

# STAKEHOLDER ENGAGEMENT

Ratch Pathana and Affiliates are committed to their responsibility and respect for the rights of various stakeholders, both internal and external, including government bodies and relevant organizations. We are equally dedicated to our responsibilities towards society, communities, and the environment, always keeping in mind the shared growth of business, mutual benefits, and long-term sustainability. These principles have been embedded in the company's business ethics to ensure that the legal rights of all stakeholders are protected and treated fairly, with equality. In cases of damage, the company and its stakeholders will collaboratively seek solutions and establish appropriate measures that benefit all parties.

The company has established clear channels for dissemination and communication, ensuring a participatory, diverse, and lifestyle-aligned approach for all stakeholders. This allows us to understand their needs and expectations, ensuring we respond effectively and accurately. We have identified eight key stakeholder groups: shareholders, competitors, creditors, customers, partners, employees, communities and society, government agencies, and relevant regulatory bodies. The processes of stakeholder identification are as follows:

- 1. Understanding the Value Chain**

Analyzing and identifying activities in the business process from upstream to downstream (raw materials, production, delivery of products, and customer service).

- 2. Stakeholder Identification**

Identifying stakeholders who can either impact or be impacted by the company's operations.




- 3. Stakeholder Prioritization**


Analyzing and prioritizing stakeholders based on their influence on the business.



- 4. Stakeholder Engagement**

Actively engaging with key stakeholders through activities and communication channels suited to their needs and expectations.



Stakeholders	Expectations /Needs	Fulfilling Expectations	Communication Channel
 <p><b>Shareholders</b></p> <ul style="list-style-type: none"> <li>• Majority</li> <li>• Minority</li> </ul>	<ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Sustainable Growth</li> <li>• Financial Stability</li> <li>• Transparent Management</li> <li>• Shareholders equally treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Minority shareholders shall be given an opportunity to propose matter for inclusion in the meeting agenda and/or to nominate persons for election as Company Directors in the Annual General Meeting of Shareholders.</li> <li>• Shareholders are given an opportunity to submit questions relevant to the meeting prior to the shareholders' meeting.</li> <li>• Shareholders' meeting notices in both Thai and English are published on the company website at least 30 days prior to the shareholders' meeting day as information for shareholders and to enable the study of information prior to meetings.</li> <li>• Shareholders' meeting shall be facilitated. The date, time, venue and procedure must not pose an obstacle to the shareholders' attendance of the meeting. Shareholders who are not able to attend in person must have the opportunity to grant a proxy to other persons to attend the meeting and vote on their behaves.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report Form 56-1 One Report</li> <li>• Sustainability Report</li> <li>• Shareholders' Meeting</li> <li>• Company Visit</li> <li>• Opportunity Day</li> <li>• Saha Group meet Analyst and Investor</li> <li>• Telephone/Facsimile</li> <li>• Website/E-mail</li> </ul>
 <p><b>Competitors</b></p> <ul style="list-style-type: none"> <li>• Other Power Producers</li> <li>• Other biomass producers</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and legitimate competition</li> </ul>	<ul style="list-style-type: none"> <li>• Conflict of interest must be dealt with prudently, rationally, and information must be fully disclosed.</li> <li>• The Company's interests and assets shall be safeguarded as a reasonable person would safeguard his/her property. Wrongful interests, whether obtained by direct or indirect means, shall be eliminated.</li> <li>• The Company shall conduct its businesses within the rules of fair competition regard to business ethics and trade competition laws of various countries in which the Company operates.</li> <li>• The Company will not damage the reputation of its trade competitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Activities with other power producers</li> <li>• Telephone</li> <li>• Website/E-mail</li> </ul>
 <p><b>Creditors</b></p> <ul style="list-style-type: none"> <li>• Financial Institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Adhere with terms and conditions of loan agreements</li> </ul>	<ul style="list-style-type: none"> <li>• All creditor groups shall be treated equitably and fairly.</li> <li>• Contracts and terms will be strictly adhered to.</li> <li>• Operations will be administered to ensure the confidence of creditors in the Company's financial status and payment ability.</li> <li>• Financial statements shall be accurately and timely disclosed.</li> <li>• In the event of an inability to comply with a particular term, the creditor will be forthwith notified in advance in order to enable a joint solution for remedy and loss prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability Report</li> <li>• Saha Group meet Analyst and Investor</li> <li>• Relevant Meetings</li> <li>• Seminars</li> <li>• Telephone/Facsimile</li> <li>• Website/E-mail</li> </ul>

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 <p><b>Customers</b></p> <ul style="list-style-type: none"> <li>• Distributors</li> <li>• End users</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously supply reliable and high quality products</li> <li>• Adhere to terms and conditions of the trade agreement</li> <li>• Punctual service and fast response</li> <li>• Pay attention to customer complains</li> <li>• Create value-added products</li> </ul>	<ul style="list-style-type: none"> <li>• The Company operates the businesses of distributing electricity and steam which are safe for consumers and environmentally friendly.</li> <li>• The Company has operated with commitment to develop and expand its business to value creation on the biomass and agricultural residues, innovate continually to meet the demands of customers along with the disclosure of necessary information for decision-making without concealment or distortion of facts.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Sustainability Report</li> <li>• Green Energy Magazine</li> <li>• Customer Satisfaction Survey</li> <li>• Customer Seminars</li> <li>• Customer Relations</li> <li>• Satisfaction Survey</li> <li>• Meeting with Customers/ services provide</li> <li>• Telephone/ Facsimile</li> <li>• Website/E-mail</li> </ul>
 <p><b>Business Partners</b></p> <ul style="list-style-type: none"> <li>• Supplier</li> <li>• Contractors</li> <li>• Joint venture partners</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent purchasing procedures and fair competition</li> <li>• Trade negotiations based on mutual benefit</li> <li>• Adhering to terms and conditions of the trade agreement</li> <li>• Punctual payment</li> <li>• Treating contractors with respect in human rights and adhering to labor laws</li> </ul>	<ul style="list-style-type: none"> <li>• The company ensures the confidentiality of partners' information and data, strictly prohibiting any misuse for personal gain or the benefit of unauthorized parties.</li> <li>• Relationships and mutual understanding are fostered, knowledge is exchanged, and the development and value addition of goods and services are jointly undertaken to promote mutual growth</li> <li>• The company must comply with trade agreements and provide accurate information. In cases where compliance is not possible, the company should promptly negotiate with partners in advance to find solutions together and prevent potential damages.</li> <li>• The Company adheres to trade agreements. In the case where adherence is not possible, the customer would be notified in advance to jointly remedy and prevent any loss.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Sustainability Report</li> <li>• Green Energy Magazine</li> <li>• Seminars</li> <li>• Meetings</li> <li>• Telephone/ Facsimile</li> <li>• Website/E-mail</li> <li>• Communication channel for customers' complaints</li> <li>• Business partners' suggestion</li> <li>• Seminar</li> <li>• Business partner's satisfaction survey</li> <li>• Relationship enhancement activities for business partners</li> <li>• Customer relations</li> </ul>
 <p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>• Appropriate compensation and welfare</li> <li>• Career stability and happy workplace</li> <li>• Career path and potential development</li> <li>• Fairness and equality</li> <li>• Safety and Hygiene</li> <li>• Employees' feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate necessary for work operations are provided and working conditions are maintained with due regard to safety and occupational health as a means of promoting and raising the quality of lives of employees.</li> <li>• Employees of all levels are encouraged to participate in social responsibility activities.</li> <li>• An organizational culture and consciousness of employees at all levels shall be promoted to encourage cooperation and responsibility for the efficient and sustainable management of the environment and utilization of resources.</li> <li>• Knowledge promotion and environmental training shall be extended to employees.</li> <li>• Environmental management system shall be promoted, from the economical use of resources to the sustainable treatment and rehabilitation, replacement, monitoring and prevention of impact on natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Ratch Pathana Newsletter</li> <li>• Welfare Committee</li> <li>• Employee Survey</li> <li>• Family Day</li> <li>• Annual Seminar</li> <li>• Health Activities</li> <li>• Religious Activities</li> <li>• Orientations</li> <li>• Telephone/Facsimile</li> <li>• Intranet/E-mail</li> </ul>

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 <p><b>Employees</b></p>		<ul style="list-style-type: none"> <li>• Fair compensation is given as suitable for the knowledge, skill, duties, responsibilities, and performance.</li> <li>• Appropriate welfare and benefits are given to employees, e.g., medical expenses, provident fund, etc.</li> <li>• The communication channels are provided for employees to communicate suggestions and complaints pertaining to work. These suggestions are considered, and remedies will be determined in the interest of all parties and in view of the creation of good working relations.</li> </ul>	
 <p><b>Community and Society</b></p> <ul style="list-style-type: none"> <li>• Nearby community/ Society</li> <li>• Remote community/ Society</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and a healthy environment</li> <li>• Participating and being responsible for societies and communities</li> <li>• Supporting community activities</li> <li>• Creating income and enriching the economy of the communities</li> </ul>	<ul style="list-style-type: none"> <li>• A business which could lead to a deterioration of society shall not be undertaken and the rights of others in the community and society shall not be violated.</li> <li>• Consciousness of responsibilities towards the community and society as a whole shall be instilled continuously for the benefit of the Company and all levels of employees.</li> <li>• The guidelines shall be provided for the prevention and remedy of impact on the community and society as a consequence of the Company's operations.</li> <li>• The preservation of local culture and traditions shall be promoted.</li> <li>• Cooperation shall be entered into with various agencies for the development of communities.</li> <li>• Public benefit activities shall be sponsored</li> <li>• Incomes shall be generated and the community economy shall be promoted through employment of community members and the use of community products.</li> <li>• Good relations shall be fostered between the Company and the community and society on the basis of propriety, transparency and fairness</li> </ul>	<ul style="list-style-type: none"> <li>• Green Energy magazines</li> <li>• Participating in traditional community activities</li> <li>• Open-house activities</li> <li>• Community Relation activities and projects</li> <li>• Billboards indicating air quality</li> <li>• Telephone/Facsimile</li> <li>• Website/E-mail</li> <li>• Communication channel for complaints</li> </ul>
 <p><b>Government and relevant regulatory agencies.</b></p> <ul style="list-style-type: none"> <li>• Ministries, Departments and Office</li> <li>• Government provincial/ District Offices</li> <li>• Local Administration Office</li> </ul>	<ul style="list-style-type: none"> <li>• Adhering to law and regulations</li> <li>• Effective Environmental Management</li> <li>• Community and Social Responsibility</li> <li>• Collaborate to provide Information and support the sectors' activities</li> <li>• Legitimate and timely tax payment</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the laws governing operations are acquired and no activities are undertaken which would be inconsistent with the law.</li> <li>• The company conducts the business in compliance with laws, regulations, and environmental policies, considering the impacts on natural resources and the environment. Moreover, the company regularly reviews and evaluates its performance, ensuring proper procedures are followed when engaging in transactions with government officials or agencies.</li> <li>• Good relations are fostered between the Company and the government sectors within suitable bounds.</li> <li>• Relevant laws and business traditions are observed in each country or locality.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report Form 56-1 One Report</li> <li>• Sustainability Report</li> <li>• Environmental Monitoring Report</li> <li>• Green Energy Magazine</li> <li>• Open-house Activity</li> <li>• Company visits</li> <li>• Report information related to regulations</li> <li>• Relevant meetings</li> <li>• Telephone/Facsimile</li> <li>• Web Site/E-mail</li> </ul>