



IRPC Public Company Limited

Stakeholder Engagement Policy

2026

The IRPC Group recognizes the importance of systematic, transparent, and responsible stakeholder engagement and management, with the aim of fostering confidence, trust, and long-term sustainable growth. The Group acknowledges the potential impacts of its business operations on stakeholders in various dimensions—economic, social, environmental, and governance—and has therefore developed this Policy and its associated Practices as a framework for effective stakeholder management. This framework covers communication, feedback collection, and appropriate responses to stakeholder expectations. Its goal is to enhance stakeholder confidence, thereby supporting the Group’s long-term sustainable growth. The key principles and practices are as follows:

1. Key Principles

The IRPC Group (“the Company”) is committed to operating in line with the principles of Corporate Social Responsibility (CSR), Corporate Governance (CG), and Sustainable Development (SD), referencing international frameworks such as the AA1000 Stakeholder Engagement Standard (AA1000SES) and the Global Reporting Initiative (GRI) guidelines. The aim is to ensure stakeholder engagement is effective, transparent, and equitable.

2. Stakeholders and Definition

For the purposes of this Policy, stakeholders are individuals, groups, or organizations that are connected to the Company’s value chain and may be directly or indirectly impacted by its business operations, or that have interests related to the Company’s operations, performance, products, or services. Stakeholders may also influence the Company’s strategic decisions or business-related activities.

The Company categorizes its stakeholders into seven main groups:

Stakeholder Group	Description
Shareholders	Investors with rights to returns on performance
Employees	Internal personnel driving the business
Customers	Consumers of the Company’s products and services

Stakeholder Group	Description
Suppliers / Business Partners	Participants in the supply chain
Communities and Society	Local communities surrounding IRPC's industrial operations, civil society, the general public, and vulnerable groups
Government Agencies and Regulators	Government bodies responsible for regulations affecting the Company's operations
Creditors / Financial Institutions	Providers of capital or financial support

3. Stakeholder Management Framework

3.1 Establish Commitment & Governance

The Company establishes clear responsibilities and objectives to ensure stakeholder engagement is appropriately integrated into business management and strategy. This includes a written policy, clearly defined roles for the Board, executives, and relevant units, and performance indicators (KPIs) to measure engagement success and drive continuous qualitative improvement.

3.2 Identify & Prioritize Stakeholders

The Company systematically identifies and prioritizes stakeholders based on diverse perspectives and expectations, assessing risks and impacts for each group. Tools such as a Stakeholder Matrix—measuring both influence and impact—are used to ensure effective and transparent prioritization.

3.3 Determine Material Issues

The Company identifies shared material issues by evaluating risks, opportunities, and expectations that may affect strategy, decision-making, and performance. This process uses diverse data sources (e.g., surveys, public consultations, external analyses) and tools such as a Double Materiality Matrix, reflecting both organizational impacts and environmental/social impacts.

3.4 Engagement Planning and Response

The Company selects appropriate methods for each stakeholder group, ensuring systematic and continuous engagement. Annual Engagement Plans include goals, KPIs, and timelines, while Ad Hoc Engagements address emerging issues promptly.

3.5 Monitoring, Improvement, and Reporting

The Company continuously monitors stakeholder changes, reviews and updates policies and practices, and uses both quantitative and qualitative metrics to assess engagement effectiveness. Results are reported transparently via annual reports, the corporate website, shareholder meetings, newsletters, and other suitable channels.

4. Specific Policies and Practices for Stakeholder Groups

The business operations of the IRPC Group inherently involve a diverse range of stakeholders, including shareholders, employees, customers, suppliers, business partners, communities and society, government agencies and regulators, as well as creditors and financial institutions. Each of these groups has distinct needs, expectations, and interests.

Accordingly, the Company has established specific policies and practices for each stakeholder group to ensure alignment with the unique contexts and requirements of each party. These serve as guiding principles for responsible business conduct, promoting value creation, and supporting the sustainable development of the organization

4.1 Policies and Practices toward Shareholders

The IRPC Group is committed to conducting business responsibly and to maximizing shareholder satisfaction, upholding the principles of equality, fairness, and impartiality in dealing with all shareholders. The Company will make every effort to continuously develop its business to generate appropriate returns and support sustainable growth. Operations are carried out in accordance with the principles of Good Corporate Governance, with transparency, complete, accurate, and timely disclosure of information, and the maintenance of an accountable and reliable accounting system.

4.1.1 Compliance with Principles of Transparency and Equity

Respect the rights of all shareholders and treat them fairly, equally, and without discrimination between major and minor shareholders. Disclose both financial and non-financial information, including the IRPC Group's future outlook, accurately, completely, and consistently, in accordance with the principle of transparency, which forms the foundation for the Company's sustainable growth.

4.1.2 Adequate Advance Disclosure

Provide essential information prior to shareholders' meetings or other significant corporate actions in a timely manner, allowing shareholders sufficient time to make well-informed decisions, using accessible communication channels.

4.1.3 Promotion of Shareholders' Rights and Participation in Decision-Making

Prioritize the promotion and protection of shareholders' rights equally by providing opportunities for shareholders to propose agenda items for the Annual General Meeting or to submit questions in advance. This enables shareholders to express their perspectives and concerns regarding the Company's operations in a transparent and constructive manner, fostering participation in decision-making processes. The Company also ensures that sustainability matters are included in meeting agendas, underscoring the importance of responsible growth, and is committed to refraining from any actions that would infringe upon or diminish the rights of any shareholder.

4.1.4 Creating Sustainable Value

Manage the organization in accordance with the principles of Good Corporate Governance, performing duties with utmost honesty and integrity, and acting fairly toward all shareholders. Apply knowledge and management skills to the fullest capacity, focusing on generating balanced returns between financial profit and social and environmental impact, to deliver sustainable value to all shareholders.

4.1.5 Non-Violation of Conflicts of Interest

Make all decisions with caution and due diligence, avoiding any actions that may create conflicts of interest for the IRPC Group. Do not seek benefits for oneself or related parties with any non-public Company information, and do not disclose confidential information that could cause harm to the Company to any external party.

4.2 Policies and Practices toward Employees

The IRPC Group recognizes that every employee is a key factor in the success, advancement, and sustainable growth of the organization. The Company therefore places great importance on treating employees based on the principles of equality, fairness, non-discrimination, and the absence of any form of bias.

The Company has established fair and sufficient compensation processes to ensure a quality standard of living, provides appropriate welfare benefits, ensures occupational health and safety, and maintains a healthy and conducive work environment. It promotes proper working time management by avoiding or minimizing overtime and working hours in excess of labor law requirements, to support employees' quality of life and work-life balance.

Furthermore, the Company focuses on the continuous development of employee capabilities to support job stability and career progression. It encourages participation at all levels, fosters a culture of unity and mutual

respect, and promotes courteous and ethical interactions. These efforts aim to enhance motivation, strengthen engagement, and ensure sustainable growth in partnership with the organization.

4.2.1 Compliance with Labor and Labor Union Laws

Comply with labor laws, workplace rules and regulations, employment agreements, and any other agreements related to fair and equitable human resource management. Respect and protect employees' individual rights and freedoms. Comply with labor union laws and refrain from engaging in any actions that obstruct union activities, except in cases where such activities violate laws, ethics, or serious business codes of conduct, or cause damage to the IRPC Group.

4.2.2 Compliance with Labor Rights Principles

Treat all employees equally, without discrimination on the basis of origin, nationality, gender, age, skin color, religion, disability, status, family background, educational institution, or any other status unrelated to job performance. Respect personal rights and freedoms, protect personal data, and treat employees with courtesy and respect for individuality and human dignity.

4.2.3 Integration of Human Resource Management with Corporate Strategy

Ensure that human resource management aligns with and supports the Company's strategies and business goals. Avoid any unfair actions that may affect employees' job security. Establish human resource systems and processes that are benchmarked against leading businesses, with clarity, transparency, fairness, and consistency across the organization. Implement succession plans for all key positions within the Company.

4.2.4 Continuous Employee Development and Capability Enhancement

Prioritize the development of employees' skills, knowledge, and capabilities. Provide opportunities for employees at all levels to access skill development programs aligned with the Company's business direction. Encourage participation in necessary and beneficial training courses to enhance performance potential and instill awareness and ethical conduct in all employees.

4.2.5 Ensuring Fairness and Transparency in Performance Appraisal

Assess employee performance based on knowledge, skills, qualifications, and job performance, using a transparent and standardized evaluation system. Conduct evaluations

fairly and without bias. Supervisors must regularly monitor, plan, assess, and provide constructive feedback to subordinates, ensuring no neglect of duties or misconduct occurs.

4.2.6 Managing Compensation Fairly, Competitively, and Effectively

Determine compensation, rewards, and disciplinary measures based on fairness and appropriateness, without discrimination, and in accordance with Company regulations. Provide remuneration that motivates performance, including salaries and bonuses aligned with the Company's business results, along with appropriate and regularly updated employee benefits.

4.2.7 Encouraging Employee Participation and Open Communication

Provide channels for employees at all levels to share opinions and suggestions openly and respectfully, based on facts and without discrimination. Encourage employees to express views freely with courtesy.

4.2.8 Grievance Mechanism and Disciplinary Actions for Violations

Establish a system for reporting grievances or misconduct to prevent violations of individual rights and freedoms. Impose disciplinary measures on violators in accordance with Company regulations or applicable laws, as appropriate to each case.

4.2.9 Enhancing Employee Well-being and Quality of Life

Promote work-life balance for employees by supporting creative and beneficial activities for physical and mental health, as well as overall quality of life for employees and their families. Maintain safe working conditions that protect employees' lives and property, ensuring at least the minimum hygiene standards set by relevant government authorities.

4.3 Policies and Practices toward Customers

The IRPC Group is committed to enhancing the quality of its products and services with integrity, transparency, and professionalism, to ensure customer satisfaction and confidence in receiving high-quality products and services at reasonable prices. The Company regularly monitors and evaluates customer satisfaction to gather insights for improving product and service quality, as well as continuously raising standards in line with evolving customer needs.

Furthermore, the Company places great importance on building strong, long-term relationships with customers, founded on trust, transparent communication, and accountability, to support sustainable growth and development.

4.3.1 Commitment to the Responsible Development of Products and Services

Develop and deliver high-quality products and services that are safe for health and environmentally friendly, aiming to reduce resource consumption in production, conserve energy, and ensure materials can be recycled or reused. Consider the social and environmental impacts of all operations to continuously meet customer needs.

4.3.2 Commitment to Fairness and Transparency in Customer Relations

Disclose complete, accurate, and up-to-date information about products and services, along with clear, understandable terms and conditions, without distorting facts. Avoid exaggerated advertising that may mislead customers regarding product quality or conditions. Ensure fair pricing in comparison to products or services of similar type and quality and refrain from imposing unfair trade terms on customers.

4.3.3 Commitment to Customer Rights and Data Privacy

Safeguard the confidentiality of customers and commercial information, and do not use such information for personal or unauthorized benefit. Maintain systematic and secure storage of customer data, protect personal data, and refrain from disclosing customer information without consent.

4.3.4 Grievance Handling and Response Mechanism

Establish systems and channels for customers to submit complaints or suggestions regarding product and service quality, with effective tracking of corrective actions. Ensure the fastest possible, useful, and satisfactory responses to customers. Strictly comply with all conditions agreed upon with customers, and in cases where compliance is not possible, notify customers in advance to jointly identify suitable solutions.

4.4 Policies and Practices toward Suppliers and Business Partners

The IRPC Group recognizes the importance of equality and business ethics in operations, striving to maintain mutual benefits with suppliers through transparency, fairness, and respect for long-term collaboration. The Group places strong emphasis on strict compliance with laws, regulations, and joint agreements in the areas of environment, society, and governance. These commitments are intended to build trust as a responsible business partner and to promote the joint advancement of a sustainable supply chain.

4.4.1 Fair, Transparent, and Sustainable Procurement Practices

Treat all suppliers equitably and fairly, ensuring that both parties receive fair value in return. Apply clear, fair, and non-discriminatory criteria for selection. Conduct transparent bidding

processes and provide equal opportunities for new suppliers to participate in procurement. Maintain a systematic procurement evaluation process and rank suppliers using sustainability performance indicators. Continuously and regularly assess and classify suppliers according to their sustainability risk levels.

4.4.2 Supplier Code of Conduct

Establish a Supplier Code of Conduct covering labor, human rights, safety, and environmental matters. Both parties shall jointly sign to acknowledge and strictly comply with all contractual terms and agreed conditions. If it becomes impossible to comply with any specific condition, the supplier must be notified in advance so that both parties can jointly determine appropriate solutions and fair remedies based on reasonableness. The Code shall be regularly reviewed and updated to ensure it remains current.

4.4.3 Anti-Corruption Collaboration

In business negotiations, neither solicit nor accept any gifts or improper benefits from suppliers, whether directly or indirectly. If any solicitation, acceptance, or offering of improper benefits is discovered, disclose the details to the supplier and work together to resolve the matter fairly and promptly.

4.4.5 Support for Sustainability Initiatives

Encourage and support suppliers in conducting business in accordance with sustainable development principles, operating ethically, acting responsibly toward society, respecting human rights, ensuring occupational health and safety for their employees, and managing environmental impacts appropriately.

4.4.6 Joint Capability Development

Provide training, knowledge, or guidance to suppliers on improving sustainability quality standards, environmental management, and risk management. Collaborate with high-potential suppliers who have not yet met established criteria to develop improvement plans and promote sustainable supply chain practices or innovations.

4.4.7 Grievance Mechanisms and Responsive Action

Establish channels for suppliers to report any corruption or issues in the procurement process, ensuring that complaints are handled fairly and without discrimination. Remain open to receiving feedback and suggestions from suppliers to help improve and resolve operational issues.

4.5 Policies and Practices toward Communities and Society

The IRPC Group is committed to operating responsibly toward communities, society, and the environment, recognizing the safety and quality of life of people in operational areas. The Group prioritizes the efficient and optimal use of natural resources, encompassing natural resource conservation, promotion of energy efficiency, and support for the use of renewable energy, to reduce environmental impacts and foster sustainability for society.

Furthermore, the Group values being a role model as a good corporate citizen, promoting and supporting constructive public benefit activities to improve the quality of life and well-being of communities in all dimensions, preserve the environment, and strengthen positive relationships between the organization and the communities on an ongoing basis.

4.5.1 Commitment to Respecting the Rights of Local Communities

Communicate openly, foster understanding, and cooperate in providing accurate and timely information to communities, society, and interested parties about the Company's operations that may impact the area, without concealing facts.

4.5.2 Meaningful and Inclusive Engagement with Stakeholders

Encourage communities to participate regularly in various activities or projects. Organize forums to hear feedback and suggestions from communities surrounding Company locations and conduct continuous environmental impact assessments.

4.5.3 Supporting the Improvement of Community and Societal Well-being

Develop knowledge and capabilities within communities to promote self-reliance. Enhance the potential and living conditions of people in society through initiatives such as career development and community strengthening, enabling long-term self-sufficiency. Support local employment and develop community entrepreneurs.

4.5.4 Implementation of Community and Social Development Initiatives

Foster community and social development through activities or projects that consider appropriateness and community benefits, covering areas such as education, healthcare, science, technology, sports, arts, and cultural preservation. Encourage employees at all levels to contribute their knowledge and skills to public benefit activities.

4.5.5 Promoting Inclusion and Opportunity for the Vulnerable

Provide urgent assistance to disaster victims and support foundations and charitable organizations to improve the lives of disadvantaged groups in society. Support organizations that create beneficial activities for human resource development.

4.5.6 Monitoring Impacts and Ensuring Organizational Accountability

Establish mechanisms to receive and address complaints regarding issues or incidents that impact communities and the surrounding environment resulting from IRPC Group operations. Respond promptly and effectively, and conduct transparent monitoring, follow-up, and impact assessments, along with implementing appropriate remediation and compensation plans.

4.6 Policies and Practices toward Government and Regulators

The IRPC Group conducts its business responsibly, transparently, and in alignment with government policies, strictly complying with all laws, regulations, and requirements. The Group avoids any actions that may conflict with the principles of good governance or sound management practices when interacting or conducting transactions with government officials and agencies.

The IRPC Group is committed to opposing corruption, bribery, and any provision of improper benefits to government officials for the purpose of facilitating business operations or obtaining undue advantages. The Group also recognizes the important role of regulators in maintaining the stability of the nation's economic, social, and environmental systems and seeks to build constructive cooperation for driving sustainable national development.

4.6.1 Full Compliance with Applicable Laws and Regulatory Requirements

Strictly comply with all laws, regulations, and rules applicable to business operations, including undergoing regular audits in accordance with government inspection plans, and provide complete and accurate information.

4.6.2 Engagement in Public Policy Dialogue

Participate in providing opinions or technical information to support the development of policies related to industry or in piloting joint initiatives with the government. Listen to and consider feedback or recommendations from government agencies.

4.6.3 Ensuring Accuracy and Completeness in Information Reporting

Prepare and report all required information to regulators in a complete, transparent, and timely manner. Publish audit results and key information through channels that are easily accessible to the public.

4.6.4 Encouraging Joint Governance and Stakeholder Engagement

Collaborate with government agencies to address social and environmental issues and provide knowledge and capacity-building to support community development initiatives led by public authorities.

4.6.5 Anti-Bribery and Anti-Corruption Measures Involving Government Officials

Do not give bribes, gifts, or gratuities to government agencies for the purpose of facilitating or benefiting business operations. Do not allow government officials to engage in misconduct within the IRPC Group's business, and do not support officials in engaging in activities that may lead to corruption.

4.7 Policies and Practices toward Creditors and Financial Institutions

The IRPC Group adheres to the principles of ethical, transparent, and fair business operations, with a strong emphasis on strictly complying with all terms and obligations toward creditors and financial institutions. The aim is to build confidence and trust as a financial partner through responsible and well-governed operations, which form the foundation for strengthening the Group's financial stability and sustainable growth.

4.7.1 Ensuring Integrity and Transparency in Information Disclosure

Disclose financial status, sustainability-related information, and any other relevant and material information required under contractual terms accurately, completely, and within the agreed timelines. Refrain from concealing or distorting information or facts that may influence credit assessments, credit ratings, or cause harm to creditors.

4.7.2 Adherence to Contracts and Applicable Laws

Preserve and strictly comply with all contractual obligations toward creditors with transparency and integrity, including repayment terms, collateral management, and other financial conditions. Do not use borrowed funds for purposes contrary to the law or to the objectives stated in agreements with lenders.

4.7.3 Effective and Appropriate Communication and Stakeholder Engagement

Build long-term relationships with creditors and financial institutions through regular communication and by considering feedback or concerns to improve operations. In cases

where contractual obligations cannot be met, provide prior notice and work together to find fair and reasonable solutions.

4.7.4 Zero Tolerance for Inappropriate or Unethical Behavior

Avoid conflicts of interest between Company employees and financial institutions. Do not give gifts, bribes, or any benefits to financial institution personnel in exchange for special terms or unfair credit approvals.

4.7.5 Safeguarding Confidential Business Information

Protect the confidentiality of creditors and refrain from disclosing any information obtained through transactions, unless authorized or required by law.

5. Implementation and Review

To ensure that the implementation of the Policies and Practices toward Stakeholders can be effectively applied to the business context of the Company and all units within the IRPC Group, all executives and employees must acknowledge, understand, and strictly adhere to these guidelines on a continuous basis.

The Policy should be reviewed and revised periodically and as appropriate to remain aligned with changing circumstances, as well as with the strategic objectives and commitment of the organization in promoting sustainability, growth, and strong long-term relationships between the Company and its stakeholders.

Announced and effective on 15 September 2026



(Asst. Prof. Dr. Chaiyaporn Puprasert)

Chairman

Note: This Policy has been approval by the Board of Directors, at the meeting number 10/2026 on 21 July 2026