



Climate Change Management Policy and Practices

Primo Service Solutions Public Company Limited

(Approved by the Board of Directors at Meeting No. 2/2026 held on 26 February 2026)

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Climate Change Management Policy and Practices

Introduction

This policy forms part of the Company's Environmental Policy and Practices adopted by Primo Service Solutions Public Company Limited and its subsidiaries (the "Company"). The Company recognizes that climate change, driven by greenhouse gas emissions, has resulted in significant impacts on the economy, society, and the environment.

In line with its mission to be a leader in sustainable integrated real estate services, the Company places importance on climate change adaptation and resilience, as well as the prevention and mitigation of risks that may cause short- and long-term impacts on the business. These include physical risks such as floods, droughts, and storms, which may damage assets, disrupt supply chains, and affect the health and safety of stakeholders, as well as transition risks, including increasingly stringent laws, regulations, and government policies.

The Company has therefore established a comprehensive Climate Change Management Policy covering all business processes. This includes implementing measures to assess risks from natural hazards and integrating climate-related risks and opportunities into business strategies to minimize impacts. The Company aligns its approach with the Paris Agreement, aiming to limit global temperature rise to 1.5°C, and is committed to achieving net zero greenhouse gas emissions by 2050.

Climate Change Management Policy

- Establish targets, strategies, and business approaches to reduce greenhouse gas emissions in line with the country's Nationally Determined Contributions (NDCs) under the Paris Agreement, and in alignment with the Company's goal of achieving net zero greenhouse gas emissions by 2050.
- Plan and manage energy, fuel, water consumption, waste, and pollution efficiently, while promoting optimal resource utilization, waste reduction, and the adoption of environmentally friendly materials within the organization.
- Identify, assess, and manage climate-related risks and opportunities that may impact business operations in both the short and long term, including conducting Climate Scenario Analysis in accordance with internationally recognized frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD).
- Foster collaboration with stakeholders across all sectors to support greenhouse gas reduction and the use of renewable energy, while raising awareness among employees, customers, and communities on climate protection to encourage behavioral change aligned with sustainability goals.
- Integrate environmental performance into the performance evaluation of executives and employees to promote accountability and organization-wide engagement, and participate in and support relevant initiatives at both local and international levels.
- Regularly monitor and report progress on climate action, conduct greenhouse gas emissions assessments (carbon footprint) covering both direct and indirect emissions, and disclose relevant information transparently in accordance with international standards.

Scope of the Policy

This Climate Change Management Policy covers all business processes and the Company's supply chain, including all employees, subsidiaries, products, and services. The policy also emphasizes collaboration with business partners, such as joint venture partners, merger and acquisition partners, as well as customers and service users, to drive sustainable operations across all dimensions of the business.

The Company promotes the use of renewable energy, reduction of greenhouse gas emissions, and efficient resource utilization to achieve a balance between business growth and long-term environmental protection.

Roles and Responsibilities

To ensure that the Climate Change Management Policy is implemented comprehensively and effectively, the Company has defined the roles and responsibilities of relevant parties as follows:

1. Board of Directors
 - Role: Ultimate approver and responsible for corporate sustainability
 - Responsibilities:
 - Define strategic direction and approve climate change policies.
 - Approve long-term targets, such as carbon neutrality or net zero.
 - Oversee the integration of climate-related risk management into business strategy.
2. Corporate Governance and Sustainability Committee
 - Role: Policy review and oversight body
 - Responsibilities:
 - Review greenhouse gas reduction plans and targets prior to submission to the Board of Directors.
 - Monitor progress against environmental KPIs on a quarterly basis.
 - Provide guidance on emerging laws and international standards (e.g., Climate Change Act B.E. 2568 or equivalent regulations).
3. Corporate Governance and Sustainability Subcommittee
 - Role: Strategy execution driver and data reviewer
 - Responsibilities:
 - Analyze climate-related risks and opportunities (in line with TCFD) for submission to the Board.
 - Review the accuracy of sustainability reports and carbon emissions data.
 - Coordinate between policy and operational levels to ensure organization-wide integration.
4. Chief Executive Officer (CEO) and Senior Management
 - Role: Change leader and resource allocator
 - Responsibilities:
 - Drive policy implementation across all business units.

- Allocate necessary resources, budget, and technology for carbon reduction initiatives.
- Promote climate awareness as part of the corporate culture.
- 5. Environmental and Climate Working Group
 - Role: Technical implementer and data manager
 - Responsibilities:
 - Collect and calculate the Company's greenhouse gas emissions data (Carbon Footprint of Organization: CFO) on an annual basis.
 - Propose energy-saving and waste management initiatives within buildings and offices.
 - Prepare performance reports for submission to the Subcommittee.
- 6. Supply Chain Management Unit
 - Role: Manager of indirect impacts (Scope 3)
 - Responsibilities:
 - Establish Green Procurement criteria for supplier selection (e.g., requiring environmental policies).
 - Assess climate-related risks of key suppliers.
 - Encourage suppliers and contractors to reduce greenhouse gas emissions in service delivery.
- 7. Employees
 - Role: Operational contributors to daily carbon reduction
 - Responsibilities:
 - Follow energy-saving and waste management practices (Reduce, Reuse, Recycle) in the workplace.
 - Propose ideas to improve processes and reduce environmental impacts.
 - Participate in training and awareness programs on climate change.
- 8. Suppliers and Business Partners
 - Role: Partners in reducing greenhouse gas emissions across the value chain
 - Responsibilities:
 - Comply with the Company's Supplier Code of Conduct.
 - Report energy usage or greenhouse gas emissions related to services provided to the Company (where applicable).
 - Propose environmentally friendly materials or innovations for projects under the Company's management.

Guidelines

To ensure effective climate change management and the achievement of the Company's objectives, the Company has established the following guidelines:

1. Comply with all applicable laws, regulations, requirements, policies, and guidelines related to climate change management.
2. Establish goals, strategies, and business approaches to reduce greenhouse gas (GHG) emissions and adapt to climate change in both the short and long term.
3. Reduce GHG emissions across the entire value chain by:

- 3.1 Promoting and encouraging all business units to improve energy efficiency and the use of natural resources, as well as implementing waste management measures to reduce waste generation within the Company's operations. The 3Rs principle (Reduce, Reuse, Recycle) shall be applied to minimize both direct and indirect GHG emissions.
- 3.2 Supply Chain and Travel Optimization:
 - Green Procurement: Select suppliers and business partners that prioritize sustainable practices and have clear GHG reduction targets.
 - Travel: Promote online meetings and hybrid working arrangements to reduce unnecessary travel.
- 3.3 Collect and calculate the Company's GHG emissions, both direct and indirect, in accordance with internationally recognized standards. The data shall be used to improve operational efficiency, as well as to monitor and report emissions from direct activities (Scope 1), indirect emissions from energy consumption (Scope 2), and other indirect emissions (Scope 3).
- 3.4 Develop and adopt technologies and innovations to reduce overall energy consumption and GHG emissions. The Company shall also consider participating in appropriate carbon offsetting programs to support operational cost efficiency, enhance corporate reputation, and prepare for increasingly stringent environmental regulations.
4. Assess risks, analyze opportunities, and evaluate the impacts of climate change on business operations in order to develop effective mitigation and management approaches across the supply chain, taking into account relevant stakeholders.
5. Establish effective measures to address climate-related impacts by developing a Business Continuity Plan (BCP) and preparing for natural disasters to ensure business continuity with minimal disruption.
6. Promote engagement and collaboration with suppliers, business partners, and stakeholders throughout the value chain to reduce GHG emissions and address climate change.
7. Communicate and raise awareness, understanding, and participation in GHG reduction efforts among employees, suppliers, and stakeholders through various channels on an ongoing basis.

Whistleblowing

Any complaints or reports of suspected violations of this policy and its guidelines shall be handled in accordance with the Company's Whistleblowing Policy and Procedures. Whistleblowers shall be protected, and all information shall be kept strictly confidential, with no impact on their employment status during the investigation process and after its completion.

Policy Review and Improvement

The Company shall regularly review and update its Climate Protection Policy at least once a year, or whenever there are changes in applicable laws, regulations, or sustainability standards at both domestic and international levels. This is to ensure that the policy remains relevant, appropriate, and effective in responding to evolving business contexts.

In addition, the Company is committed to continuously improving its operations to meet stakeholders' expectations and support the organization's long-term success.

This policy was approved by the Board of Directors on 26 February 2026.

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(Chief Executive Officer)
Primo Service Solutions Public
Company Limited

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(Chairman of the Board of Directors)
Primo Service Solutions Public
Company Limited

