

Environmental dimension of sustainability management

Environmental management (energy, water, waste and air)

Objectives and goals

In conducting business sustainably with a focus on environmental and social responsibility, the Company and its subsidiaries recognise that effective environmental management is a key driver for sustainable business growth. To ensure efficient and effective practices, clear environmental policies and guidelines have been established. Environmental management is implemented through various projects within the Company, including the establishment of an environmental policy to serve as a framework and guideline for conducting environmentally responsible business operations.

The policy encompasses conducting business based on legal requirements, aligning with global issues and considering local environmental concerns. It includes comprehensive environmental risk assessments or reviews, operating with a focus on reducing environmental impact, and mandates monitoring the environmental performance and impact of operations. The Company is committed to continuously improving efficiency, enhancing knowledge and awareness of environmental management among employees, partners, contractors and business allies, and communicating the policy and requirements to relevant stakeholders.

The Company and its subsidiaries recognise their responsibility towards the environment and natural resources. Therefore, we prioritise the efficient use of valuable resources and the conservation of existing natural environments for future sustainability. To align with environmental policies, the Company is committed to setting goals that reduce environmental impact and conserve natural resources. This includes promoting efficient energy management, water management, resource and waste management, and air quality management. The Company also focuses on the sustainable use of natural resources, energy and water. Regular monitoring and oversight ensure that environmental management operations adhere to the established action plans.

Operational goals for the initial three years	Performance results
Reduce the electricity consumption rate per usable area by 5% per year	Increased by 10.78%
Reduce fuel consumption by 5% per year	Decreased by 11.57%
Reduce the water usage rate per per usable area by 1% per year	Decreased by 36.89%
Reduce paper usage by 5% per year	Decreased by 7.68%
No environmental complaints	No complaints

Operational guidelines

In 2024, the Company and its subsidiaries conducted campaigns to promote and support environmental management and resource usage across various dimensions. This was achieved through communication, educational initiatives, and raising awareness among employees and all relevant parties. The goal was to encourage efficient energy use and reduce resource consumption in operational processes, ensuring optimal effectiveness.

1) Environmental management

The Company and its subsidiaries are committed to sustainable environmental management, with the primary objective of reducing the environmental impact of their business operations. This is

achieved through the efficient use of natural resources, reducing greenhouse gas emissions, and promoting recycling and reuse. The Company also aims to raise awareness and foster collaboration with employees, communities and all stakeholders to jointly conserve and restore the environment, creating a healthy and sustainable environment for current and future generations.

The Company and its subsidiaries have assigned an ESG working group to establish policies and measures related to the Company's projects that promote and prioritise environmental, social and corporate governance issues. This group is responsible for considering strategic plans, business operation models, and risk management processes, as well as monitoring performance to ensure alignment with goals and objectives. We regularly report ESG outcomes to stakeholders. Also, there is an ongoing campaign to make employees aware of these issues through communication, publicity, and dissemination of information and knowledge via the Company's communication channels, both online and offline. In 2024, the Company implemented message boards at various locations within the organisation to promote awareness and encourage employee participation in reducing energy consumption and greenhouse gas emissions, as follows:

- Turn off lights and electrical equipment during lunch breaks
- Use stairs for 1-2 floors instead of the lift
- Set air conditioning to 25 degrees Celsius
- Unplug electrical devices after use
- Send information via email instead of using paper
- Turn off computer screens when not in use for more than 15 minutes
- Turn off car engines when parked
- Encouraging employees to reduce the use of personal vehicles for commuting by providing shuttle services at designated train and underground stations
- Modify the work process to an electronic format by using the MoNFlow approval system instead of paper-based approvals, in order to reduce paper usage and minimize waste.
- Launch a campaign to encourage customers to participate in environmental conservation by reducing paper usage, through receiving policies in electronic format, or e-Policy.

The Company and its subsidiaries communicate and publicise projects, as well as provide knowledge on various methods to reduce global warming through email and the Company's Workplace platform. This includes promoting campaigns and encouraging employees to properly separate waste for the benefit of our planet. Also, for the third consecutive year, the Company has publicised and invited employees to participate in the 'Send Me (Orphan Waste) Home' project. Moreover, the Company is committed to transforming the workplace into a sustainable environment, reducing carbon dioxide emissions to create a better future for customers, communities and our planet. This is achieved by increasing green spaces through tree planting to help enhance atmospheric oxygen and provide shade to reduce building heat. Energy-efficient equipment is also utilised, including lighting and plumbing systems, in newly renovated office spaces.

In 2024, the Company and its subsidiaries did not conduct any business activities that negatively impacted the environment, and we did not receive any complaints from any stakeholder groups.

2) Energy management

The Company and its subsidiaries are committed to using energy efficiently and reducing excessive energy consumption to align with sustainable development principles and minimise long-term environmental impact. To comply with laws and regulations related to energy use, the Company has established guidelines for efficient energy management and promotes the use of effective technology in energy management. This enables the Company to adopt new innovations to reduce energy consumption and enhance operational efficiency. In addition to reducing energy usage within the organisation, this approach also helps lower the Company's operational costs. In 2024, the Company took the following actions:

- Installed automatic lighting systems to reduce energy waste from leaving lights on unnecessarily
- Turned off lights in areas where employees have not yet arrived for work
- Initiated a project to replace fluorescent lights with LED lights to reduce excessive energy consumption
- Implemented measures to use energy-efficient equipment, including lighting and plumbing systems, when replacing or installing new devices
- Set measures for scheduling the operation of the building's cooling system to align with office hours and adjusted the cooling system's temperature to an appropriate level to reduce unnecessary energy consumption.
- Converted executive vehicles to 100% hybrid models. The Company is studying the feasibility of converting all company vehicles to electric vehicles (EVs).

The Company and its subsidiaries are currently assessing the feasibility of installing solar power generation systems (solar rooftop) at Dhipaya Insurance's headquarters on Rama 3 Road.

Additionally, the Company and its subsidiaries have undertaken various projects to promote energy conservation and foster awareness among employees about saving energy and reducing excessive use of natural resources. These initiatives include the 'Dhipaya: Preserve, Sustain, and Enhance Royal Innovation' project, which ran 12 times in 2024. The 'Dhipaya Employees Unite to Save Energy' project encourages disciplined energy conservation and supports efficient energy use, featuring campaign message boards and publicity throughout various locations within the organisation.

3) Water management

The Company and its subsidiaries are committed to using water resources efficiently and reducing water loss to preserve water resources for the future and minimise environmental impact. The Company has established operational plans and measures for effective water management, focusing on the efficient use of water. In 2024, the Company took the following actions:

- Adjusted the main water valve to reduce flow by 50% and adjusted the toilet flush valves in all restrooms on every floor
- Changed the cooling tower cleaning schedule from every three months to every four months
- Ensured that the sanitary systems in the building are water-saving models, which have a flow control system to use less water than standard fixtures
- Encourage the reuse of water that has been previously used and is only minimally contaminated, by redirecting it for secondary purposes such as irrigation, surface cleaning, or vehicle washing. This practice contributes to efficient water resource management
- For green spaces outside the building, plant drought-resistant plants that require less water or use artificial plants. This approach reduces water usage while still providing dust filtration and shade to reduce building heat

4) Waste and waste management

The Company and its subsidiaries are committed to reducing the amount of waste generated from business operations to protect and preserve the environment and reduce the impact of waste disposal on nature. The Company promotes recycling and reusing waste to ensure that limited resources are utilised to their fullest potential and to minimise the use of new resources. In 2024, the Company took the following actions:

- Recycled office materials, including reducing paper usage by adopting new work formats
- Implemented the 'Send Me (Orphan Waste) Home' project for the third year in a row, allowing employees to participate in transforming orphan waste into 'energy' for a sustainable world. In 2024, the project successfully converted 1,840 kg of waste into

energy, and throughout the entire project, a total of 5,170 kg of waste was converted into energy

- The company encourages employees to reduce paper usage by using recycled paper in areas where recycled paper can be used
- Communicated, publicized and implemented waste sorting projects before disposal by categorizing waste based on decomposition characteristics: general waste, recyclable waste, wet waste, and hazardous waste. These assists government agencies in properly sorting and disposing of waste, preventing air pollution and reducing waste emissions

5) Biodiversity management

The Company and its subsidiaries are committed to conserving and restoring the environment by promoting biodiversity, which is a crucial foundation for maintaining ecosystems and the sustainability of natural resources. Emphasising biodiversity reflects the Company's responsibility towards society and communities by participating in nature conservation and creating environmentally friendly projects. The Company has implemented the 'Dhipaya Power to Save the World' project, aiming to conserve and restore the environment, reduce carbon dioxide emissions, and increase both freshwater and saltwater aquatic species. This initiative helps protect the ecosystem every year. In 2024, the Company carried out four instances of this project, as follows:

- 30th Dhipaya Power to Save the World Project

Executives, volunteer employees, educational personnel and partners collaborated to construct cement-core dams, which feature a deep groove core capable of storing and accumulating groundwater. This design allows for greater water retention compared to traditional dams without an internal core. The cement core, composed of tightly packed soil particles, helps retain water. Water below the dam's crest is trapped in the groove before being absorbed and permeating the groundwater layer and adjacent banks. During the dry season, the absorbed water stored within the soil is released into the stream, ensuring year-round water availability. This project was implemented at the model area in Kaen Makrut Subdistrict, Ban Rai District, Uthai Thani.

- 31st Dhipaya Power to Save the World Project

Executives, volunteer employees, educational personnel and partners participated in the forest ordination ceremony, which serves to prevent illegal logging and acts as a deterrent against deforestation. Trees that have been ordained are considered sacred, and locals refrain from cutting them down, especially in watershed forest areas. This initiative helps preserve the environment and maintain the fertility of watershed forests. Importantly, it raises community awareness about caring for the natural environment. Participants also engaged in planting trees to create a sanctuary boundary, led by Phra Khru Dr. Santi Panarak, the abbot of Wat Sa Phae Panaram, at the Plant Genetic Conservation Project initiated by Her Royal Highness Princess Maha Chakri Sirindhorn in Sa Phae Nuea Community Forest, Lampang.





- 32nd Dhipaya Power to Save the World Project

Executives, volunteer employees, educational personnel and partners came together to plant mangroves as part of a new genetic conservation project using elevated 'fibre cement'. This initiative aims to foster a love for nature and conserve marine and coastal resources. The area designated for mangrove planting is distinct from typical mangrove planting sites, as it consists mainly of rocky terrain with limited nutrients, strong winds and high sea levels, giving the mangroves little chance to thrive. At the Naval Special Warfare Command, Royal Thai Fleet, 109 sea turtles bred in captivity were released back into their natural marine environment. Also, a volunteer activity was conducted to clean up the beach to protect the environment, reduce marine pollution from waste, and maintain a balanced ecosystem. This effort also aims to sustain a clean and beautiful environment at Nam Sai Beach, Construction and Development Department, Sattahip Naval Base, Sattahip District, Chonburi.





- 33rd Dhipaya Power to Save the World Project

Dhipaya volunteer employees, educational personnel and partners came together to plant a sky forest, creating green spaces and promoting nature conservation. This initiative was part of the 'Green Day 2024 – Father's Day Week for the World and for Us' project at the EGAT Learning Centre, Lam Takhong, Sikhio District, Nakhon Ratchasima.



Indicators and performance outcomes

1) Energy use

The Company and its subsidiaries aim to reduce electricity consumption per usable area by 1% annually over the first three years, starting from 2024. The actual electricity consumption was 4,499,000 kilowatts in 2024, 4,305,000 kilowatts in 2023, and 4,286,000 kilowatts in 2022.

In 2024, the Company experienced an increase in electricity use due to the expansion of office space to support more efficient operations, such as larger meeting rooms to accommodate more people and areas to support the business operations of the group. When evaluating the electricity usage in relation to the expanded usable area, it has been observed that the company has successfully reduced its energy consumption.

Results of the office building electricity saving project per usable area each year

	2022	2023	2024
Electricity consumption (kilowatts)	4,286,000	4,305,000	4,499,000
Electricity consumption (kilowatts) per gross written premium	0.0132%	0.0124%	0.0137%
Rate of change	Decreased by 4.46%	Decreased by 5.96%	Increased by 10.76%
Electricity consumption (kilowatts) per square meter	95.39	95.81	92.76
Rate of change	-	Increased by 0.44%	Decreased by 3.19%

The Company and its subsidiaries aim to reduce fuel consumption by 1% annually over the first three years, starting from 2024. In 2024, the total fuel consumption was 152,180 litres, consisting of 25,704 litres of diesel and 126,476 litres of petrol, reflecting an overall reduction of 11.57% from 2023. This decrease is attributed to the company's initiative to replace executive vehicles with electric and hybrid cars in 2024. Additionally, the company is currently assessing the feasibility of a project to convert all company vehicles to electric vehicles (EVs).

Annual fuel consumption

Fuel consumption	2023	2024	Rate of change
Overall fuel consumption (litres)	172,093	152,180	Decreased by 11.57%
Diesel consumption (litres)	42,035	25,704	Decreased by 38.85%
Petrol consumption (litres)	130,058	126,476	Decreased by 2.75%

2) Water usage

The company and its subsidiaries aim to reduce water consumption per usable area by 1% annually over the first three years, starting from 2024. The actual water usage amounted to 47,505 cubic metres in 2024, 79,791 cubic metres in 2023, and 75,945 cubic metres in 2022. In 2024, the company implemented water-saving measures by reducing the main water valve by 50%, adjusting the flush valves in every toilet on each floor, and changing the cooling tower cleaning schedule from every three months to every four months. These measures significantly reduced water usage.

Results of the office building water conservation project per usable area each year

	2022	2023	2024
Water usage (litres)	75.95	79.79	47.51
Water usage (litres) per gross written premium	0.233%	0.229%	0.145%
Rate of change	Decreased by 6.66%	Decreased by 1.64%	Decreased by 36.90%
Water usage (litres) per usable area	0.17%	0.18%	0.10%
Rate of change	-	-	Decreased by 44.85%

3) Volume of waste

The company and its subsidiaries aim to reduce waste and garbage by 1% annually over the first three years, starting from 2024. This is done by systematically and continuously collecting data on the volume of waste and refuse. Waste and refuse generated in the operational process are classified into two main categories: hazardous waste and refuse (such as hazardous chemicals, batteries and toxic materials) and non-hazardous waste and refuse (such as paper, plastic, metal and organic waste).

In 2024, the company experienced a 6.32% increase in waste generation, primarily due to the expansion of office space. This expansion led to waste from leftover construction materials and office renovations, as well as the growth in the number of employees to support business expansion. Consequently, there was an increased use of resources that could contribute to waste.

However, the company has implemented various measures to manage and reduce waste generation, such as promoting recycling, using sustainable materials, and improving waste management processes within the organization. These efforts are aimed at ensuring the company's operations continue to align with long-term sustainability goals and the targets set for the future.

Performance results of the volume of waste and refuse

	2023	2024	Rate of change
Volume of waste (total volume)	104,202	110,788	Increased by 6.32%
Volume of hazardous waste (kilograms)	159	171	Increased by 7.55%
Volume of non-hazardous waste (kilograms)	104,043	110,618	Increased by 6.32%

4) Paper usage

The Company and its subsidiaries aim to reduce paper usage by 1% annually over the first three years, starting from 2024. The company campaigns to promote paper reduction initiatives both internally and externally, encouraging customers to participate by opting for E-Policy documents. This initiative has seen increasing customer interest year by year.

The number of E-Policies through online sales channels

	2023	2024	Rate of change
The number of E-Policies	106,446	140,647	Increased by 32.13%

In addition, the company encourages employees to reduce paper usage by transitioning more work processes to electronic formats, both for regular operations and meeting documents. For example, the MoNFlow system is used to replace paper-based approval processes with an electronic approval system.

The number of transactions through the MoNFlow system.

	2023	2024	Rate of change
The number of transactions	19,398	21,313	Increased by 9.87%

The increasing trend in the number of e-Policies and transactions through the MoNFlow system each year reflects the amount of paper that is not being used in these activities. Furthermore, the campaign and promotion of using recycled paper in areas where it is feasible have resulted in an overall reduction in paper usage by 7.68% compared to the same period last year.

Annual performance results of paper usage

	2023	2024	Rate of change
Paper usage (sheets)	7,575,500	6,994,000	Decreased by 7.68%