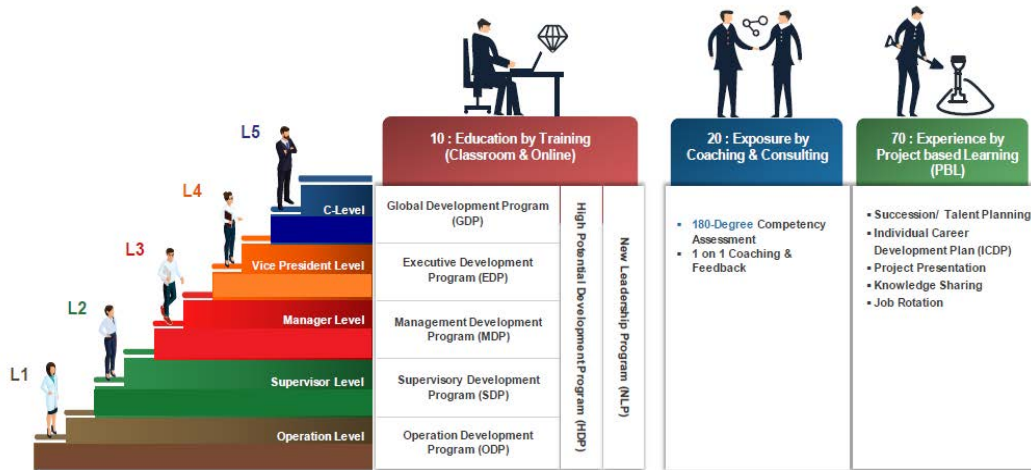
The company focuses on preparing its workforce for current missions and future changing contexts by defining approaches and planning proactive recruitment strategies in relation to database building. It is to continually increase the number of highly qualified candidates which are accommodated for key positions and replacement positions. It covers both strategic planning and public relations activities for proactive recruiting both domestically and internationally. The main goal is to attract the attention of the new generation of society to apply for jobs. In addition, the Company monitors and evaluates recruitment and selection results in order to measure the efficiency of the recruitment and selection system in order to meet the set goals.

- Human Resource Development

The company has the individual career development plan or "ICDP" based on the 70:20:10 model for learning and development, which is closely linked to the career management system. Through this model, an employee will gain learning and development 70% from project assignment and on-the-job experience, 20% through exposure to sharing of knowledge and skills with others derived from coaching and feedback from supervisors or related mentors, and the remaining 10% of knowledge and skills from training and education.

The company analyzes the organizational demand within the period of 5 years, following which highly competent individuals will be selected. Those selected will be prepared through the individual development plan and their future position will be identified to strengthen their readiness prior to assuming a critical leadership role. Moreover, scholarships are granted to employees who are interested in pursuing higher studies in their fields that correlate with organizational strategy. Moreover, the Career Management System is a system used for planning employee development in terms of building capabilities, technical skills, and career growth. At the employee level, this is managed by the Human Resource Development, while the management level is

managed by the Executive Committee, advisors, and Human Resource Development that are jointly responsible for preparing the individual development plan to ensure employee growth and career advancement.



The company prioritizes the potential development of employees at all levels by supporting leadership and employee development by providing core training courses that include the leadership competency development program for building leadership at all levels and developing the individual to gain a broad knowledge of the business. The employees also develop and enhance their professional skills and competencies through both training courses; functional programs and soft skill programs, to support the organization for the present and future. Besides, the ICDP is integrated with the competency model with the purpose of ongoing self-upskilling and self-development.

- Annual training

The Company conducts the training needs survey with the purpose of executing the annual employee training plan to seek essential training and individual development, analyze a gap between knowledge, skills, and working attitudes of the employees to be aligned with the Company's expectations to achieve the goal at work. There are 3 categories for employee training as follows:

- 1) Core Competency Courses: the essential training series for everybody required to perceive as per fundamental knowledge to ensure the vision-oriented achievement.
- 2) Leadership Competency Courses: the training series in terms of leadership management for employees at the managerial level.
- 3) Functional Competency Courses: the training series tailored for each specific role and responsibility for each position.

In 2022, the Company had provided a total of 36 in-house training courses for 94 batches and sent its employees to participate in public training courses totaling 59 courses for 59 batches, with a grand total of 153

batches covering the operation level, supervisor level, and management level. The average training hours per person was 7.87 hours.

Details	2020	2021	2022	2023
Total hours of employee training	24,331	19,968	22,658	24,205
Training hours for management level (M1-M9) / person / year	25.31	12.00	25.48	22.51
Training hours for supervisor level (S1-S2) / person / year	18.12	12.07	13.19	17.79
Training hours for operation level (O1-O4) / person / year	2.38	4.00	3.32	2.93

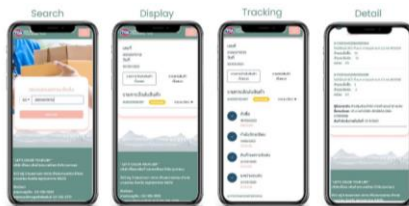
Key Activities

- Developing a growth mindset

The company organized training on “Growth Mindset and EQ”. The course aims to promote employees' ability to adapt to rapidly changing work environments by fostering a positive mindset, providing opportunities for self-learning to unlock their potential, and initiating positive changes in their responsibilities. A growth mindset not only helps employees work more efficiently but also fosters a supportive work environment where members within the organization constantly seek new ways of working.



- Unleashing productivity through technology



The company has implemented a “Digital Adoption” program to help employees improve their ability to use technology. By gaining a fundamental understanding of technology tools, they can create more efficient work patterns. The program provides support to analyze workflow processes, identify redundant and wasteful steps, and design technology-enhanced workflows. As a result of the program's

success, many processes within the company's value chain now operate more automatically and efficiently, such as the product delivery tracking.

The company assessed satisfaction and gathered suggestions of its employees after the training courses for further improvement and selecting training courses and contents. In 2023, the post-training satisfaction evaluation was presented as 90%.

- Performance Assessment

The company adheres to driving the approach of the Performance-based Management through the key performance indicator (KPI) was designed as a social innovation that encouraged employees to create and develop their working systems to step out of their comfort zones to generate new ideas and solutions. This was expected to be one of the organizational cultures to achieve operational excellence and organizational efficiency. It consists of 3 main indicators: (1) Corporate Performance, (2) BU Performance, and (3) Individual Performance, subject to the appropriate proportion for each position level. The employees are given an opportunity to set their plans, smart objectives, personal development, and performance indicators by closely discussing with their team as well as aligning their objectives with those of the Company. In 2023, the Chief Executive Officer communicated its corporate objectives and strategies including the performance assessment system to all employees to ensure greater understanding, focused goal orientation, and effective and efficient achievement.

- Successor Planning

The company has put importance on the succession for the Chief Executive Officer and management levels in which the Company identifies the organization's talents in all talent pools. The assessment of individual potential and performance is defined through the nomination process, together with planning the successor development and career growth to move up to a higher position. In this regard, the successors must possess the qualifications, capability, potential, and experience of their fields, including to receive the transferred knowledge and experience with the support of job rotation in both domestic and overseas companies. In addition, the successors need training courses relating to executive development for the readiness to serve a higher position in the future. Works and assignments are also delivered smoothly, resulting in continuity of business management. The Company has determined the criteria of the succession plan as follows:

- 1) The Board of Directors, Nomination and Remuneration Committee, and Human Resource Department collaboratively formulate the guidelines of the succession plan to be aligned with business direction and strategic management

- 2) Define the model of leadership competencies for all management positions; that is, necessary knowledge, skills, and capabilities. The individual development plan is also defined for the career advancement of successors

- 3) Test and assess individuals to analyze the competencies of successors (Development Center)

- 4) Develop the selected group of managers who are expected to be successors together with monitoring and assessment.

- Motivating, Retaining Personnel, and Building Human Capital

The company has a policy of motivating personnel in terms of compensation and career advancement. The company has set the vision and direction of the organization and conveyed that direction to departments within various lines. Performance is measured and tracked as KPIs based on goals and strategies in the form of Balanced Scorecards emphasizing Project Base to stimulate creative out-of-the-box thinking. It includes financial and non-financial measures such as stakeholder satisfaction, Internal Process, People Engagement, challenging the status quo, etc.

In achieving its objectives and goals with the support of high potential employees, the Company determines various policies to foster its employees' satisfaction and attraction by way of offering the opportunity to show their capability, give reward comparable to the competitive job market, as well as the career paths under the following guidelines:

- Participate in benchmarking research of peer companies' remuneration and welfares to find out the results that are used for internal adjustment in relation to salary structure policy, and compensation reflecting the individual performance to stay competitive in the job market.
- Determine the career path management that creates employee readiness for promotion and moving up in the organization to serve as a standard to seek its employees with high performance and development.
- Welfare and other benefits offered by the Company are higher than legal requirements and appropriately tailored to ensure competitiveness.

More details about the employees' remuneration and provident fund in 2022 are disclosed in Section "Corporate Governance Structure, and Significant Information about Board of Directors, Sub-Committees, Management Team, Employees, and Others", Heading "Personnel Remuneration", and "Provident Fund" respectively.

- Employee Engagement

The Company has consistently conducted its employee engagement in accordance with its vision and goals relating to employee development and retention. To this end, the Company can sustain the business leadership in Thailand and drive consistent growth in AEC. The Company also envisions its outlook that the employee engagement results shall increase more than 75% by 2023. In addition, such engagement is cultivated among the employees through the process called "Say-Stay-Strive" together with designating development plans and activities to enhance the relationship between the organization and its employees, resulting that they create greater support and initiatives for the organization.

In 2023, the Company has consistently conducted its employee engagement 2022 (EES). Throughout the project, it consists of kick-off, data collection and results reporting to create participation, awareness, and cooperation in improving the working environment in various fields Including the development of the company.

To be a better workplace and employees are more engaged with the company. Employee engagement accounted for 81 percent.

The successful implementation of HR Cloud technology has dramatically enhanced our company's human resource management capabilities. It has enabled us to increase HR operational efficiency, reduce task redundancy, and facilitate seamless data integration across our company divisions. This technology has empowered us to generate accurate reports for HR analysis and strategic planning, thereby better aligning our HR practices with the company's evolving business challenges and expansion goals for the future. Detail of Fair labor practices in 2023 are disclosed in the 2023 Annual Registration Statements / Annual Report (56-1 One Report) in section "Corporate Governance Report", Heading "Summary of board performance in the previous year".

	Target	Performance			
	2023	2023	2022	2021	2020
Significant labor disputes (times)	0	0	0	0	0

TOA received the 2023 Outstanding Establishment Award on Labor Relations and Labor Welfare at the national level continuously for 7 years in a row. It is for Bangna factory and Samrong factory from the Department of Labor Protection and Welfare, Ministry of Labor.

2.2 Human rights, occupational safety and health care

2.2.1 Human Rights Policy

The company places importance on respecting human rights, treating each other under rights and freedoms, aware of human rights, equality, equal treatment of all employees, and no discrimination of origin, race, gender, age, skin color, religion, any physical condition or status that is not related to Operations and Workforce Diversity. It embraces the importance of and respects the rights of LGBTQ employees, providing inclusion and inclusion both within and outside the organization.

The company believes that these employees are capable of showing their full potential in their work, confident and proud of who they are. The business ethics that focus on human rights are as follows:

- Fair treatment based on rights and liberty: personal rights and freedom must be protected from misuse of their personal data for disclosing or transferring such as profile, health record, work experience, or other personal data to a person who is not concerned.

- Respect for humanity, equality, and workforce diversity: the company has formulated practices of fair treatment towards related parties. Employees should deserve equality without preferential treatment relating to similarity or difference such as physique or mentality, race, nationality, religion, gender, age, education, or others. Such practices cover all groups of stakeholders related to the organization. Notice shall be announced to employees in advance in case of organizational changes that affect them such as management structure, job rotation, change in the workplace, etc.

Moreover, the Company emphasizes, fosters, and opens the opportunity for women to hold leadership or senior management positions without gender discrimination to undertake career success. This is regarded as an advantage for the organization to have a wide range of selection for candidates or successors, resulting in hiring the right people. In 2023, the company accepted people with disabilities to work according to the appropriate job description and facilitates work according to Section 33 in the amount of 6 people, including the Thai national team of disabled athletes under the company's employees 4 people, 1 employee in the production support unit and 1 masseuse in the Painting Happiness project and according to sections 35 to 33 people The company also provided a flea market area for 25 handicapped shops and employment through the Social Innovation Foundation for 7 people and one employee's child. All were a total of 39 people.

Employee Information (Data for TOA Paint (Thailand) PLC. only)	2021	2022	2023
Total number of Employees	3,418	3,464	3,698
By Gender			
- Male	2,231	2,269	2,438
- Female	1,187	1,168	1,260
By age			
- Under 30 years old	781	797	842
- 30 – 50 years old	2,309	2,394	2,606
- Over 50 years old	328	273	250
By Level			
- Operational level	2,595	2,579	2,774
- Supervisory level	634	619	665
- Management Level	189	266	259
- Percentage of Management level (Male)	6%	6%	5%
- Percentage of Management level (Female)	4%	12%	10%
Employees with Disabilities			
- Male	4	4	4
- Female	2	2	2

In 2023, company personnel like Khun Phuchit Aingchaiyaphum, Khun Wassana Sringam, Khun Eakapan Songwichean, and Khun Teeradach Klangmanee unleashed their sporting potential at The 4th Asian Para Games in China and the ASEAN Para Games in Cambodia.



- **Welfare committee establishment:** The company encourages elections to the welfare committee and allows employees to become members of the welfare committee. It is to take care of welfare, working conditions, complaints and to control inappropriate labor practices, and to determine guidelines for solving problems, including monitoring progress and results from corrective actions. The position will serve a term of 2 years each time. It ensures that the company treats all employees in terms of health, welfare, compensation, and benefits fairly and equally. The Company's Welfare Committee consists of 5 members who were elected in 2021 and will expire in 2023.

	Target	Performance			
	2023	2023	2022	2021	2020
significant human rights complaints (times)	0	0	0	0	0

The company always checks. and to ensure that businesses are not involved directly or indirectly in violation of the rights and liberties of individuals, such as Forced Labor and Child Labor. The company promotes monitoring of human rights compliance within the company and encourages compliance with human rights principles in accordance with international standards. A business's responsibility for human rights extends to its affiliates, joint ventures and partners.

2.2.2 Occupational Safety and Health Policy

The company has established policies that encourage employees to work safely and have good workplace hygiene. The company has prepared regulations and safety manuals and has announced that employees must strictly follow. The company focuses on preventing accidents that may arise from working at full capacity. In addition, it also encourages employees to have a sense of safety. In addition, knowledge is provided through training and encourages employees to have good health and not do anything that is harmful to the health of customers or service users. The company always maintains a hygienic and safe workplace to reduce statistics on accidents, absenteeism rates and work-related illness rates. The company has operational procedures to determine the workplace safety that is divided into the 4 following principles.

Principle	Procedures
Site Safety	<ul style="list-style-type: none"> ▪ Fences installed surrounding the plant area to prevent unauthorized persons from entering the area.

Principle	Procedures
	<ul style="list-style-type: none"> ▪ Attach the symbolic signs, warning signs, and compliance signs that are well-proportioned, clearly visible, and universal that everyone can easily understand. ▪ Floor markings are clearly defined on the routes for vehicles around the plant, and installed the convex safety mirrors at the intersections or road curves that barely see the road in the front. ▪ Floor markings are designated for forklift traffic and pedestrian walking zones. ▪ Workplace environment is measured relating to the level of noise, lighting, degree of hazardous substances in the atmosphere in the workplace. ▪ Firefighting and fire protection system is installed, and to ensure that such system is available, efficient, and safe. ▪ Emergency evacuation map, plan, and assembly points are clearly defined to ensure the safety in case of fire incident. ▪ Annual building inspection is implemented according to the Building Control Act. ▪ Annual electrical safety inspection is implemented in line with applicable laws.
Machine Safety	<ul style="list-style-type: none"> ▪ Ensure the availability of machines, equipment, and tools before use ▪ Machine safeguarding covers the point of dangerous operations. ▪ Robots are used to transfer products after the containing process. ▪ Vacuum lifters are used to lift products. ▪ Install the preventive maintenance system of machinery ▪ Manual to use machines and equipment is determined to ensure the safety workplace. ▪ Install the ground wires of machines ▪ Define the annual machine inspection as required by laws
Chemical Safety	<ul style="list-style-type: none"> ▪ Ensure that the employees comply with proper working procedures, and occupational health and safety manual ▪ Educate and train the employees on the chemical safety ▪ Determine the safety data sheets (SDS) that provide critical information about hazardous chemicals, and attach the information around chemical-related area ▪ Determine the practical measures for the chemical emergency to relieve the incident, and provide emergency response training in case of chemical spills ▪ Provide personal protective equipment in the hazardous chemical areas such as filter respirator masks, chemical resistant gloves, safety boots, safety glasses, etc. ▪ Provide emergency equipment in case of chemical incidents such as emergency eyewash and safety shower stations ▪ Provide the spill control kit such as sand, absorbent pads, etc.

Principle	Procedures
	<ul style="list-style-type: none"> ▪ Provide the chemical spill containment barriers to protect against the chemical spillage out of the chemical areas, and chemical spill trays to further safely collect and dispose
Personal Safety	<ul style="list-style-type: none"> ▪ Provide the standard personal protective equipment suitable for the workplace conditions and duties, and ensure that the employees wear such equipment during working ▪ Equip the employees with knowledge and training on regulations, disciplines, and rules to ensure the safety ▪ Provide training and knowledge to main contractors or sub-contractors about safety rules in the workplace ▪ Determine regulations and manual of workplace safety that include procedures and practices ▪ Provide health checkup for employees who work with risk factors; 1) for annual health checkup for employment, and 2) for job rotation that differs from the former risk factors ▪ Create activities to promote and instill awareness of safety, occupational health, and environment in the workplace among the employees such as Safety Talk, SHE Day

2.2.3 Promoting the occupational health, safety, and environment

The company's objective is to guarantee the safety of its employees by providing a work environment that is free from physical and mental health hazards. To accomplish this goal, the following occupational health and safety measures have been put in place:

1) Measures to prevent and avoid workplace accidents.

The Company upholds occupational safety in way of safety campaigns reaching employees and related parties, appropriate indicators taking account of occupational characteristics and the propensity of risks related to each work activity. Collective data shall be further analyzed for designating an effective safety improvement plan to prevent and mitigate workplace accidents, hazards, or workplace injuries.



The Company has assessed potential safety and occupational health risks and has established a risk reduction plan. It is coupled with regular safety awareness activities, e.g., Safety Talk and Kiken Yochi Training “KYT”, Sub-Safety Committee), 5S activities, and Big Cleaning Day. It also includes grounding-bonding system improvements and availability checks to prevent fire risks, safety training and drills, e.g., firefighting and annual fire evacuation drills. In addition, there is a Lesson Learn in case of accidents at work to communicate to employees to prevent recurrence.

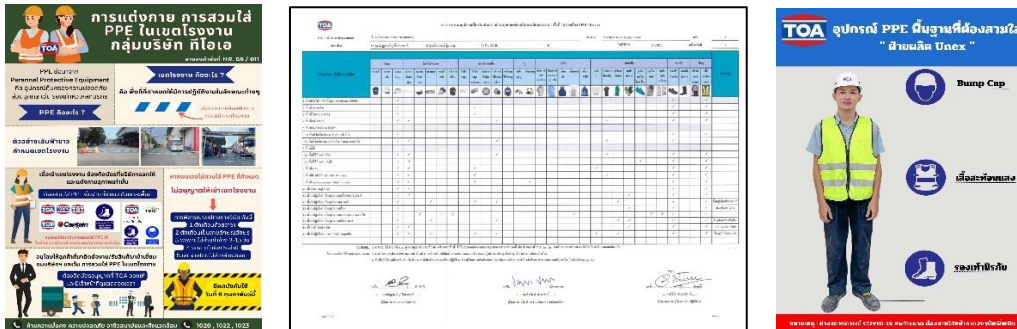
2) Safety Training

The Company promotes safety training and understanding by providing appropriate training to the employees at all levels as required by the nature of each job and in accordance with laws. Such training is also provided to suppliers, contractors, and stakeholders in a systematic manner. Evaluations are also conducted to measure the effectiveness of the training and to ensure that attendees have received adequate SHE knowledge. Moreover, training sessions aim to reduce risk behaviors that may cause an accident with the concept of reducing, avoiding, stopping the risks, self-caring, and caring for their colleagues.

In 2023, there were safety training courses divided into 2 core courses; 1) mandatory training courses for all employees, e.g., basic fire drills, training courses for safety managers and supervisors, and job-specific safety training courses, e.g., electrical safety and first aid for victims of electrical hazards, safe use of pulleys and cranes, confined space safety, etc., and 2) non-mandatory training courses to educate them about promoting awareness of the importance of safety and environment, e.g., zero accident program under the safety activities “CCCF” and KYT, Safety Standard Operating Procedure (SSOP), etc.

3) Controlling the safe and healthy work environment

The Company regularly checks and assesses the work environment at least once a year according to legal requirements such as light quality and intensity, air quality control in the workplace, measurement of the noise level. The latest assessment results aligned with the standards and regulations. Moreover, personal protective equipment, emergency equipment, and first aid kits are provided as required according to the nature of the work, in an adequate quantity, and with easy access.



4) Communication

The Safety, Occupational Health, and Environment Committee is appointed to be responsible for inspecting workplace safety and accident statistics at least once a month. The members are also assigned to consider SHE plans together with communicating to the employees and workers in an effort to reduce workplace accidents and injuries through a variety of communication channels, including:

- Email, as well as Line Official, containing safety, occupational health, and environment, new laws and regulations concerning management systems in each issue: environment, energy, and SHE
- Activities related to SHE, e.g., SHE Activity
- Communication boards, LCD screens in canteens, and Morning/Weekly Talk
- Giving safety handbooks



5) Promotion of Occupational Health

The Company provides health check-ups for new employees, annual medical check-ups for all employees according to their risk factors, including monitoring occupational health effects, e.g., pulmonary function tests and visual acuity tests, etc. In addition, the Company cares for the health of its employees by providing an up-to-date fitness with a wide range of exercise equipment together with a professional trainer, communicating health-related information through emails and notice boards in canteens, examining the microbiological safety for food and food containers, and other various activities for good health.

Accident Statistics

Performance Data	Target 2023	2020	2021	2022	2023
1. Total number of employees injured by accidents: person(s) (no lost time + lost time)	0	6	11	6	9
2. Total number of lost time injuries for employees: person(s)	0	4	7	0	2
3. Total number of fire incident: case(s)	0	0	1	0	0
4. Total number of accidents that damaged assets: case(s)	0	6	3	0	0
5. Sickness absence for employees: person(s)	0	0	0	0	0
6. Fatal occupational injuries for employees: person(s)	0	0	0	0	0
7. Sickness absence for contractors: person(s)	0	0	0	0	0
8. Total number of lost time injuries for contractors: person(s)	0	0	0	0	0

Frequency and Severity Rates

Performance Data	Target 2022	2020	2021	2022	2023
1. Total Injury Frequency Rate per million hours worked (TIFR)	0.00	0.95	0.31	0.13	0.23
2. Lost Time Injury Frequency Rate per million hours worked (LTIFR)	0.00	0.63	0.20	0.00	0.05
3. Occupational Disease Frequency Rate per million hours worked (ODFR)	0.00	0	0	0.00	0.00

Key Activities

- Safety Morning Talk and Kiken Yochi Training (KYT)





• Sub-Safety Committee

• Safety campaign activities



- 5S Activity and Big Cleaning Day



- Improvements of grounding-bonding system improvements and availability checks to prevent fire risks



- Safety training activities, e.g. the forklift operator training and the permit to work system





• SSHE Day



2.3 Supporting education and elevating the quality of life for communities and society



Education plays a pivotal role in improving the quality of life and bringing about positive changes in society. To support this cause, the company focuses on enhancing the competencies of teachers and educational personnel and promoting the production of students at the vocational and high vocational certificate levels in the industrial technician profession. We have achieved this goal through collaboration and partnership with the Office of the Vocational Education Commission since 2011. This collaboration has been ongoing and is now in its third iteration (2013-2016), resulting in significant improvements in various areas of education, including:

- Development of the TOA Total Coating Solution Skills and Surface Coating Course for Construction Work includes three key courses: a Basic-Level Course, a Specialized Course, and a Career Path Course. The course also includes a construction material pricing and labor cost accounting course.



- Establishment of TOA Standard Paint System Learning Centers, specialized vocational education technology classrooms, currently totaling 28 nationwide, to promote learning of standard surface coating systems for all construction materials and to serve as teaching aids for instructors. The aim is to expand these learning centers to cover vocational schools nationwide.



- Implementation of learning management through TOA E-Learning platforms to facilitate the teaching of construction paint courses for instructors. Learners can access lessons and self-administer knowledge assessments independently.





- Support for professional skills competitions in painting to provide students with standardized experiences in using paints. Regional-level competitions attract up to 60 teams from central, eastern, western, southern, and northeastern regions, with 15 teams progressing to national-level competitions.



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The company has been supporting education at Phradabos School through academic collaboration and media production for the curriculum. The goal is to increase the number of skilled personnel in construction painting. In addition to creating educational opportunities in construction painting, the company also promotes the production of graduates in medicine and public health fields. To achieve this goal, the company provides scholarships to undergraduate students in the Bachelor of Science in Emergency Medical Operation, Prosthetics and Orthotics, Medical Technology, Radiological Technology, Physical Therapy, and Occupational Therapy, as well as the Bachelor of Science in Public Health, and Community Public Health at Mahidol University.

Furthermore, the company provides support to communities within a 5-kilometer radius of the factory area. This support focuses on developing the social and environmental aspects of these communities, considering their overall needs and necessities. Collaborative activities with local authorities are conducted for the benefit of the public, fostering positive relationships between the organization and the community. Additionally, the company supports various projects and initiatives within each community. In 2023, the company joined activities with 5 communities as follows:

Community	Project / activity
Sisa Chorakhe Yai Community	Public exercise equipment
Bang Sao Thong Klang Community	Children's day
Bang Sao Thong Nok Community	Canal restoration
Bang Duan Community	Buddhist Lent Day
	Sport competition
Bang Prong Community	Sport competition

2.4 Building good relationships with communities, society, and related agencies

The company is aware that it will need a team effort to create a strong and sustainable society. Therefore, the company aims to create cooperation and support to agencies and organizations that play a role in helping society in order to increase the opportunity to carry out activities to achieve goals and create benefits widely. It also goes hand in hand with cultivating employees to have volunteer spirit and social responsibility. The Company allows its employees to have experience in participating in CSR activities because they are the main force in driving the Company's CSR activities to progress and continually.

The company has set up a human capital development and social enterprise working group to act as representatives to discuss with the community starting from discussions and step-by-step analysis of issues. The purpose is to reach the real needs of the community and collect appropriate information from the community before undertaking development activities with the community.

Performance

	Target		Performance		
	2023	2023	2022	2021	2020
Significant community complaints (times)	0	0	0	0	0
Significant social complaints	0	0	0	0	0
Survey results of community satisfaction towards CSR activities (%)	> 80%	87.63%	87.45%	98.9%	98.5%
CSR-DIW Corporate Social Responsibility Certification (%)	100%	100%	100%	100%	100%



The company received CSR-DIW Continuous Award 2023 for Bangna plant and Samrong plant. This award has been presented to factories that consistently apply the principles of the Standard of Corporate Social Responsibility (CSR-DIW) set forth by the Department of Industrial Works. Both the Bangna and the Samrong factories have received this consecutive award for 9 and 8 years, respectively.

Key Activities

- TOA volunteer activities



The company has organized activities with various employee clubs. The highlight in 2023 was the house donation activities for impoverished people in Phra Nakhon Si Ayutthaya. This is a return to society, supporting basic needs for those in need and encouraging employees to participate in community activities.

- Sports sponsorship



The company has collaborated with the Basketball Sport Association of Thailand to organize the "TOA 3x3 Basketball All Thailand 2023" tournament. The tournament will span across 10 provinces, covering all 5 regions of the country. The primary goal of this collaboration is to encourage physical activity among people of all ages and to support sports development in Thailand. The tournament will have four categories: boys and girls under 14, under 16, under 18, and an open category for both genders. Furthermore, the company supports improving basketball court facilities in urban areas across various provinces.



- Landscape revitalization



The company supports the Bangkok Metropolitan Administration's activities in improving the landscape of 215 old buildings around Khlong Phadung Krung Kasem, Pom Prap Sattru Phai District, Pathum Wan District, and Dusit District. The renovation begins with site surveys and extends to designing painting and comprehensive problem-solving systems. The buildings and components will be protected with paints and construction chemicals to prevent building deterioration effectively.



The company operates its paint and coating products business on an environmentally responsible basis and is committed to mitigating the environmental impacts caused by its business operations as well as being aware of the impact of climate change by striving to have a mechanism to manage environmental issues to achieve the most efficient and beneficial use of resources.

Highlighted Performance

3.1 Energy Management



Reduce energy consumption by 15.28%



Increase Renewable energy from solar roof 20%

3.2 Managing climate change and developing towards net zero emissions



Reforestation 740 Rai, equal to Carbon retention 77,330* TonCO₂e



Reduce the consumption of refrigerant (R410A) by 258 kg or 496.26 TonCO₂e

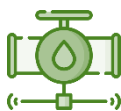


Register the carbon footprint of the organization (CFO)



Register Carbon Footprint of Product (CFP) 136 items

3.3 Water Management



Water consumption in the production process and utility systems decreased by 4,950 cubic meters.



Water consumption per production unit decreased by 0.00306 cubic meters per gallon.



Reduce the amount of hazardous waste by 1.38%



Reduce the amount of non-hazardous waste by 53.41%

3.5 Innovation development for sustainability and promoting a good environment



Increase the proportion of Greenovation products in the portfolio to revenue by 27.7%



No operations that violate environmental laws and no complaints from local authorities

* Compare with 2021

Carbon footprint retention is estimated for 10 years of the project – No varidatoiin

The Company operate the business in accordance with the following policy on Corporate Culture in relation to the Environment:

- (1) Assess the potential impact on the environment that covers all employees and stakeholders of the Company, and ensure the protective measures of significant impacts, including disclosing the environmental impact to the public
- (2) Promote and build a corporate culture in relation to the environment for the Company's employees and stakeholders covering the supply chain, and implement strategies for continuous and sustainable development
- (3) Promote environmental activities in order to educate employees and drive the employee and stakeholder engagement, and raise awareness of environmental values and ethics to be the environment-related corporate cultures
- (4) Strictly comply with the applicable laws and related regulations pertaining to the environment, including the adoption and application of global standards to reduce the environmental impact
- (5) Emphasize and respect the human rights of the Company's employees and stakeholders by providing whistleblowing channels relating to the environmental injustice
- (6) Monitor and assess the existence of the environment-related corporate culture on a regular basis for further development and improvement

3.1 Energy Management

Industrial facilities require robust energy management practices to mitigate production cost volatility. Our organization prioritizes the relentless pursuit of operational excellence by developing innovative products and a collaborative culture. We integrate energy conservation principles throughout our value chain, fostering collaboration at all levels to achieve sustained energy management. The company maximizes operational efficiency and captures many benefits by strategically aligning energy-saving initiatives with core business objectives. This commitment is further solidified by a comprehensive energy policy, ensuring the long-term efficacy and profitability of our energy management practices.

- (1) Operate and develop the proper energy management system by determining the energy management as a part of company's business operations, and ensure the compliance with applicable laws and other related regulations
- (2) Improve the energy efficiency suitable for company's business model, available technology, and good practices
- (3) Designate annual action plan and goal for energy management and communication with all employees to ensure their understanding and accurate compliance
- (4) Energy conservation is the duty and responsibility of the management, and employees at all levels to comply with the energy conservation measures, to monitor and report the relevant issues to the Energy Management Committee.
- (5) Provide necessary support for the development of energy efficiency, including resources, staffing, information, budget, working time, training courses, and participation in expressing opinions
- (6) Assess and control the energy consumption to continuously improve energy efficiency and suit with the Company's energy consumption
- (7) Design and procure machinery, tools, production equipment, and other necessary services by taking account of the energy efficiency of each product and service
- (8) Management and Energy Management Committee shall review and amend (if necessary) the energy policy, goal, and plan on a yearly basis.

Target	Strategy
<ul style="list-style-type: none"> • Reduce energy consumption through energy-saving measures and technologies (Solar rooftop) by 5% annually from the baseline year 2021. • Reduce electricity consumption per production unit by 10% from the baseline year 2021. 	<ul style="list-style-type: none"> • Implement technology in storage and energy management to increase energy efficiency • Raise awareness within the organization to realize energy efficiency through Small Group Activity (SGA) activities • Carry out energy and environmental activities in accordance with international standards in order to continually assess and improve the organization and increase Specific Energy Consumption

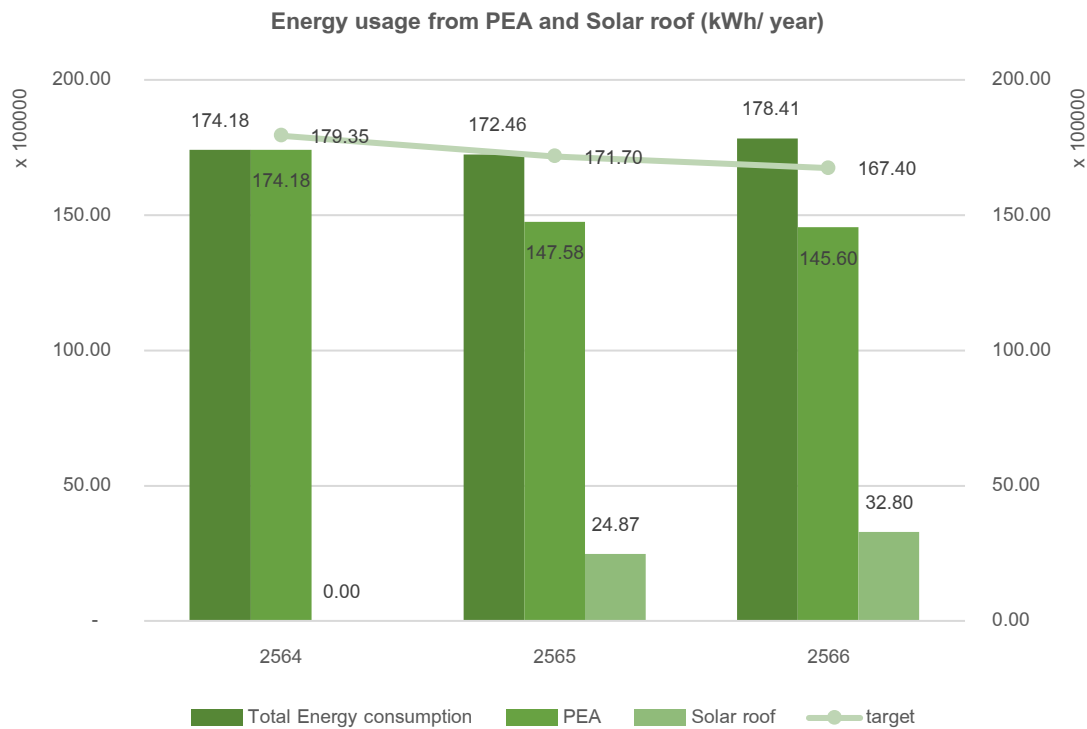
3.1.1 Energy conservation measures and performance in 2023

The company has consistently implemented energy conservation measures annually and engaged employees in evaluating the organization's energy management to foster awareness and conservation efforts. Additionally, the company prioritizes renewable energy and alternative energy sources, particularly solar energy. To achieve sustainable energy savings goals in 2023, the company installed a Solar Rooftop on the warehouse at the Bangna plant, replacing electricity usage in the factory. In 2023, electricity consumption per production unit decreased to 0.1011 kWh/kg, representing a 9.34% reduction compared to 2021 (0.1115 kWh/kg). In 2023, the company undertook 4 energy conservation projects, as follows:

- Bangna plant
 - Fluorescent replacement by LED Lamp (T8) at RD Center building, can reduce energy by 24,216 kWh/kg.
 - Installation project of Air Diffuser at Biological Pond 2, can reduce energy by 147,711.12 kWh/kg.
- Samrong plant
 - Installation project of Inverter for controlling the dust Collector with 18.5 kw at LQ1 and LQ2, can reduce energy by 16,354 kWh/kg
 - Installation project of Air Compressor 150 hp, can reduce energy by 93,840 kWh/kg

From the above 4 projects, electricity savings amounted to 282,121 kilowatt-hours per year, when including other reduction activities, the company can reduce fossil-based energy over 2 million kilowatt-hours per year, or approximately 15.28% compared to the total electricity consumption in 2023, achieving the set target.

3.1.2 Electrical Energy Consumption in 2021 – 2023



The total electricity consumption in 2023 amounted to 17,840,599 kWh, with electricity generated from renewable sources (Solar rooftop) accounting for 3,280,424.00 kWh, or approximately 20% when compared to the previous year. This is equivalent to reducing greenhouse gas emissions by approximately 1,639.88 TonCO₂e.

3.2 Managing Climate Change and Developing toward Net Zero Emissions

Climate change has resulted in natural disasters in many parts of the world that are of greater severity, such as droughts, flash floods, storms, and wildfires or Extreme Weather Events. Such physical risks may result in business interruption and production costs may increase, e.g., raw material prices rising, operating costs rising, etc. This affects profit margins and revenues that may change in the future.

From the 26th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 26) in Glasgow, United Kingdom on 31 October to 12 November 2021, its agenda was to reduce the amount of greenhouse gas emissions into the world's atmosphere. Thailand has pledged its intention to contribute to addressing the issue by stipulating that Thailand will achieve carbon neutrality by 2050 and achieve Net Zero Greenhouse Gas Emissions by 2065.



The company recognizes the importance of managing climate change, we set a goal of Net Zero Greenhouse Gas emission by .2050 Its purpose is to show a strong commitment and commitment to sustainable development and to play a part in reducing the impact of environmental damage. It is to comply with the framework of the National Energy Plan and Thailand's policies. There are guidelines for managing climate change as follows:

- (1) To reduce greenhouse gas emissions and focus on improving operational efficiency and transformation by developing innovations and technologies for efficient resource management, designing products and services for sustainability and environmental friendliness as well as reducing waste by recycling resources or materials to reuse.

- (2) To bring environmentally friendly technology by launching new products that can reduce the use of chemicals with natural ingredients and technology from the United States from plants to replace raw materials from petroleum.
- (3) To install Solar rooftop of Bangna Factory and in the process of installing Solar Cell for the subsidiary's factory as well. However, it is to invest in energy-efficient and alternative energy technologies to reduce greenhouse gas emissions to meet the set targets.
- (4) To appoint a committee and a working group to create the carbon footprint of the organization and receive Carbon Footprint for Organization certification from Thailand Greenhouse Gas Management Organization (Public Organization), both Bangna plant and Samrong plant
- (5) To focus on efficient water resource management that covers all production processes. It has developed innovative production processes that reduce water consumption, maintain efficient water supply systems, and install wastewater treatment systems to treat water before releasing it into the public drainage system and circulating water.
- (6) To encourage and encourage employees to separate waste before disposal in order to reuse recyclable waste and to reduce the amount of waste that damages the environment and other species.
- (7) To absorb greenhouse gases or increase carbon credits, e.g., plantation activities.

Key Risk Indicator are as follows:

- Solar rooftop electricity bills to compare monthly electricity consumption.
- Set targets for efficient water use for sanitation systems and continuously reduce water use.
- The rate of reduction of water consumption in production and sanitation processes from the use of post-treatment water

3.2.1 Management for Greenhouse Gas

The company has appointed a committee and a working group to prepare the carbon footprint of the organization and has been certified Carbon Footprint for Organization by the Greenhouse Gas Management Organization (Public Organization), including the Bangna and Samrong factory. In addition, the company has registered Carbon Footprint for Organization and Carbon Footprint of Product in 2023.

Target: The company aims to reduce greenhouse gas emissions in its internal operations as follows:

1. Reduce greenhouse gas emissions by at least 20% by 2025 compared to the base year 2021.
2. Net zero greenhouse gas emissions by 2050.

Strategy: Determine energy conservation measures plan for 2022 -2025 (details in “Energy Management”)

Sources of greenhouse gas emissions from the Company's business operations include:

Scope	Source	Solution
Direct GHG emissions (Scope 1)	Gasoline, diesel fuel, fuel oil, LPG, as well as the leakage of various substances used in corporate activities, e.g., refrigerants, fire extinguishing agents, methane gas from wastewater treatment systems	The company has taken measures to use electric forklifts instead of forklifts to reduce greenhouse gas emissions. The company announced the policy to support employees who willing to use EV car.
Indirect GHG emissions (Scope 2)	Electricity consumption by the company	Topic: “Energy Management”
Other Indirect GHG emissions (Scope3)	Indirect greenhouse gas emissions from purchased goods and services, paper consumption, and water supply	Topics: “Building an Environmental Corporate Culture,” “Water Resources Management,” and “Waste Management”

Performance

- Greenhouse Gas Emissions Intensity

The Company assessed the organizational carbon footprint. Greenhouse gas emissions used in the calculation method of Thailand Greenhouse Gas Management Organization (Public Organization) comprised carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbon group (HFCs), perfluorocarbon (PFCs), sulfur hexafluoride (SF₆) and nitro fluoride (NF₃) as follows:

Greenhouse Gas Emissions	2022 ⁽¹⁾	2021 ⁽¹⁾	2020 ⁽²⁾
Direct GHG Emissions (Scope 1)	8,615	8,627.00	8,455.54
Indirect GHG Emissions (Scope 2)	7,336	8,662.00	8,651.11
Other indirect GHG Emissions (Scope 3)	261,994	250,247.00	30,443.00
Total	277,945	267,536.00	47,549.65

Remark:

(1) The data in 2022-2021 includes the Bangna plant and Samrong plant and uses the assessment method according to the new regulations of the Thailand Greenhouse Gas Management Organization that consider Scope 3 more than before.

(2) Data for the year 2020 included Bangna plant and Samrong plant (Bangna plant only in 2020) and used a new assessment method according to the regulations of the Thailand Greenhouse Gas Management Organization to consider Scope 3 more than before.

Greenhouse gas emissions of 2023 is under process of being registered with Thailand Greenhouse Gas Management Organization (TGO), please further updated information at <https://investor.toagroup.com/th/sustainable-development/environmental>.

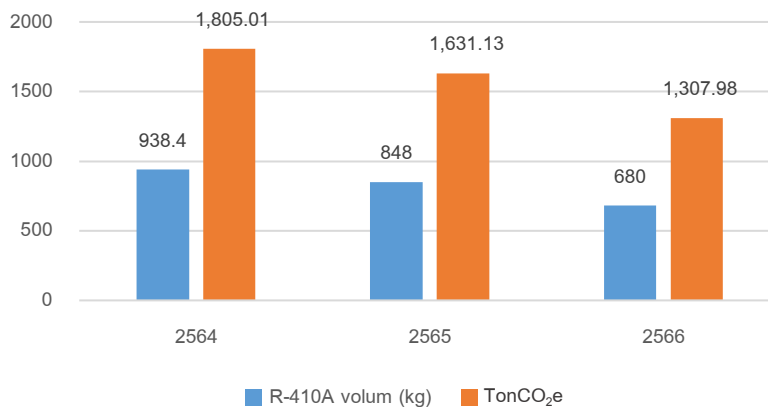
- Carbon Footprint for Organization



The company was certified for the carbon footprint of the organization from Thailand Greenhouse Gas Management Organization (Public Organization) on May 31, 2023. The data was verified by ECEE Co, Ltd.

- Refrigerant Consumption Control

In 2023, the target was to reduce the consumption of refrigerant (R410A) within the factory by 25 % from the consumption in 2021. It could be reduced the consumption by 258 kg or 27.54%. which equality to reduce the carbon emissions around 496.26 TonCO₂e



- TOA Reforestation Project “Love us, Love the world”

The company recognizes the importance of reducing problems and absorbing greenhouse gases. It also includes the maintenance of community biodiversity and continue the sustainable reforestation project from last year by “**Love us, Love the world**” Project to move forward with planting 2 million trees by 2034. In 2023, the company has launched the reforestation project "TOA Love us, Love the world" together with business partners, executives, and more than 200 volunteer employees, planting of 200 trees, consisting of seedlings of Ratchaprupek, Kanlapaprupek, Chaiyaprupek, Pradoo Daeng, and Chompoo varieties. Divine Yellow Pridiyakorn, Inthani Nam, Khaana, Yangna and Makhm in the Bangna factory of TOA Paint (Thailand) Public Company Limited



This project is the important part in promoting sustainable organizational development in the environment (ESG Sustainability), where the company has announced its intention to become an organization that continuously reduces greenhouse gas emissions and aims to achieve Net Zero Emissions organization by 2050 along with increasing the green space and create a sustainable ecosystem.

Moreover, the company also carries out planting and restoring degraded forest areas. Collaborate with the Forest Department Department of National Parks Wild animals and plants In the areas of Phu Khao Kaew National Reserve Forest and Dong Pak Chom Forest, Pak Chom District, Loei Province, as well as the Na Yung and Nam Som Forest National Reserved Forests, Nam Som District, Udon Thani Province, totaling 740 rai, including joining with partners in promoting green space in various areas throughout the country.






This project is part of giving back to the community, society and the environment. It is the first step in restoring degraded forest areas. Create a sustainable ecosystem and store greenhouse gases to be another driving force to make the world safer and a better place to live. Including creating benefits for the area and people in the surrounding communities. According to the goals of the project, the main mission of the company has been carried out continuously and to reduce the impact of global warming. To help prevent the global average temperature increase from exceeding 1.5 degrees Celsius, which will be a climate change crisis as the international community is aware. Including reaching the short-term goal of the company in 2025, which is to reduce greenhouse gas emissions by more than 20 percent from the base year 2021, and the long-term goal to aim to become a Net Zero organization. Emissions 2050 in the year 2050.

3.3 Water Management

The Company places importance on efficient water resource management. Covering all production processes with the development of innovative production processes that reduce water consumption (pigging system). The company pays attention to the maintenance of the water supply system to ensure that it is always in good working condition and to install a wastewater treatment system. The purpose is to allow process water to be treated before being discharged into the public drainage system and can be recirculated with the following strategies:

- Organize a systematic water management team and monitor it on a weekly basis
- Improve the efficiency of the wastewater treatment system to be able to use more water after treatment
- Improve the bathroom sanitary ware in the office to be a water-saving sanitary ware

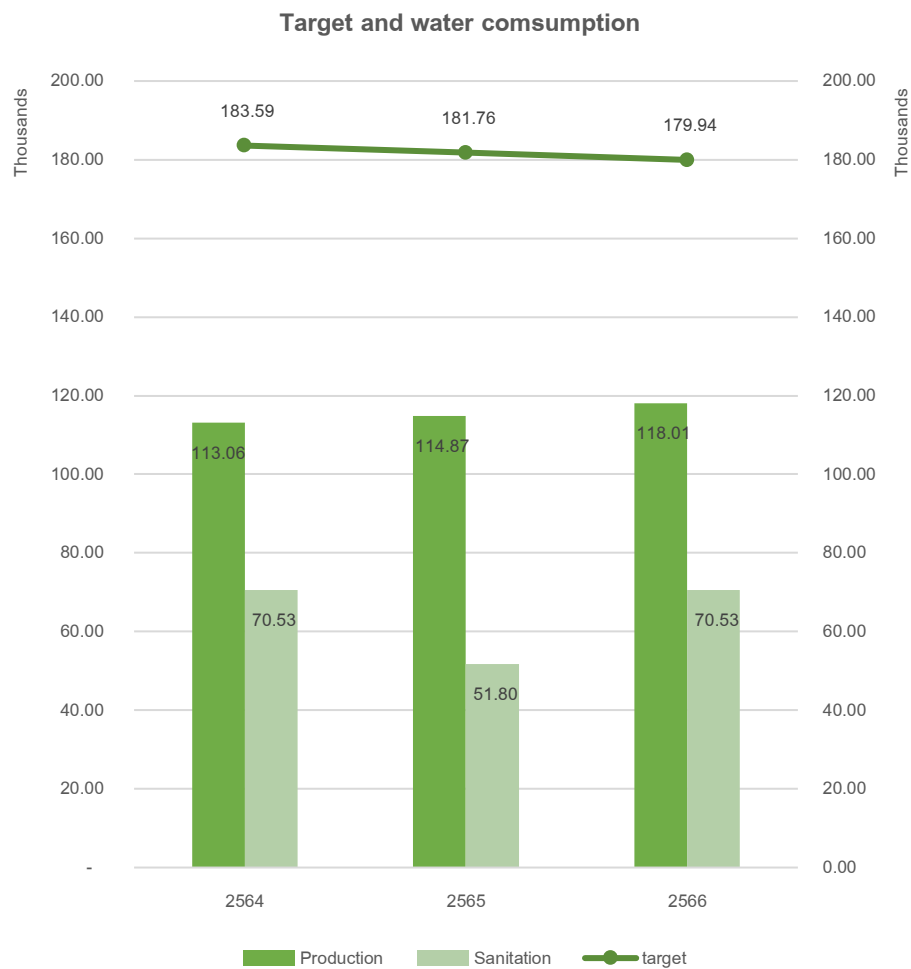
Target		Performance
 Reduced water consumption per production unit (m ³ /gallon)	Reduce 10% from the base in 2021	2023: water consumption per production unit was reduced to 9.33% or 0.00306 m ³ /gallon from the based
 Reduce water consumption in production processes and utility systems by reusing after-treatment water	Reduce 5% or 5,653.1 cubic meters per year (m ³ /year) from the base in 2021	2023: Water consumption in the production process and utility systems decreased by 4.38% or 4,950 cubic meters.
 Reduce water consumption in the sanitation system by managing water in the office along with the use of monitoring technology	Reduce 5% from the base in 2021	2023: Water consumption in the sanitation system same as baseline

In 2023, water consumption per production unit was reduced to 0.00306 cubic meters per gallon or 9.33% from the water consumption in 2021 at 0.00375 cubic meters per gallon. Water consumption was slightly higher than last year since the production capacity is higher. The water after treatment is used close to the original. A maintenance team has been set up and additional meters have been installed to monitor usage and find control measures which will begin to see the savings in the following year.

Water Consumption by Source

Unit: m³

Water Resources	2023	2022	2021
1. Tap water	118,012.50	114,865.67	113,062.00
2. Reuse of treated wastewater	8,540.00	8,878.00	8,974.00



3.4 Waste Management

The Company is committed to maintaining a sustainable coexistence with its community and society, creating, and promoting an environment-centric business as well as corporate social responsibility. In this regard, the Company has determined the waste management policy as the good practices in managing waste generated from the production process, with the 3Rs (Reuse/ Reduce/ Recycle) waste management approach by setting the target to increase the proportion of waste utilization from production process up to 98% by 2025 from 2021 base year.

3.4.1 Waste Management Policy

- (1) Reduce the amount of waste released to the environment causing environmental degradation by means of promoting waste recycling practices.
- (2) Reduce the amount of disposed waste through the 3Rs (Reuse/ Reduce/ Recycle) waste management approach that will enhance the Company's systematic waste disposal.

Reduce

is to reduce resource consumption only for the necessity or maximize usage of resources, especially to reduce the single-use resources.

Reuse

is to consume resources at maximum worthiness by reusing before recycling as well as repairing.

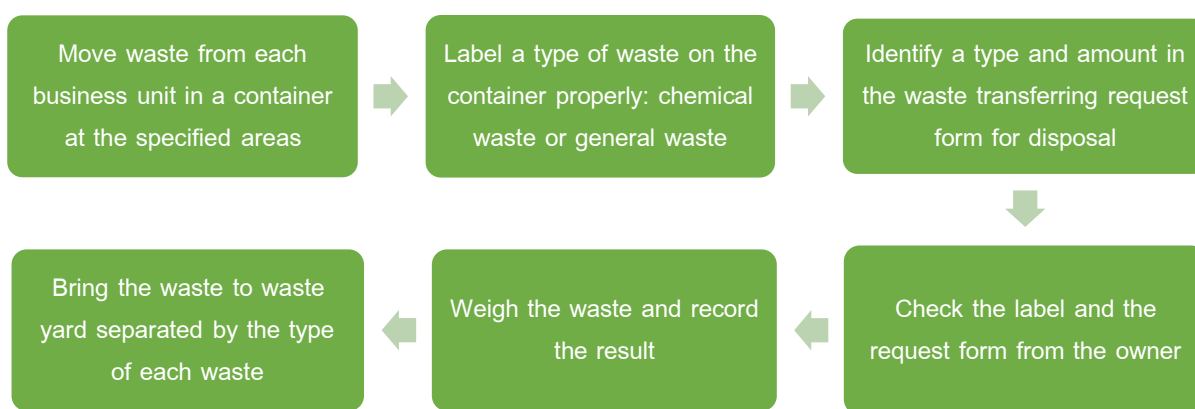
Recycle

is to convert the materials unable to be utilized in the primary form through various processes into new objects and use them again.

- (3) Determine working standards and encourage all departments to analyze and seek the appropriate waste reduction and waste disposal approaches, as well as monitor such compliance with the waste management standards on a regular basis.
- (4) Ensure the company-wide communication to enlighten on the waste disposal, including exchanging knowledge and experience on such matter of each department in order to establish the corporate culture that values environmental conservation, and extend such awareness among the Company's employees.
- (5) Determine the periodical waste management assessment in accordance with the intended indicators and regularly develop and improve waste management activities.
- (6) Appoint designated persons to take responsibility for the waste management in the organization.

3.4.2 Management of Waste and Non-Used Materials

The Company has determined the regulation for managing and controlling waste from the production process or other activities to ensure appropriateness, conformance to applicable laws, and safe storage, transportation, and disposal as guidelines for preventing the disposal of waste and non-used materials negatively affecting the environment. The Company classifies its waste by establishing working procedures for waste management. The waste can be classified into 3 types: community waste, general waste, and chemical waste, and the Company stores such waste to be disposed of by a licensed company. The waste management is as follows:



Performance

The Company places great importance on maximizing the use of resources effectively and efficiently in accordance with the environmental policy and waste management policy, selecting the quality raw materials that produce less waste, checking and storing the materials properly, and monitoring quality control and safety.

Performance	Target: to increase the proportion of waste utilization from production process up to 98% by 2025 from 2021 base year.		
	2023	2022	2021
Proportion of hazardous waste reused and recycled	83.02%	28.43%	29.61%
Proportion of non-hazardous waste reused and recycled	84.84%	85.41%	83.46%

Production-related waste management	Type of waste	Management approach
1. Sorting and recycling	Plastics, paper, metals	Sorting for resale to proceed with the recycling process
2. Solvent reclamation	Solvent	Recovering solvents through distillation systems

Production-related waste management	Type of waste	Management approach
3. Cleaning and recycling	Contaminated packaging	Reuse by cleaning and treating used water for further reusing
4. Fuel blending	Contaminated materials and damaged products	Fuel blending with calorific value for generating renewable energy or alternative fuel

3.4.3 Air Quality

The company has followed the air pollution management standard to prevent the impact of dust and pollution in the air emitted from the company. We give importance to the selection of machinery and equipment throughout the production process by selecting clean technologies to prevent environmental impacts as well as maintaining the equipment in perfect condition. The company has installed air quality measurement tools in the general atmosphere within industrial areas and air quality measurement tools in the Stack Emission area as follows:

Strategies	Management Approach	Performance
1. Proactive prevention and control action plan	Appointing a working group for monitoring and assessing air pollutants through both physical methods and measuring devices, also setting the internal standard to be 80% lower than the regulation required	There was no complaint from surrounding communities and factories filed in terms of air pollution, and air quality results were in accordance with the requirements of laws.
2. Prevention at the source	Designating responsible persons for monitoring wet scrubber systems and executing a weekly PM plan to ensure operational efficiency	Wet scrubber systems effectively removed and controlled air pollutants.

- The air quality monitoring stations have been installed within the Company's operating areas to detect and measure the total suspended particles (TSP), carbon monoxide, sulfur dioxide, and nitrogen dioxide. The anemometer has also been set up to measure the wind speed and direction and analyze the air pollution movement and air pollutants of origin.



- The emission monitoring system measures the air pollutants released into the atmosphere from the stacks. The results shall be evaluated to further monitor air toxics or potential risks impacting the wellbeing of the employees and nearby communities and take appropriate corrective actions in due time as well. Including checking the air quality from the stacks by an external measurement company at least twice a year.

Air Quality Measurement

- Bangna Plant

Air Quality Measurement	Number of violations against air quality standards			
	2023	2022	2021	2020
Air emissions	0	0	0	0
Stack emissions	0	0	0	0

Stack Emission	3-year Goals (2025-2022)	2021	2022	2023
Xylene (ppm)	Below standard	2.93 ppm	9.30 ppm	0.30
Total VOCs (ppm)	Below standard	16.5 ppm	167.14 ppm	78.78
Number of complaints from surrounding communities	0	0	0	0
Number of violations against air quality standards	0	0	0	0

Air Emissions	Unit	Emission Standards	Average Results			
			2023	2022	2021	2020
Carbon monoxide	ppm	30	0.36	0.16	0.3	0.35
Nitrogen dioxide	ppm	0.17	0.0139	0.0144	0.003	0.0125
Sulfur dioxide	ppm	0.30	0.0029	0.0063	0.0015	0.003
Total suspended particles (TSP)	mg/m ³	0.33	0.155	0.141	0.0665	0.1385

- Samrong Plant

Air Quality Measurement	Number of violations against air quality standards			
	2023	2022	2021	2020
Air emissions	0	0	0	0
Stack emissions	0	0	0	0

Stack Emissions	3-year Goals (2025-2022)	2021	2022	2023
Xylene (ppm)	Below standard	7.94	4.35	0.88
Total VOCs (ppm)	Below standard	212.09	190.15	117.36
Number of complaints from surrounding communities	0	0	0	0
Number of violations against air quality standards	0	0	0	0

Air Emissions	Unit	Emission Standards	Average Results			
			2023	2022	2021	2020
Carbon monoxide	ppm	30	0.21	0.14	1.6	0.4
Nitrogen dioxide	ppm	0.17	0.0133	0.0131	0.002	0.027
Sulfur dioxide	ppm	0.30	0.0066	0.0061	0.011	0.003
Total suspended particles (TSP)	mg/m ³	0.33	0.18	0.192	0.215	0.066

- Resin production

Stack Emissions	3-year Goals (2025-2022)	2022	2023
Xylene (ppm)	Below standard	2.00	2.17
Total VOCs (ppm)	Below standard	163.00	223.67
Number of complaints from surrounding communities	0	0	0
Number of violations against air quality standards	0	0	0

3.4.4 Quality of water from the treatment system

The company has installed an activated sludge process wastewater treatment system to treat wastewater generated from the production process. The company also monitors the water quality after treatment on a monthly basis to ensure that the water quality meets the standards required by law.

Parameter	standard	Water quality measurement results after treatment in 2023		
		Bangna	Bangna - Resin plant	Samrong
TDS (mg/l)	<3,000	Below standard	Below standard	Below standard
BOD (mg/l)	<20	Below standard	Below standard	Below standard
COD (mg/l)	<120	Below standard	Below standard	Below standard

3.5 Innovation development and environmental promotion for sustainability

The company is committed to driving the organization that creates an environmental corporate culture and implements it effectively. It encompasses the principles of corporate social responsibility and is developed to enhance the thinking and actions of employees to create results that minimize the impact on the environment as much as possible. It can create engagement and awareness of individual environmental responsibility towards a green culture.

The engagement-oriented procedure has been set up for all employees to perceive and take the environmental conservation on board as follows:

- Provide employees with environmental knowledge both required by laws and in accordance with the nature of work.
- Committees/ working groups appointed to enhance the work efficiency in many environmental aspects, e.g., environment, 3Rs, energy, CSR, Carbon Footprint for Organization, etc.
- Launch a meeting for reviewing implementation, raising issues, sharing ideas, and action plans.
- Set a key performance indicator for the environment-related units.
- Communication through Morning Talk, notice board, and SHE Day activities.

3.5.1 Environmental Compliance

The Company recognizes the importance of regularly improving and developing its operations concerning the environment with efficiency development in compliance with the environmental laws, regulations, and standards, in avoidance of the violations. Moreover, the Company perceives that new regulations and laws may negatively affect its businesses unless it prioritizes the environmental conservation.

Environmental compliance is a major responsibility and top business priority for the Company. It has announced the environmental policy emphasizing environmental compliance and regulations, as well as adapting the global guidelines to fit for the organization to ensure environmental mitigation. The management also monitors and evaluates the implementation on a regular basis for further development and improvement.

The Company has focused on a continued target of no significant cases concerning non-compliance with environment-related regulations, which it aims to achieve through effective environmental compliance management.

Performance

The Company has received the quality and environment certificates as follows:

Thailand	Overseas
<ul style="list-style-type: none"> Environmental management system: ISO 14001: 2015 Quality management system: ISO 9001: 2015 Energy management system: ISO 14001: 2015 Green Label Singapore by Singapore Environment Council (for products distributed to Indonesia and Malaysia) Green Industry Level 4 (Green Culture), Department of Industrial Works Green Label Certification, and Lead and Mercury Free Certification Energy Saving Label No. 5 for paint and coating products, Ministry of Energy Other certificates from Thai Industrial Standards Institute (TISI) 	<ul style="list-style-type: none"> Environmental management system: ISO 14001: 2015 for TOA Paint (Vietnam) Co., Ltd., PT TOA Coating Indonesia, and TOA Paint Products Sdn. Bhd. Quality management system: ISO 9001: 2015 for TOA Paint (Vietnam) Co., Ltd., PT TOA Coating Indonesia, and TOA Paint Products Sdn. Bhd. Green Label Singapore by Singapore Environment Council for TOA Paint (Vietnam) Co., Ltd., and TOA Paint Products Sdn. Bhd. Product Certification License by SIRIM QAS International Sdn. Bhd. for TOA Paint Products Sdn. Bhd.

Only for data in Thailand

	Target 2023	Performance		
		2023	2022	2021
Number of significant environmental incidents	0	0	0	0
Number of significant fines	0	0	0	0

3.5.2 Environmentally responsible innovation and dissemination

The Company has applied the concept of environmental responsibility and created business innovations that benefit the competitiveness of business and the environment. Business processes that may pose a risk or have a negative impact on the environment are examined. The Company is also looking for solutions to reduce such impacts by thoroughly considering and analyzing work processes covering all aspects. It is to create development opportunities to discover business innovations, to invent new products that can meet the needs and keep pace with social and environmental changes for sustainable business growth.

- Total Productive Maintenance (TPM)

Maintenance process that reduces losses in the production process and labor force to increase production capacity. and improve the production process to be more efficient by creating a continuous maintenance planning system.

- Automated production process integrated by ABB software and closed slurry system to help reduce a negative impact on the environment by 50%

Production process run by the closed slurry system and automatic control system (ABB software): main powdered and liquid raw materials are stored in SILO and storage tanks by uploading such raw materials into the closed production process system in order to save time, reduce wastewater, and negative impact on the environment by 50%. The Company also optimizes robotic automation to transfer products during the packaging process for the safety of its employees and energy efficiency.

- Green culture project

The company is aware of the importance of the environment and has developed itself into a green industry according to the project of the Ministry of Industry. It can promote continuous improvement as well as demonstrate social and environmental responsibility both inside and outside the organization along the supply chain for sustainable development. Our Bangna factory is at Level 4 Green Culture. We aim for everyone in the organization to cooperate in an environmentally friendly manner in all aspects of our business operations and become part of the corporate culture. In 2023, the company filed for a renewal of certification and is in the process of being inspected by relevant agencies for certification.



- Garbage separation

The company has organized activities “Sustainability Around You: How to manage waste to zero” so that personnel within the organization can learn about success from agencies that can manage waste excellently like the Chula Zero Waste project. Such activities aim to make employees understand the basic principles of Separate garbage Utilization of each type of waste and guidelines for waste management that are appropriate for agencies that have diversity and many members. Be inspired to act at your own company and home. which will lead to the highest expected results. Freeing waste from being sent to landfill.



- Reducing paper usage and use efficiently

The Company primarily focused reducing the use of paper and encouraged employees to use resources wisely through operations as follows:

- Reuse of used double-sided papers: for promoting resource efficiency, employees were asked for their cooperation to collect their used double-sided papers for Technical Support Division's color testing.
- Using E-forms instead of paper forms: using e-forms in lieu of paper forms by capitalizing on technological systems for data storing, filing, reference, and approval, e.g., Microsoft SharePoint, HR Cloud, E-Slip, E-Catalog, E-Registration, E-Bill Payment, Power App, Power BI, etc. Through the TOA adoption project, employees could design and improve processes by using power apps and power automation.

- 'Say No to Plastic Bags' Campaign

A campaign for avoiding using plastic bags and foam food containers has been carried out alongside the Line Official Account for receiving environmental information. The Company aims to have its employees participate in reducing the environmental impacts together with raising awareness of plastic pollution. Besides, cookshops in the Company's canteen joined the campaign by not giving plastic bags, and its employees should use fabric bags and deny plastic bags for reducing plastic pollution.



- Product and service innovation development

The company has developed products and services with Greenovation. The company also reduces energy consumption and responds to consumers responsibly under the concept of safe and environmentally friendly paint innovation and various product certification standards both nationally and internationally.

TOA Greenovation			
	Clean	Green	Save
	No Lead & Heavy Metal	Good for Health & Environment	Worth Spending & Energy Saving
Raw Material	<ul style="list-style-type: none"> - Zero Heavy Metal - Non-Isocyanate - Transform Solvent base to Water base 	<ul style="list-style-type: none"> - APEO Free, Ammonia Free - Formaldehyde Free - Near "0" VOCs - Bio base material - Low Oder, Low Emission - Less Solvent - Anti Bacteria/Virus 	<ul style="list-style-type: none"> - Energy Saving (Heat Insulator, IR Reflective) - Super Durable - Single Component - Reuse/Reduce/Recycle - Easy to use - Reduce Application Time
Process	<ul style="list-style-type: none"> - Zero Heavy Metal 	<ul style="list-style-type: none"> - Reduce Emission - Reduce Dust - Waste Management 	<ul style="list-style-type: none"> - Automation - Reuse/Reduce/Recycle - Increase efficiency

In 2023, the company has set the following goals for the development of environmentally friendly products.

Target	Results
The ratio of Greenovation products in the portfolio to revenue is not less than 20%, considering products that have been certified by LEED V.4.	<ul style="list-style-type: none"> - There are 38 LEED V.4 certified products. - Sales revenue in 2023 was 28% of total sales.

The company has developed products that are environmental friendly to solve the complexity of a variety of paint systems from steel work systems, wood work systems, and cement work systems, which creates difficulty and confusion for consumers in choosing to use "TOA AQUA SHIELD," an innovative paint that can be used on all surfaces. Saves money on purchasing primer and topcoat for each type of material. and can be used immediately without mixing thinner This results in no pungent odor from volatile organic compounds which are harmful to health. It greatly reduces the time and cost of painting work. Promote competitiveness in the construction and building decoration industry to be stronger.



With the outstanding product TOA AQUA SHIELD, the company won the "Best Innovation Award" for the second year in a row from the Architect Expo. In the first year, the company Received an award for presenting TOA Organic Care products, paints that use plant-based ingredients to replace petroleum-based raw materials. In addition, the company also received the award for being a listed company on the Stock Exchange. with best innovation (Best Innovative Company Awards 2023) from the presentation of TOA AQUA SHIELD at the SET Awards 2023 stage organized by the Stock Exchange of Thailand. and Journal of Finance and Banking

Moreover, Carbon Footprint of Products has been certified by Thailand Greenhouse Gas Management Organization (Public Organization) on Februar 28, 2023 for 136 items from 7 brands as follows:

1. TOA ENAMEL PRIMER
2. TOA ECO METAL
3. MD 2IN1
4. TOA GLIPTON ENAMEL
5. TOA QUICK PRIMER
6. TOA RUST PREVENTIVE
7. 4 SEASONS

To Shareholders

The 12 members of the Corporate Governance and Sustainability Committee in 2023 consist of Mr. Jatuphat Tangkaravakoon (Chairman), Mr. Winai Chaiburanont, Mr. Surasak Mandaeng, Ms. Surasak Mandaeng (Vice Chairman), Ms. Taweeporn Patanakitraung, Mr. Chatchawat Rungthong, Mr. Warathorn Jenjarussakul, Mr. Suppakarn Suklert, Mr. Panuphong Pootawang, Mr. Anuchit Yungprempree, Mr. Natthaphong Phusrisawettachart and Ms. Srikanlaya Pensri (Committees). They have performed their duties fully according to the roles and responsibilities of the Corporate Governance and Sustainability Committee and as assigned by the Board. In 2023, 4 meetings were held, which can be summarized as follows:

- 1. Determine the vision and structure of sustainability operations**
- 2. Review the business value chain and stakeholder groups**
- 3. Review material issues related to sustainability and Materiality Matrix**
- 4. Supervise business operations with good governance and compliance with the law**
 - 1) Supervise business operations in accordance with the principles of good governance to comply with relevant laws, including risk management and Anti-Corruption to strengthen the business foundation. It must meet international standards and domestic regulators to be an organization that can grow in the long run.
 - 2) Determine policies, strategies, goals, success indicators, and corporate governance development plans to integrate with the Company's business operations sustainably.
 - 3) Review policies and practices on good corporate governance and business ethics of the company to be up to date. It must conform to the standard and be suitable for implementation across the organization.
 - 4) Consider opinions and suggestions on good corporate governance and business ethics of the company, including approving the operational plan in 2022 for clarity.
 - 5) Encourage communication for directors, executives, employees at all levels, and related persons to realize and comply with policies and practices on corporate governance, business ethics and related policies.
 - 6) Encourage sub-working groups in various departments to be able to operate with full efficiency.
- 5. Supervise the operation of business development towards sustainability**
 - 1) Define and review policies, strategies, goals, success indicators, and plans for sustainable business development. It must integrate with the company's Sustainability Framework. It must be up-to-date and relevant to new and challenging situations for the company's operations in the short and long term.

- 2) Follow up on operations and give opinions on plans and practices on sustainable business development. It provides quality product and service development operations as well as the ability to fully meet the needs of customers and Product Stewardship.
- 3) Determine directions, policies, strategies, goals, and plans including consideration of expectations and ways to meet stakeholder expectations. It is to develop products and reduce the environmental impact that may be caused by the company's business operations. It is also a leader in product innovation that is environmentally friendly (Greenovation).
- 4) Consider opinions and suggestions including approval of product development action plans, supply chain management, and customer and partner relationship management to be responsible and mutually reciprocal in 2022.

6. Supervise human capital development and social enterprise

- 1) Establish and review policies, strategies, targets, success indicators and programs for human capital development and social enterprise, e.g., fair labor treatment, incentives, personnel retention, and human capital building. It encompasses human rights and occupational safety and health care, building good relationships with communities, societies, and relevant agencies to jointly develop and drive society towards sustainability.
- 2) Consider opinions and suggestions, including approval of stakeholder expectation survey plans to determine guidelines and engagement with communities to meet stakeholder expectations.
- 3) Supervise, follow up, and approve human capital development plans for Talent Attraction and Retention. As well as the welfare of employees, basic rights, and treatment of workers to operate in accordance with the law and good practices.
- 4) Promote the importance of caring for the community, society, and the environment which is the basis of the Company's production through various projects of the Company. It is to solve problems and meet community expectations as well as to provide advice and follow up on the progress of the projects on a regular basis.
- 5) Consider opinions, suggestions, and approve the action plan on human capital development and social enterprise in 2022.

7. Supervise the environment

- 1) Establish and regularly review policies, strategies, targets, success indicators, and action plans for environmental management. It encompasses the development and improvement of the company's operating processes to continuously reduce environmental impact, e.g., energy management, water resource management, air quality, and waste and solid waste management, aiming towards building a circular economy as well as managing climate change and developing towards zero greenhouse gas emissions efficiently and sustainably.

- 2) Consider opinions, suggestions for operational guidelines, and approval of environmental plans to drive relevant operations to be sustainable and reduce potential impacts.
 - 3) Supervise, monitor, and support environmental management operations in accordance with established policies and plans to ensure compliance with the law in order to create a good and sustainable environment.
 - 4) Encourage and support employees for taking care of the environment in the factories and communities nearby the company through various projects. It is to create a positive environment and meet the expectations of the community as well as provide advice and follow up on the results of various projects regularly.
- 8. Follow up on the progress of the implementation of the work plans from sub-committees in order to comply with the policies and plans**
- 9. Review and approve the information for the preparation of the 2023 Sustainability Report for disclosure to the public and to report the results to the Board of Directors**

On behalf of the Corporate Governance and

Sustainability Committee,

- Jatuphat Tangkaravakoon -

(Mr. Jatuphat Tangkaravakoon)

Chairman of the Corporate Governance and

Sustainability Committee

Statement of use	TOA Paint (Thailand) Public Company Limited has reported the information for the period 1 Jan 2023 to 31 Dec 2023 with reference to the GRI Standards
GRI 1 used	GRI 1: Foundation 2021

Dis closure	Description	Page	Detail / Omission	External Assurance
GRI 2: General Disclosures (2021)				
1. The organization and its reporting practices				
2-1	Organizational details	3		-
2-2	Entities included in the organization's sustainability reporting	3		-
2-3	Reporting period, frequency and contact point	3, 87, Back cover		-
2-4	Restatements of information	3		-
2-5	External assurance	-	Not Available	-
2. Activities and workers				
2-6	Activities, value chain and other business relationships	7		-
2-7	Employees	36		-
2-8	Workers who are not employees	36		-
3. Governance				
2-9	Governance structure and composition	6		-
2-10	Nomination and selection of the highest governance body	108-110, TOA Annual Report 2023		-
2-11	Chair of the highest governance body	84-86, TOA Annual Report 2023		-
2-12	Role of the highest governance body in overseeing the management of impacts	86-91, TOA Annual Report 2023		-
2-13	Delegation of responsibility for managing impacts	92-98, TOA Annual Report 2023		-
2-14	Role of the highest governance body in sustainability reporting	79-81		-
2-15	Conflicts of interest	123-124, TOA Annual Report 2023		-
2-16	Communication of critical concerns	51-52, TOA Annual Report 2023		-
2-17	Collective knowledge of the highest governance body	https://investor.toagroup.com/en/corporate-governance/corporate-governance-policy		-
2-18	Evaluation of the performance of the highest governance body	https://investor.toagroup.com/en/corporate-governance/corporate-governance-policy		-
2-19	Remuneration policies	94-101, TOA Annual Report 2023		-
2-20	Process to determine remuneration	94-101, TOA Annual Report 2023		-
4. Strategy, policies and practices				
2-22	Statement on sustainable development strategy	2, 5		-
2-23	Policy commitments	5-13		-
2-24	Embedding policy commitments	6, 79-81		-
2-25	Processes to remediate negative impacts	7-11		-
2-26	Mechanisms for seeking advice and raising concerns	14-16		-
2-27	Compliance with laws and regulations	14-17		-
2-28	Membership associations	46-49		-
5. Stakeholder engagement				
2-29	Approach to stakeholder engagement	9-11		-
2-30	Collective bargaining agreements	136, TOA Annual Report 2023		-
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	12		-
3-2	List of material topics	12		-

Dis closure	Description	Page	Detail / Omission	External Assurance
3-3	Management of material topics	12		-
GRI 201: Economic Performance (2016)				
201-1	Direct economic value generated and distributed	217-222, TOA Annual Report 2023		-
201-2	Financial implications and other risks and opportunities due to climate change	60-61, TOA Annual Report 2023		-
201-3	Defined benefit plan obligations and other retirement plans	258, TOA Annual Report 2023		-
201-4	Financial assistance received from government	295, TOA Annual Report 2023		-
GRI 202: Market Presence 2016				
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	133, TOA Annual Report 2023		-
202-2	Proportion of senior management hired from the local community	-	Not Available	-
GRI 203: Indirect Economic Impacts (2016)				
203-1	Infrastructure investments and services supported	46-53		-
203-2	Significant indirect economic impacts	46-53		-
GRI 204: Procurement Practices (2016)				
204-1	Proportion of spending on local suppliers	-	Not Available	-
GRI 205: Anti-corruption (2016)				
205-1	Operations assessed for risks related to corruption	14-17		-
205-2	Communication and training about anti-corruption policies and procedures	17		-
205-3	Confirmed incidents of corruption and actions taken	14-17		-
GRI 206: Anti-Competitive Behavior (2016)				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	143, TOA Annual Report 2023		-
GRI 207: Tax 2019				
207-1	Approach to tax	259, TOA Annual Report 2023		-
207-2	Tax governance, control, and risk management	231-232, 259, TOA Annual Report 2023		-
207-3	Stakeholder engagement and management of concerns related to tax	11		-
207-4	Country-by-country reporting	-	Not Available	-
GRI 301: Materials 2016				
301-1	Materials used by weight or volume	-	Not Available	-
301-2	Recycled input materials used	-	Not Available	-
301-3	Reclaimed products and their packaging materials	-	Not Available	-
GRI 302: Energy (2016)				
302-1	Energy consumption within the organization	57-58		-
302-2	Energy consumption outside of the organization	58		-
302-3	Energy intensity	-	Not Available	-
302-4	Reduction of energy consumption	58		-
302-5	Reductions in energy requirements of products and services	57		-
GRI 303: Water and Effluents (2018)				
303-1	Interactions with water as a shared resource	65-66		-
303-2	Management of water discharge-related impacts	71		-
303-3	Water withdrawal	-	Not Available	-
303-4	Water discharge	-	Not Available	-
303-5	Water consumption	66		-
GRI 304: Biodiversity 2016				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	63		-

Dis closure	Description	Page	Detail / Omission	External Assurance
304-2	Significant impacts of activities, products and services on biodiversity	63		-
304-3	Habitats protected or restored	63		-
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	Not Available	-
GRI 305: Emissions 2016				
305-1	Direct (Scope 1) GHG emissions	61		Yes
305-2	Energy indirect (Scope 2) GHG emissions	61		Yes
305-3	Other indirect (Scope 3) GHG emissions	61		Yes
305-4	GHG emissions intensity	60-62		-
305-5	Reduction of GHG emissions	59-63		-
305-6	Emissions of ozone-depleting substances (ODS)	62		-
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	70-71		Yes
GRI 306: Waste 2020				
306-1	Waste generation and significant waste-related impacts	67-69		
306-2	Management of significant waste-related impacts	67-69		
306-3	Waste generated	67-69		
306-4	Waste diverted from disposal	67-69		-
306-5	Waste directed to disposal	67-69		-
GRI 308: Supplier Environmental Assessment (2016)				
308-1	New suppliers that were screened using environmental criteria	26-27		
308-2	Negative environmental impacts in the supply chain and actions taken	26-27		
GRI 401: Employment (2016)				
401-1	New employee hires and employee turnover	136, TOA Annual Report 2023		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-	Not Available	
401-3	Parental leave	-	Not Available	
GRI 402: Labor/Management Relations 2016				
402-1	Minimum notice periods regarding operational changes	-	Not Available	-
GRI 403: Occupational Health and Safety (2018)				
403-1	Occupational health and safety management system	37-45		-
403-2	Hazard identification, risk assessment, and incident investigation	37-45		-
403-3	Occupational health services	37-45		-
403-4	Worker participation, consultation, and communication on occupational health and safety	37-45		-
403-5	Worker training on occupational health and safety	37-45		-
403-6	Promotion of worker health	37-45		-
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	37-45		-
403-8	Workers covered by an occupational health and safety management system	37-45		-
403-9	Work-related injuries	37-45		-
403-10	Work-related ill health	37-45		-
GRI 404: Training and Education (2016)				
404-1	Average hours of training per year per employee	29-31		-
404-2	Programs for upgrading employee skills and transition assistance programs	29-31		-
404-3	Percentage of employees receiving regular performance and career development reviews	29-31		-

Dis closure	Description	Page	Detail / Omission	External Assurance
GRI 405: Diversity and Equal Opportunity (2016)				
405-1	Diversity of governance bodies and employees	36		-
405-2	Ratio of basic salary and remuneration of women to men	133, TOA Annual Report 2023		-
GRI 406: Non-discrimination 2016				
406-1	Incidents of discrimination and corrective actions taken	-	Not Available	-
GRI 407: Freedom of Association and Collective Bargaining 2016				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	37		-
GRI 408: Child Labor 2016				
408-1	Operations and suppliers at significant risk for incidents of child labor	17, 37		-
GRI 409: Forced or Compulsory Labor 2016				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	17		-
GRI 410: Security Practices 2016				
410-1	Security personnel trained in human rights policies or procedures	17, 35		-
GRI 411: Rights of Indigenous Peoples (2016)				
411-1	Incidents of violations involving rights of indigenous peoples	50		-
GRI 413: Local Communities (2016)				
413-1	Operations with local community engagement, impact assessments, and development programs	50-53		-
413-2	Operations with significant actual and potential negative impacts on local communities	50-53		-
GRI 414: Supplier Social Assessment (2016)				
414-1	New suppliers that were screened using social criteria	26-27		-
414-2	Negative social impacts in the supply chain and actions taken	26-27		-
GRI 415: Public Policy 2016				
415-1	Political contributions	14-16		-
GRI 416: Customer Health and Safety (2016)				
416-1	Assessment of the health and safety impacts of product and service categories	19-23		-
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	23		-
GRI 417: Marketing and Labeling 2016				
417-1	Requirements for product and service information and labeling	22-24		-
417-2	Incidents of non-compliance concerning product and service information and labeling	22-23		-
417-3	Incidents of non-compliance concerning marketing communications	22-23		-
GRI 418: Customer Privacy (2016)				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	141, TOA Annual Report 2023		-

1. Which is your group?

- Shareholder/ Investor
- Mass media
- Customer
- Government agency/ department
- Government
- Partner
- Customer
- Student/ Educational Institution/ Academic
- Nearby community
- Others (please specify.....)

2. Your information

- Gender Female Male
- Age Less than 30 years old 30 – 50 years old More than 50 years old

3. What is your purpose of reading this report?

- to invest
- to understand TOA business
- to research and education
- to prepare the company's sustainability report
- Others (please specify.....)

4. Level of satisfaction with the sustainability report

- Information sufficiency High Moderate Low
- Use of language High Moderate Low
- Overall satisfaction High Moderate Low

5. What issues do you think are important to sustainability?

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6. Do you have any suggestions for this report?

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Would you have any questions for the report, please contact for more information as below;

Corporate Governance and Sustainability Committee

31/2 Moo 3, Bangna-Trad Road, Bangsaothong, Bangsaothong, Samutprakan 10570

☎ : 0-2335-5555 📠 : 0-2312-8919

📘 : TOA Paint 🌐 : www.toagroup.com



TOA PAINT (THAILAND) PUBLIC COMPANY LIMITED

31/2 Moo 3, Bangna-Trad Road, Bangsaothong, Bangsaothong,
Samutprakan 10570, Thailand

Tel. 02 335 5555