

Material Disclosure

Management of Key Material Aspects in 2024

RATCH's commitment to environmentally- and socially-responsible operations reflects in the emphasis on the management of likely negative impacts from all activities at its best. Subsidiaries and joint ventures are instructed to ensure safety, taking into account stakeholders, community, society and the environment. RATCH has outlined the management approach, measures and tools in both enterprise and project levels, to prevent, control and mitigate negative impacts as best as possible, while addressing the concerns of stakeholders particularly neighbouring communities. Meanwhile, the Company is pushing forward the activities that generate positive impacts for the benefits of stakeholders, community, society and the environment.

The management approach for the material topics in 2024 is summarized below:

| Topics | 1) Safety of stakeholders from power plants' operations 2) Protection of Labor's safety and occupational health | |
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| Impacts | <ul style="list-style-type: none"> • RATCH and its power plants' operations may affect community safety and cause health impacts on community. • Community is concerned about possible danger from RATCH and its power plants' operations. • Work-related hazards due to inappropriate work environment causes health impacts on employees, suppliers and contractors. | |
| Supervision | <u>RATCH Group</u> <ul style="list-style-type: none"> • Legal requirements • Code of Conduct • Environmental and Social Policy • Human Rights Policy • Environmental and Social Management System (ESMS) and ESMS Committee • Supplier Code of Conduct • Safety, Occupational Health and Working Environment Policy • Emergency Response Plan, Crisis Management Plan and Business Continuity Plan Policy | <u>Project Level</u> <ul style="list-style-type: none"> • Environmental and social impact prevention and mitigation measures as prescribed in EIA/EHIA reports • Environmental and Social Policy • Safety, Occupational Health and Working Environment Policy • Safety and occupational health measures and Emergency Response Plan • Work safety risk assessment system |

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| | <ul style="list-style-type: none"> • Safety, Occupational Health and Working Environment Committee • Internal Audit Department • Business Development and Asset Management Functions • Risk Management Working Committee • Risk Management Committee • Audit Committee • Corporate Governance and Sustainability Committee • Board of Directors • Risk management system and project performance reporting • Complaint channel | <ul style="list-style-type: none"> • Environmental management standard (ISO 14001) and occupational health management standard (OHSAS 45001) • Environmental, safety and occupational health section • Safety, Occupational Health and Working Environment Committee • Tri-Partite Committee consisting of community/civil society/government/project representatives • Joint ventures' board of directors (with RATCH's representatives) • Communication and complaint channel, Community Relations Division, and community development plans |
| Prevention and Control Measures | | |
| <ul style="list-style-type: none"> • Select and install high-efficiency production technology and systems for environmental quality and safety management in the development phase, while each power plant is equipped with air quality monitoring systems and the systems to monitor water quality inside and outside operational premises. • Apply the Environmental and Social Management System (ESMS) as a tool in assessing risks and monitoring the Company and project-level safety operations. • Monitor the compliance of the safety, occupational health and environment operations of all projects with EIA measures, environmental and safety laws, the Code of Conduct, relevant safety and environmental policies and the Human Rights Policy; report the performance to the Management, the Board of Directors and relevant government offices within specified periods; conduct an internal audit; and comply with legal requirements on information disclosure. • Encourage power plants' adoption of internationally-recognized environmental and safety management systems and certification by external experts. • Ensure all power plants' risks are assessed to indicate possible hazards and severity; establish control measures to keep risks in line with risk appetite; and always have the responsible units and safety professionals monitor risk jobs. • Allow the tri-partite committee's inspection at each power plant and hear the views and recommendations for joint discussions on improvements that best address community expectations and concerns. • Establish community relations units, to disclose information, clarify issues of concern and build engagement with community. | | |

- Provide a mobile medical unit to monitor community members' health conditions.
- Conduct emergency response drills with participation of community and relevant parties, for their confidence and trust in power plants' safety operations.
- Organize annual activities to raise awareness in safety and health among employees, suppliers and community.
- Ensure power plants establish an accessible communication system and channel for community and notify community ahead of major activities.

Additional measures for employees and suppliers

- Ensure work safety with the Stop Work Authority and the right to refuse dangerous work in light of physical unfitness or unsafe work conditions.
- Provide annual medical examination and special examination for particular jobs that pose particular risks; and a stress relief program for employees with Biofeedback mental and physical health checkup.

Correction/Remediation

- Support community development activities and remediate those affected by power plants' operations through the Power Development Funds. All power plants, IPP and SPP, are obliged to contribute to the funds on an annual basis.
- Tackle emergency or incidents timely and efficiently to quickly recover to the normal conditions; and set the remediation measures for employees, suppliers and community affected by the incidents that shall be at least equivalent to legal requirements.
- Assess the effectiveness of Prevention and Control Measures and equipment after the incidents to improve the safety conditions and establish additional measures to prevent the repetition.

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| Target | <ul style="list-style-type: none"> • Zero accident every year • No complaint from community |
| Engagement channels | <ul style="list-style-type: none"> • Environmental Inspection Committee/Tri-partite Committee • Community relations units, communications channels, and community development activities/projects • Company website: www.ratch.co.th • Channels open to the opinions and complaints of power plants or projects • Safety, Occupational Health and Working Environment Committee • Welfare Committee • Complaint channel for job operators • Departmental and functional relationship-building activities • Discussions and meetings • Training sessions/seminars on ESG operations and supplier assessment |

| Topic | 3) Management of air pollution and health impacts on community | |
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| Impacts | Community's concerns about the impact of power plants' combustion-related air pollution on their health condition | |
| Supervision | <u>RATCH Group</u> <ul style="list-style-type: none"> • Legal requirements • Environmental and Social Policy • Human Rights Policy • Environmental and Social Management System (ESMS) • Business Development and Asset Management Functions • Risk Management Committee • Corporate Governance and Sustainability Committee • Board of Directors • Complaint channel | <u>Project Level</u> <ul style="list-style-type: none"> • Power plants' board of directors (with RATCH's representatives) • Environmental and social impact prevention and mitigation measures as prescribed in EIA/EHIA reports • Continuous Emission Monitoring System installed at stack and around the power plants. • Online reports of monitoring results to the control room and the power plants' display at entrance • Environmental management standard (ISO14001) for power plants • Production efficiency control and environmental units • Community Relations Division • Tri-Partite Committee • Complaint channel and complaint handling procedure |
| Prevention and Control Measures | | |
| <ul style="list-style-type: none"> • Design, select and install high-efficiency air quality management technologies in the development stage, to minimize and keep impacts within permissible levels. The technologies include Dry Low NO_x burners and demineralized water injection to control nitrogen oxide when diesel is used for power generation; Flue Gas Desulfurization (FGD) when fuel oil is used; and Continuous Emission Monitoring (CEM) for air quality monitoring. • Set up a warning system for unusual pollutant levels approaching permissible limits. • Monitor the ambient air quality in sensitive or community areas around the clock or as scheduled. • Monitor and inspect compliance with relevant laws, rules and regulations, EIA measures, financial institutions' terms and conditions, and corporate policies; and report the performance to relevant units as scheduled. | | |

- Deploy the Environmental and Social Management System (ESMS) in assessing significant issues, the sufficiency of prevention and control measures, and the environmental and social operations of the Company and projects.
- Report real-time air quality monitoring results to the Department of Industrial Works and prepare monitoring reports for government offices and community every 6 months.
- Accommodate Tri-Partite Committee's inspection of air quality management system; consistently inform the committee of monitoring results; and welcome its recommendations and opinions as well as community's concern for the consideration of proper responses.
- Ensure power plants establish an accessible communication system and channel for community and notify community ahead of major activities that will affect the air quality like a fuel switch.
- Provide a mobile medical unit to monitor community members' health conditions.

Correction/Remediation

- Support community development activities and remediate those affected by power plants' operations through the Power Development Funds. All power plants, IPP and SPP, are obliged to contribute to the funds on an annual basis.
- Set up a step-by-step procedure to deal with pollutants at stack when the levels hit 80% of legal limits, which may involve production reduction or production stop.
- Establish a complaint handling and correction procedure.

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| Target | <ul style="list-style-type: none"> • No environmental complaints • No penalties on non-compliance with environmental laws/requirements |
| Engagement channels | <ul style="list-style-type: none"> • Channel to receive community opinions/complaints for further investigation and correction • Tri-Partite Committee • Activities to boost knowledge and understanding/Site visits • Community satisfaction survey |

| Topic | 4) Greenhouse gas management (Scope 1, 2, and 3 emissions) | |
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| Impact | Greenhouse gas emissions by the entire value chain | |
| Supervision | <u>RATCH Group</u> <ul style="list-style-type: none"> • Legal requirements • Environmental and Social Policy • Corporate Sustainability Policy • Corporate Sustainability Strategy and Climate Strategy and relevant targets | <u>Project Level</u> <ul style="list-style-type: none"> • Board of directors (with RATCH's executives) • Environmental and social impact prevention and mitigation measures as prescribed in EIA/EHIA reports as well as creditors' terms and conditions |

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| | <ul style="list-style-type: none"> • Environmental and Social Management System (ESMS) • Business Development and Asset Management Functions • Corporate Governance and Sustainability Committee • Board of Directors | <ul style="list-style-type: none"> • Environmental management standard (ISO14001) concerning power plants • Production efficiency control and environmental units • Community Relations Division • Tri-Partite Committee |
| Prevention and Control Measures | | |
| <ul style="list-style-type: none"> • Design, select and install high-efficiency air quality management technologies to minimize fuel and energy utilization; and conduct power plant maintenance as scheduled. • Set the 2050 Carbon Neutrality Target and Decarbonization Roadmap, focusing on enhanced energy efficiency, more investment in renewable energy and low-carbon businesses, and carbon offsetting with carbon credits from reforestation and forest conservation activities. • Plan maintenance as scheduled for the efficiency of equivalent availability factor and targeted heat rate. • Reuse/recycle waste as much as possible and avoid landfill disposal. • Assess physical and transit risks as well as impacts under the TCFD framework and use the results for the formulation of corporate strategies as well as measures to prevent, reduce and avoid the impacts. • Include the assessment of supplier risks on greenhouse gas management in the supplier screening process. • Promote green procurement to tackle and reduce other indirect emissions. • Conduct a feasibility study on green hydrogen development in preparation for the energy transition. • Prepare the Company Group's greenhouse gas inventory covering Scope 1, 2 and 3 emissions; and run the carbon footprint for organization assessment. • Set internal carbon pricing for the investment consideration process or the implementation of GHG-reduction activities. • Implement forest carbon credit under T-VER: Forestry and Green Space program in support of GHG sequestration and carbon offsetting. • Disclose the information on carbon emissions annually in Form 56-1 One Report and Sustainability Report. | | |
| Correction/Remediation | | |
| <ul style="list-style-type: none"> • Follow the Company's prescribed processes. • Comply with legal requirements. | | |
| Targets | <ul style="list-style-type: none"> • Carbon neutrality in 2050 • 15% reduction of GHG emissions per unit of electricity production in 2030 (from the base year 2015) • Proportion of renewable energy investment raised to 30% of combined capacity in 2030 | |

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| Engagement channels | <ul style="list-style-type: none"> • Corporate website • Sustainability Report • Corporate Affairs Department • Investor Relations Division |
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| Topic | | 5) Changes in community quality of life after power plant establishment | |
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| Impacts | | <ul style="list-style-type: none"> • Changes in community way of life/careers due to higher population • Migration into the community, leading to insufficient resources | |
| Supervision | | <u>RATCH Group</u> <ul style="list-style-type: none"> • Code of Conduct • Environmental and Social Policy • Human Rights Policy • Environmental and Social Management System (ESMS) • Business Development and Asset Management Functions • Corporate Governance and Sustainability Committee • Board of Directors | <u>Project Level</u> <ul style="list-style-type: none"> • Board of Directors (with RATCH's representatives) • Environmental and social impact prevention and correction measures as prescribed in each project's EIA/EHIA reports • Environmental management standard (ISO14001) • Community Relations Division • Tri-Partite Committee |
| Prevention and Control Measures | | | |
| <ul style="list-style-type: none"> • Conduct a public hearing and prepare a local/community development plan as part of the environmental and social impact assessment and analysis process, in the development phase. • Monitor and ensure compliance with laws and EIA measures in the construction phase, particularly concerning the operations of suppliers and contractors on the sites. • Implement quality of life development projects in line with community needs, like career development for more income as well as education, religious, cultural and health service supports. • Prioritize local workers employment and product procurement from local suppliers. • Make contribution to the Power Development Funds in support of the development of communities surrounding the power plants and vicinity. • Conduct a community opinion survey. | | | |
| Correction/Remediation | | | |
| <ul style="list-style-type: none"> • Channel to hear community opinions and complaints, for further investigation and correction. | | | |

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| <ul style="list-style-type: none"> • The Power Development Fund, to support community development and remediate those affected from the power plants' operations. All power plants are obliged to contribute partial revenue to the fund on an annual basis. | |
| Targets | <ul style="list-style-type: none"> • No community complaint • Level of community satisfaction |
| Engagement channels | <ul style="list-style-type: none"> • Scheduled opinion surveys • Community development activities • Community visits for building engagement • Channel to receive community complaints and prevention/correction measures |

| Topic | 6) Business ethics |
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| Impacts | <ul style="list-style-type: none"> • Non-compliance with relevant laws and requirements • Lack of transparency and fairness in the operations |
| Supervision | <ul style="list-style-type: none"> • Legal requirements • Code of Conduct • Anti-Fraud and Corruption Policy • Corporate Sustainability Policy • Supplier Code of Conduct • Corporate Governance Policy • Prevention of Misuse of Inside Information Policy • Audit Committee • Risk Management Committee • Corporate Governance and Sustainability Committee • Internal Audit Department Internal Audit Department • Sustainable procurement |
| Prevention and correction measures | |
| <ul style="list-style-type: none"> • Comply with laws, corporate governance practices, and the anti-corruption policy and regulation; and join Thai Private Sector Collective Action Against Corruption. • Assess fraud and corruption risks for the annual review of the risk register and control measures. • Apply sustainable procurement practices in supplier screening, by assessing ESG risks and critical suppliers; and monitor each supplier's compliance with Supplier Code of Conduct. • Communicate to employees and make them see the need to strictly comply with the Company's Code of Conduct and rules concerning use of internal information and confidential information; and evaluate their | |

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| knowledge and understanding through an annual test of which results are forwarded to the Board of Directors. | |
| Correction/Remediation | |
| <ul style="list-style-type: none"> • Establish the complaint-receiving, investigation and remediation procedure as well as protection measures for complainants. • Set penalty clauses depending on the severity of incidents/damage to the Company. • Proceed in line with relevant legal requirements. | |
| Targets | <ul style="list-style-type: none"> • No legal issues/disputes • No punishment/penalties from legal non-compliance • No complaint |
| Engagement channel | Complaint channel on corporate website: www.ratch.co.th |

| Topic | 7) Power plants' wastewater management | |
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| Impact | Power plants' water discharge may affect the quality of water in public waterways and how communities use the water. | |
| Supervision | RATCH Group <ul style="list-style-type: none"> • Environmental and Social Policy • Environmental and Social Management System (ESMS) • Business Development and Asset Management Functions • Corporate Governance and Sustainability Committee • Risk Management Committee • Board of Directors | Project Level <ul style="list-style-type: none"> • Board of Directors (with RATCH's representatives) • Environmental and social impact prevention and correction measures as prescribed in each project's EIA/EHIA report • Legal requirements • Environmental management standard (ISO14001) • Environmental office • Tri-Partite Committee • Community Relations Division |
| Prevention and Control Measures | | |
| <ul style="list-style-type: none"> • Select and install treatment systems for each type of wastewater in the project development phase as prescribed by laws; and maintain the efficiency throughout the project's life cycle. • Apply the environmental and social management system (ESMS) and environmental management standard (ISO 14001), to meet legal and universal requirements on water discharge. | | |

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| <ul style="list-style-type: none"> • Install the online water discharge monitoring system, for consistent reporting to the governing body. • Examine the quality of wastewater and water at discharge points, above and below the points, to watch out for the impacts on water quality, living organisms and public water use; and report the results to the governing body as scheduled. • Ensure complete compliance with environmental laws and EIA/EHIA measures and consistently report the compliance results to relevant business units as well as the community. | |
| Correction/Remediation | |
| <ul style="list-style-type: none"> • Increase the water cycles in cooling tower, to reduce the volume of discharge. • Promote the improvement of water quality in public waterways where wastewater is discharged, through community development activities. • Accommodate Tri-Partite Committee's participation in the water quality monitoring process at all points and inform it of monitoring results. • Establish a complaint channel as well as the fact-finding and results-reporting process. | |
| Target | <ul style="list-style-type: none"> • No environmental complaint • No penalties from non-compliance with environmental laws/requirements concerning effluent quality |
| Engagement channels | <ul style="list-style-type: none"> • Channel to receive community opinions/complaints for further investigation and correction • Environmental Inspector Committee/Tri-Partite Committee • Activities to boost knowledge and understanding/Site visits • Community opinion survey |

| Topic | 8) Changes to ecosystems after power plant construction | |
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| Impacts | <ul style="list-style-type: none"> • Modification of the site or land use for the construction • Physical and biological impacts of pollutant emissions | |
| Supervision | <u>RATCH Group</u> <ul style="list-style-type: none"> • Legal requirements • Environmental and Social Policy • Environmental and Social Management System (ESMS) • Business Development and Asset Management Functions • Risk Management Committee | <u>Project Level</u> <ul style="list-style-type: none"> • Board of Directors (with RATCH's representatives) • Legal requirements • Environmental and social impact prevention and mitigation measures as prescribed in EIA/EHIA reports |

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| | <ul style="list-style-type: none"> • Corporate Governance and Sustainability Committee • Board of Directors • Complaint channel | <ul style="list-style-type: none"> • Measures as prescribed in the Biodiversity Action Plan (BAP) • Environmental management standard (ISO14001) concerning power plants • Environment Division • Community Relations Division • Tri-Partite Committee • Complaint channel and handling procedure |
| Prevention and Control Measures | | |
| <ul style="list-style-type: none"> • Do not locate projects in the areas that may pose high risks and impacts on historical or world heritage sites or areas that may affect rare and near-extinction living beings, based on the IUCN's Red Lists. • Survey the construction site and analyze the impacts on ecosystems and biodiversity, as part of the environmental and social impact assessment in the project development phase; outline prevention and mitigation measures or a biodiversity action plan. • Ensure the complete implementation of measures in EIA/EHIA reports and/or the Biodiversity Action Plan. • Apply the Environmental and Social Management System's Biodiversity Management Procedure as the guidelines for impact assessment and the Biodiversity Action Plan (BAP) development. • Monitor plant and animal species, density and diversity as prescribed to assess the effectiveness of impact prevention and mitigation measures; introduce additional measures to restore the ecosystem; and report the results to relevant governing offices and community. | | |
| Correction/Remediation | | |
| <ul style="list-style-type: none"> • Adopt the Mitigation Hierarchy principles as guidelines to prevent risks to biodiversity and restore biodiversity at all projects. • Accommodate Tri-Partite Committee's participation in site inspection; inform it of biodiversity inspection results; and welcome its opinions. • Promote terrestrial and mangrove reforestation and green areas as well as community forest conservation. | | |
| Targets | <ul style="list-style-type: none"> • Unchanged biodiversity in the ecosystems or positive changes to the ecosystems, both inside and outside the construction sites. • Forest areas and carbon sequestration capacity in line with targets | |
| Engagement channels | <ul style="list-style-type: none"> • Channel to receive community opinions/complaints • Environmental Inspectors Committee/Tri-Partite Committee/working committees | |

| Topic | 9) Power plants' water management and reduction of water usage | |
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| Impact | Massive water utilization in the production process may lead to water shortages and fight for the resource | |
| Supervision | <u>RATCH Group</u> <ul style="list-style-type: none"> • Legal requirements • Environmental and Social Policy • Environmental and Social Management System (ESMS) • Corporate Governance and Sustainability Committee • Risk Management Committee • Board of Directors | <u>Project Level</u> <ul style="list-style-type: none"> • Board of Directors (with RATCH's representatives) • Environmental and social impact prevention and mitigation measures as prescribed in each project's EIA/EHIA report • Legal requirements • Environmental management standard (ISO14001) • Environment Division • Tri-Partite Committee • Community Relations Division |
| Prevention and Control Measures | | |
| <ul style="list-style-type: none"> • Study water usage as part of the development phase's environmental impact assessment; and establish preventive and mitigative measures for implementation throughout the contract periods of power plant projects. • Monitor the compliance with laws; the Company's policies, regulations and rules; and EIA measures; and report the monitoring results to relevant units. • Apply Environmental and Social Management System (ESMS) as a tool to assess wastewater management risks in both development and operational phases; and monitor the implementation of prescribed measures. • Assess the risks and stress level of raw water sources that the power projects depend on, to evaluate the necessity of supplementary sources. • Assess seasonal water demand/availability so as not to cause shortages and spark fight for water with community and impacts on the ecosystem; and appropriately determine the operating plan. • Prepare rainwater-retention ponds to reduce raw water withdrawal. • Monitor water consumption and the ratio of withdrawals and the volume of available raw water, as prescribed in the EIA/EHIA reports. • Maximize raw water utilization per power unit. • Increase water cycles in the cooling tower, to reduce raw water withdrawals. | | |
| Correction/Remediation | | |
| <ul style="list-style-type: none"> • Find supplementary water sources to ensure smooth operations (in emergency cases). | | |

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| <ul style="list-style-type: none"> • Treat water from the cooling system, after sedimentation and pH balancing, with RO treatment system to recover water for the production process. | |
| Target | <ul style="list-style-type: none"> • No environmental complaint • No penalties from non-compliance with environmental laws/requirements • Water cycles in the cooling system meeting each power plant's target |
| Engagement channels | <ul style="list-style-type: none"> • Channel to receive community opinions/complaints • Environmental Inspectors Committee /Tri-Partite Committee/working committees • Activities to boost knowledge and understanding/Site visits • Disclosure of operational performances via corporate public relations channels • Sustainability Report |

| Topic | 10) Heat released from power plants | |
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| Impact | Community concerns about combustion heat released to the atmosphere and hence raising temperature | |
| Supervision | <u>RATCH Group</u> <ul style="list-style-type: none"> • Environmental and Social Policy • Environmental and Social Management System (ESMS) • Risk Management Committee • Corporate Governance and Sustainability Committee • Board of Directors | <u>Project Level</u> <ul style="list-style-type: none"> • Project's board of directors with RATCH's representative • Environment Division • Community Relations Division • Environmental and social impact prevention and mitigation measures as prescribed in each project's EIA/EHIA report |
| Prevention and Control Measures | | |
| <ul style="list-style-type: none"> • Study and collect the temperature statistics at the project sites and nearby areas to indicate any changes; and monitor updates on global climate change. • Always maintain equipment insulation in a good and efficient condition. • Monitor the land surface temperature data from satellite images to examine the pattern of heat moving out from the project sites to nearby areas. • Consistently visit community members and other parties during when Community Relations Division communicates and gives information on the power plants' operations. | | |
| Correction/Remediation | | |
| <ul style="list-style-type: none"> • Accommodate Tri-Partite Committee's visit to inspect the power plant's operations and express opinions. | | |

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| | <ul style="list-style-type: none"> • Open for the visits by educational institutions, community and others, to observe the operations and environmental management as prescribed in EIA/EHIA. • Make contributions to the Power Development Fund, which can be used to remediate those affected by power plants' operations. • Establish a complaint channel. |
| Target | <ul style="list-style-type: none"> • No environmental complaint • No penalties from non-compliance with environmental laws/requirements |
| Engagement channels | <ul style="list-style-type: none"> • Channel to receive opinions/complaints • Environmental Inspectors Committee /Tri-Partite Committee • Community Relations Division |

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| Topic | 11) Data security threats from cyber attacks |
| Impact | Leakage of confidential information and personal data |
| Supervision | <ul style="list-style-type: none"> • Code of Conduct • Network and Computer Usage Policy • Information Technology Security Policy • Personal Data Protection Policy • Information technology office • Internal Audit Department • Risk Management Committee • Corporate Governance and Sustainability Committee • Board of Directors |
| Prevention and Control Measures | |
| | <ul style="list-style-type: none"> • Monitor and inspect compliance with the Network and Computer Usage Policy, the Information Technology Security Policy, and the Personal Data Protection Policy; and report the results to relevant offices. • Set up firewalls against cyberattacks and unauthorized access and have external experts test the system efficiency and effectiveness. • Schedule an assessment on risks and likelihood, concerning the technical and personnel aspects as well as emergency situations. • Provide safety devices for the connection with the network. • Exercise cyberattack drills concerning the information technology system and network. |
| Correction/Remediation | |
| | <ul style="list-style-type: none"> • Prepare the Business Continuity Plan (BCP) and the IT Disaster Recovery Plan (IT-DRP). |

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| | <ul style="list-style-type: none"> • Exercise emergency response drills in preparation for cyber threats or cyberattacks. • Define the steps/procedure to tackle the leakage of confidential information and personal data. |
| Target | <ul style="list-style-type: none"> • Zero leakage of confidential information and personal data • No complaint on cyber crimes |
| Engagement channel | Complaint channel on corporate website: www.ratch.co.th |

| Topic | 12) Inability to meet customer's product requirements in qualitative and quantitative terms | |
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| Impact | Customers are delivered products or services which are sub-standard or do not meet their requirements. | |
| Supervision | <u>RATCH Group</u> <ul style="list-style-type: none"> • Code of Conduct • Business Development and Asset Management Functions • Risk Management Committee • Board of Directors | <u>Project Level</u> <ul style="list-style-type: none"> • Power plant's board of directors with RATCH representative • Production/customer relations sections • Contract management section |
| Prevention and Control Measures | | |
| <ul style="list-style-type: none"> • Set up the contract management section to ensure products and services are properly produced and delivered to customers as prescribed in the terms and conditions. • Communicate, discuss and coordinate with customers concerning the terms and conditions. • Plan the production/maintenance properly to maintain the power plants' equivalent availability factor (EAF) and heat rate as prescribed by the power purchase agreements. • Seek solutions for reducing fuel/resource utilization, and keep carbon emission intensity per power unit low for competitiveness. • Define the customer relations strategy and targets and survey the satisfaction of each customer for further improvements and better responses to customer demands. | | |
| Correction/Remediation | | |
| <ul style="list-style-type: none"> • Source more renewable energy for internal use to reduce customers' carbon footprints or emission intensity per power unit. • Coordinate with customers and support their installation of solar rooftops, to help reduce their Scope 2 emissions. | | |
| Target | <ul style="list-style-type: none"> • Customer satisfaction • No environmental complaint | |

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| Engagement channels | <ul style="list-style-type: none"> • Communication channel • Customer satisfaction survey form • Scheduled meetings with customers/ engagement activities |
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| Topic | 13) Exploitation of competitors' confidential information for business gains |
| Impact | Unfair bidding |
| Supervision | <ul style="list-style-type: none"> • Code of Conduct • Anti-Fraud and Corruption Policy • Business Development, Asset Management, and Accounting & Finance Functions • Internal Audit Department • Corporate Governance and Sustainability Committee • Audit Committee • Risk Management Committee • Board of Directors |
| Prevention and Control Measures | |
| <ul style="list-style-type: none"> • Communicate and make employees aware of the necessity in strictly complying with the Code of Conduct concerning the treatment of competitors, as well as the policies and regulations of anti-fraud and corruption and conflict of interest. • Ensure all employees' acknowledgement of the employment confidentiality conditions. • Have the anti-fraud and corruption risk register evaluated/reviewed by the Internal Audit Department/external experts. • Evaluate/test employees' understanding in the anti-fraud and corruption guidelines on an annual basis. | |
| Correction/Remediation | |
| <ul style="list-style-type: none"> • Clearly define the investigation mechanism for incidents/complaints as well as corrective measures. • Impose the penalties on violation or the use of competitors' confidential information for the Company's or personal benefits. | |
| Target | <ul style="list-style-type: none"> • No legal issues/disputes • No complaint |
| Engagement channels | Complaint channel and prevention/correction procedure |