



ESG Performance Report for Listed Companies in 2024

CH. KARNCHANG PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 19 March 2025



ESG Performance

Company Name : CH. KARNCHANG PUBLIC COMPANY LIMITED

Symbol : CK

Market : SET

Industry Group : Property & Construction

Sector : Construction Services

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management

Information on review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : No
over the past year

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), ISO 14064 - Greenhouse gases

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes
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Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management	:	Yes
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Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2020 : purchased electricity for consumption 2,995,795.00 Kilowatt-Hours	2030 : Reduced by 10% or 299,000.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management	:	Yes
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Diagram of performance and outcomes in energy management





Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	N/A	3,086,237.00	3,194,673.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	N/A	3,086,237.00	3,194,673.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	N/A	1,451.66	1,687.62

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	3,058,680.00000000	N/A

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	6,756,425.00	3,058,680.00	N/A

	2022	2023	2024
Percentage of total electricity expense to total expenses (%) ^(**)	0.04	0.01	N/A
Percentage of total electricity expense to total revenues (%) ^(**)	0.03	0.01	N/A
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	2,932.48	1,438.70	N/A

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	N/A	46,384.17	48,795.01
Gasoline (Litres)	N/A	73,636.85	76,814.72
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2022	2023	2024
Total fuel expense (Baht)	20,400.00	34,000.00	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	0.00	0.00	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	0.00	0.00	N/A

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	N/A	3,058,680.00	0.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	N/A	0.08068898	0.00000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type : Company
Total number of disclosure boundaries : 3
Actual number of disclosure boundaries : -
Data disclosure coverage (%) : 0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2020 : Water withdrawal 25,602.00 Cubic meters	2030 : Reduced by 10% or 2,560.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Diagram of performance and outcomes in water management



Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	21,690.00	22,637.00	24,640.00
Water withdrawal by third-party water (cubic meters)	21,690.00	22,637.00	24,640.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	9.41	10.65	13.02
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	21,690.00	22,637.00	24,640.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	21,690.00	22,637.00	24,640.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00111586	0.00059717	0.00063554
Intensity of total water consumption (Cubic meters / m ²)	N/A	0.00000000	N/A

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	24,240.00	0.00	0.00
Total water withdrawal expense from third-party water (Baht)	24,240.00	N/A	N/A
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	10.52	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type : Company
Total number of disclosure boundaries : 3
Actual number of disclosure boundaries : -
Data disclosure coverage (%) : 0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2023 : non-hazardous waste 527.30 Kilograms	2024 : Increased by 22.37% or 643.31 Kilograms	• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste : Yes
management

Diagram of performance and outcomes of waste management





Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes
Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2023 : Greenhouse gas emissions 166,449.00 tCO ₂ e	2027 : Reduced by 5% or 8,322.45 tCO ₂ e in comparison to the base year	2065 : Reduced by 100% or 166,449.00 tCO ₂ e in comparison to the base year	<ul style="list-style-type: none">Thailand Greenhouse Gas Management Organization (TGO) : NoneScience-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	3,309.68	166,449.00	246,724.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,654.84	8,671.00	10,861.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	1,654.84	7,784.00	8,729.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	149,994.00	227,134.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.000170	0.004391	0.006364
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1.44	78.29	130.33

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : -

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	0.00

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ESG Performance

Company Name : CH. KARNCHANG PUBLIC COMPANY LIMITED

Symbol : CK

Market : SET

Industry Group : Property & Construction

Sector : Construction Services

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination, Supplier rights

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Enterprises, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0

	2022	2023	2024
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type : Company
Total number of disclosure boundaries : 3
Data disclosure coverage (%) : 0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan : Yes
Employee and labor management plan implemented : Fair employee compensation, Employee training and
by the Company in the past year development, Promoting employee relations and
participation, Migrant/foreign labor, Child labor,
Occupational health and safety in workplace

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	-	2023: -	2024: -

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	2,304	2,126	1,893
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	2,304	2,126	1,893
Male employees (persons)	1,714	1,577	1,353
Percentage of male employees (%)	74.39	74.18	71.47
Female employees (persons)	590	549	540
Percentage of female employees (%)	25.61	25.82	28.53

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	228	263	N/A
Percentage of employees under 30 years old (%)	9.90	12.37	N/A
Total number of employees 30-50 years old (Persons)	1,375	1,216	N/A
Percentage of employees 30-50 years old (%)	59.68	57.20	N/A
Total number of employees over 50 years old (Persons)	701	647	N/A
Percentage of employees over 50 years old (%)	30.43	30.43	N/A

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	199	218	N/A
Percentage of male employees under 30 years old (%)	11.61	13.82	N/A
Total number of male employees 30-50 years old (Persons)	949	845	N/A
Percentage of male employees 30-50 years old (%)	55.37	53.58	N/A
Total number of male employees over 50 years old (Persons)	566	514	N/A
Percentage of male employees over 50 years old (%)	33.02	32.59	N/A

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	29	45	N/A
Percentage of female employees under 30 years old (%)	4.92	8.20	N/A
Total number of female employees 30-50 years old (Persons)	426	371	N/A
Percentage of female employees 30-50 years old (%)	72.20	67.58	N/A
Total number of female employees over 50 years old (Persons)	135	133	N/A
Percentage of female employees over 50 years old (%)	22.88	24.23	N/A

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	2,211	2,034	1,801
Percentage of employees in operational level (%)	95.96	95.67	95.14
Total number of employees in management level (Persons)	76	75	75
Percentage of employees in management level (%)	3.30	3.53	3.96
Total number of employees in executive level (Persons)	17	17	17
Percentage of employees in executive level (%)	0.74	0.80	0.90

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	1,647	1,512	1,288
Percentage of male employees in operational level (%)	96.09	95.88	95.20
Total number of male employees in management level (Persons)	52	50	50
Percentage of male employees in management level (%)	3.03	3.17	3.70
Total number of male employees in executive level (Persons)	15	15	15
Percentage of male employees in executive level (%)	0.88	0.95	1.11

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	564	522	513
Percentage of female employees in operational level (%)	95.59	95.08	95.00
Total number of female employees in management level (Persons)	24	25	25
Percentage of female employees in management level (%)	4.07	4.55	4.63
Total number of female employees in executive level (Persons)	2	2	2
Percentage of female employees in executive level (%)	0.34	0.36	0.37

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees
-	6
-	11
-	45
-	323
-	10
-	723
-	2
-	14
-	107
-	79
-	31
-	48
-	9
-	33
-	11
-	441
Total number of employees	1,893

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : No
Years

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	2	2	2
Percentage of disabled workers to total employment (%)	0.09	0.09	0.11
Total number of employees with disabilities (Persons)	2	2	2
Total male employees with disabilities (persons)	2	2	2
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.09	0.09	0.11

	2022	2023	2024
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	1,481,027,028.00	1,635,778,875.00	1,579,753,475.00
Total male employee remuneration (baht)	1,101,736,006.00	1,213,369,372.00	1,129,110,645.00
Percentage of remuneration in male employees (%)	74.39	74.18	71.47
Total female employee remuneration (baht)	379,291,022.00	422,409,503.00	450,642,830.00
Percentage of remuneration in female employees (%)	25.61	25.82	28.53
Average remuneration of employees (Baht / Person)	642,806.87	769,416.22	834,523.76
Average remuneration of male employees (Baht / Person)	642,786.47	769,416.22	834,523.76
Average remuneration of female employees (Baht / Person)	642,866.14	769,416.22	834,523.76
Ratio of average remuneration of female employees to male employees	1.00	1.00	1.00

Provident fund management policy

Provident fund management policy : Have

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	1,148	1,136	1,112
Proportion of employees who are PVD members (%)	49.83	53.43	58.74
Total amount of provident fund contributed by the company (baht)	76,632,481.00	77,543,200.00	78,986,639.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	5.17	4.74	5.00

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	7.51	9.49	11.57
Total amount spent on employee training and development (Baht)	1,400,000.00	1,200,000.00	2,000,000.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000075	0.000033	0.000054
Percentage of training and development expenses to total revenue (%) ^(*)	0.000072	0.000032	0.000052

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	17,036,892.00	10,809,239.00	N/A
Total number of hours worked by employees (Hours)	17,036,892.00	10,809,239.00	N/A

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	1	0	N/A
Percentage of employees that lost time injuries for 1 day or more (%)	0.04	0.00	N/A
Total number of employees that fatalities as a result of work-related injury (Persons)	1	0	N/A
Percentage of employees that fatalities as a result of work-related injury (%)	0.04	0.00	N/A
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	0.00	N/A
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	N/A

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	212	281	193
Total number of male employee turnover leaving the company voluntarily (persons)	188	232	164
Total number of female employee turnover leaving the company voluntarily (persons)	24	49	29
Proportion of voluntary resignations (%)	9.20	13.22	10.20
Percentage of male employee turnover leaving the Company voluntarily (%)	8.16	10.91	8.66
Percentage of female employee turnover leaving the Company voluntarily (%)	1.04	2.30	1.53
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines : Yes

Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : -	-	2021: -	2024: -
• Others : -	-	2021: -	2024: -

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : -

Fax : -

Email : audit_committee@ckplc.com

Company's website : www.ch-karnchang.co.th

Address : -

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Diagram of performance and outcomes in community and social management





Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development? : No

Non-financial benefits

Does the company measure the non-financial benefits from social development? : No

Expenses from social and environmental development project

	2022	2023	2024

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	N/A	N/A	41,545,250.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	N/A	N/A	0.112372
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	N/A	N/A	0.107158

Additional Explanation : () Total revenues and total expenses from total financial statement*

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ESG Performance

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Symbol : CK

Market : SET

Industry Group : Property & Construction

Sector : Construction Services

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies, Other guidelines regarding the board of directors

Nomination of Directors

Determination of Director Remuneration

Independence of the Board of Directors from the Management

Director Development

Board Performance Evaluation

Corporate Governance of Subsidiaries and Associated Companies

-

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society, Other guidelines regarding shareholders and stakeholders

Shareholder

Employee

Customer

Business competitor

Business partner

Creditor

Government agencies

Community and society

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-
-
-

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established a Code of Business Conduct that is linked to its vision, mission, strategies, goals, and practices that will lead to the creation of value for the stable and sustainable growth of the organization under the defined C-K-S-A-T-I values, namely: C: Commitment to Quality, K: Knowledge and Knowhow, S: Synergy and Sustainability, A: Agility, T: Trust in Teamwork, I: Integrity and Innovation. The Code of Business Conduct has been in place since 2003. The objective is to ensure that employees understand and can comply with the Code of Conduct appropriately. The Code of Conduct has been reviewed and updated to align with the Company's business operations. This is to compile guidelines, define the scope, and set standards of conduct and behavior that all personnel of the Company should adhere to in conducting business and performing their duties. It also ensures that all work is carried out in the same direction, within the framework of ethics, morality, honesty, and for orderliness, equality, and fairness. This serves as a foundation for the Company to become a sustainably growing organization, while building confidence among shareholders, all stakeholders, and society.

As the Board of Directors has approved and supported the Board of Directors, management, and employees of the Company to comply with the Code of Business Conduct to create a good corporate culture, the Company's Code of Business Conduct consists of the conduct of the Board of Directors, management, and employees that set guidelines for ethical conduct towards the Company, colleagues, external parties, and society. Throughout the past, the Board of Directors, management, and all employees have been aware of and understood the appropriate and ethically correct conduct. They have also adhered to these guidelines in performing their duties in accordance with the Company's mission with honesty, integrity, and fairness. The Company has communicated and promoted compliance with the Company's Code of Business Conduct. The Human Resources Department has prepared a written Code of Business Conduct for distribution to all employees and has provided training on compliance with the Company's Code of Business Conduct on an ongoing basis. In 2024, 23 training sessions were held, providing training to 88 new employees.

In addition, the Company has guidelines to promote compliance with the Code of Business Conduct, including monitoring compliance by sending out a Code of Conduct compliance survey to the Board of Directors, management, and all employees to assess compliance with the Company's Code of Conduct on an annual basis. The survey results are then summarized and used as a standard for adherence to the Code of Conduct seriously. In 2024, 88 executives (from department manager level to Chief Executive Officer) conducted the assessment and returned the assessment results to the Human Resources Department, representing 100%, with the overall assessment being very good. For employees (from department manager level to operational staff) who conducted the assessment, there were 1,360 employees who returned the assessment results to the Human Resources Department, representing 100%, with the overall assessment also being very good.

The overall assessment of the Board of Directors, management, and employees regarding compliance with the Code of Conduct in the Company's business operations is summarized below.

1. Ethical Conduct: Understand and adhere to the guidelines set forth in the Company's Code of Conduct.
2. Business Conduct Guidelines: Strictly comply with the laws applicable to the Company and its business operations, adhere to ethical principles, and comply with company policies.
3. Conflicts of Interest and Prevention: Do not disclose confidential information of the Company to others. Avoid actions that may create conflicts between personal interests and the interests of the Company. Do not participate in or hold shares in any activities that may conflict with or be detrimental to the Company's business interests.
4. Use of Inside Information for Securities Trading: Do not disclose inside information that has not yet been made public, which could affect the price or trading of securities of the Company and related companies.

5. Responsibilities to Shareholders: Perform assigned duties to the best of their ability to create value for the organization, have the potential to support business expansion and diversification, and increase shareholder value in the long term.
 6. Responsibility to Management and Employees: Establish guidelines and practices to maintain a safe and secure working environment for life and property at all times.
 7. Responsibilities to the Community, Society, and Environment: Cooperate in contributing to the community, society, and environment as opportunities and readiness allow.
 8. Disclosure of Information and Confidentiality: Comply with the Company's information management policies effectively by disseminating necessary and accurate information to the public as appropriate and not disclosing the Company's information that has not yet been made public, personal information, or using information obtained from work for personal gain.
 9. Company Assets: Establish guidelines for the care and responsibility of company assets to prevent loss, damage, or misuse.
 10. Gifts and Entertainment: Establish guidelines for gift-giving and entertainment, avoiding the acceptance of any gifts or benefits from partners, contractors, or those involved in the Company's business, except during festivals or customary occasions, and considering appropriate value.
- In the past year 2024, there have been no instances of the Board of Directors, management, or employees of the Company violating the Code of Business Conduct.

However, the Company has stipulated that the Code of Conduct for the Company's business operations be reviewed regularly. If it is found that any part of the Code of Conduct does not cover the Company's business operations, the Company will make appropriate amendments immediately. In addition to the annual assessment of compliance with the Company's Code of Conduct by the Board of Directors, management, and all employees, and the signing of a certification to demonstrate responsibility for compliance with the Company's Code of Conduct, the Company also encourages executives to attend training courses on good corporate governance on an ongoing basis. This is to enhance their knowledge, understanding, vision, and positive attitude towards management in accordance with the principles of good corporate governance, to create leadership and succession planning in management, as well as to perform their duties and drive the organization with morality and ethics.

Disciplinary Action

If, after an investigation following the established procedures, it is found that there has been a violation or offense against the Company's Code of Business Conduct, Anti-Corruption Policy, and Work Rules and Regulations, and to prevent recurrence of violations of the Code of Business Conduct or other rules and regulations set by the Company, the Company has established disciplinary actions. Disciplinary action will be considered based on the severity of the offense as specified in the Company's Work Rules and Regulations and relevant laws. In the event of damage, the violator must be liable for and compensate the Company or those affected by such actions. Legal penalties may also be imposed if the act is illegal.

However, in 2024, there were no complaints or reports of any personnel of the Company violating or committing offenses against the Company's Code of Business Conduct, corruption, bribery, unfair competition practices, or violations of work rules and regulations. The Company reports the summary of violations to the Board of Directors meeting annually, along with the report on the monitoring of compliance with the Code of Business Conduct.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct	:	Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct
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Prevention of Conflicts of Interest

Conflicts of Interest

The company's personnel must perform their duties with the company's best interests in mind, free from personal needs and influence from close associates, and must always be aware of whether they have a conflict of interest in their work. When

it is found that they have a conflict of interest, that person must stop performing that work and allow others to take responsibility to eliminate allegations of conflicts of interest, abuse of power for personal gain, and damage to the company. Therefore, all personnel must strictly comply with the company's conflict of interest prevention and disclosure measures.

Best Practices

1. The company's personnel are prohibited from using their influence or authority to conduct transactions between the company and themselves, partnerships, or juristic persons in which they hold shares, or any related persons, other than the benefits that the company's personnel should receive, unless there is disclosure of conflicts of interest and specific permission or approval in principle has been granted.
2. The company's personnel or related persons may conduct transactions with general commercial agreements without using the influence of the company's personnel and have commercial agreements that are reasonable to conduct with general trading partners with the company or its subsidiaries.
3. Issuing orders for the benefit of the issuer themselves is not permitted.
4. Attending meetings to consider any agenda item in which the attendee has a conflict of interest, the conflicted personnel must temporarily leave the meeting to allow other attendees the opportunity to consider, analyze, and critique without the influence of that conflicted personnel.
5. The Board of Directors and executives must carefully consider conflicts of interest regarding related party transactions between the company, subsidiaries, and associated companies with honesty, integrity, principle, and reason, considering them independently within the framework of good ethics, taking into account the best interests of the company.
6. In the event that the company's personnel suspect that they or related persons have a conflict of interest with the company's interests, they must immediately notify their supervisor to forward the matter to the Office of the President and the Company Secretary. The company's personnel must review and evaluate themselves on conflict of interest issues in their annual self-assessment.
7. The Board of Directors, executives, and auditors of the company must report conflicts of interest related to the management of the company, subsidiaries, or associated companies, including reporting the securities holdings of themselves and related persons, in accordance with the criteria stipulated by the Securities and Exchange Act.
8. Accepting work from subsidiaries or associated companies can be done with the approval of the supervisor, management, or the Board of Directors, as the case may be. However, the company's personnel must not accept outside work that competes with the company's business or creates a conflict of interest with the company, whether it is temporary or permanent work, unless specifically permitted by the Board of Directors or the authorized person.
9. The recruitment of new personnel who are related to the company's personnel must be transparent, fair to equally qualified individuals, and the company's personnel must not interfere or use their influence to help recruit related individuals.

Anti-corruption

The Company places importance on anti-corruption and supports and encourages personnel at all levels to be aware of anti-corruption in all forms. The Company has established an anti-corruption policy and prohibits bribery for the Company's business benefits or giving gifts, assets, or other benefits to persons whose duties or businesses are related to the organization for the Company's business benefits. It is also stipulated in the Company's Code of Business Conduct, which clearly defines the practices to prevent corruption and unfairness in business operations. All levels of personnel, including customers, representatives, subsidiaries, or any person acting for or on behalf of the Company, whether or not they have the authority to do so, must adhere to this as a standard of conduct. In addition, the Company considers any act of malfeasance to be a serious disciplinary offense for which personnel will be punished according to the work regulations and as prescribed by law.

Good Practices

1. No personnel of the Company and its subsidiaries shall give, offer to give, or agree to give assets or other benefits to outsiders, such as government officials, brokers, agents, business partners, etc., with the intention of inducing such person to act, refrain from acting, or delay any act that is illegal or improper for the position of such person, or in exchange for undue privileges.
2. No personnel of the Company and its subsidiaries shall solicit or accept any asset or other benefits for themselves or others, which may lead to an inducement to perform or refrain from performing their duties improperly.
3. In conducting business with various agencies, whether government agencies, state enterprises, or private sectors, etc., both domestically and internationally, it must be carried out transparently, fairly, and legally, both under the laws of Thailand and the laws of foreign countries with which the Company conducts business.
4. In the event that it is necessary for the personnel of the Company and its subsidiaries to be in the position of

recipient or giver of assets or other benefits and there is a doubt whether the receipt or giving of gifts, assets, or other benefits to other persons is a violation of the practice, unethical, and illegal in the locality, they shall inquire with the legal department or the governing body immediately. If the receipt or giving is inappropriate, they shall return it to the giver or cease giving it. In the event that it cannot be returned or is inappropriate, it shall be delivered to the Office of the President and the Company Secretary for safekeeping and to use such assets for the benefit of society.

5. In the event that it is necessary to give and receive gifts, assets, or other benefits, it should be given and received ethically, which should be given and received generally, not specifically, and with a value as prescribed by law. The giving and receiving of gifts, assets, or other benefits shall not be illegal in any way.

6. No personnel of the Company and its subsidiaries, including family members, shall demand or accept gifts, assets, or other benefits from contractors, subcontractors, customers, business partners, or those involved with the Company's business in any case that may affect the decision-making in performing their duties with bias, difficulty, or conflict of interest.

7. The personnel of the Company and its subsidiaries are obliged to report the giving and receiving of gifts, assets, or other benefits given or received to the designated unit. The Company will publicize to construction material suppliers, contractors, subcontractors, alliances, joint ventures, stakeholders, and those doing business with the Company Group to acknowledge and agree to comply with the Anti-Corruption Policy, giving or receiving bribes according to the Company's regulations and relevant laws strictly. The Company will operate with honesty and integrity, which is effective in all joint business operations, including compliance with the Foreign Corrupt Practices Act and all applicable laws.

8. The Company's personnel shall not give bribes or similar benefits to the Company's personnel or to outsiders, especially giving gifts, assets, or other benefits to government officials both in Thailand and abroad and officials of international organizations. If it is necessary to give, it must be ensured that such giving does not violate the laws and local customs.

Whistleblowing and Protection of Whistleblowers

In accordance with the principles of good corporate governance regarding the role of stakeholders, the Board of Directors has approved the Whistleblowing Policy. This policy serves as a tool to help the company receive complaints regarding violations of rules, regulations, work regulations, and the company's code of business conduct, which may lead to damage to the company's assets and reputation, both from internal employees and all stakeholder groups. The company encourages the disclosure of information regarding bribery and corruption, and employees or those with business relationships will not be retaliated against for reporting information in good faith. The guidelines for filing complaints/whistleblowing are as follows:

Whistleblowing/Complaint Reporting

1. Directors, executives, employees, or any stakeholder group who witness any violation of the company's Code of Business Conduct may report/complain to the Chairman of the Audit Committee, the complaint receiving unit, the Human Resources Department, their supervisor, or the President.

2. When reporting, please provide the complainant's name, surname, telephone number, details of the facts, evidence, and attach any supporting documents (if any). The company will keep the complainant's information confidential. If the complainant chooses to remain anonymous, the complaint must contain sufficient details or clear evidence to indicate misconduct.

3. Reporting/Complaints must be made through the following channels:

3.1 Letter addressed to the Executive Vice President - Human Resources and Administration

CH. Karnchang Public Company Limited

587 Sutthisan Winitchai Road, Ratchadaphisek

Din Daeng District, Bangkok 10400

3.2 Report via email to the Executive Vice President - Human Resources and Administration at ck.whistleblowing@gmail.com

3.3 Complaint box within the company

Whistleblowing Policy Review Process

Upon receiving a report from the Board of Directors, executives, employees, or any stakeholder group alleging misconduct, the following process shall be established:

1. The complaint recipient gathers facts related to the misconduct, violation, or non-compliance with ethics.

2. The complaint recipient reports the facts to the Independent Committee, which is responsible for investigating the facts and considering the complaint, to be completed within 30 days, separating relevant matters into categories such as management, knowledge development, fact-finding, etc.

3. The complaint recipient will appoint an independent committee to investigate the facts and Establishing measures to prevent violations or non-compliance with the law
4. Consider disciplinary action against those who violate or fail to comply with the Anti-Corruption Policy and work regulations as the company deems appropriate, including considering remedial action for those affected.
5. Reporting Results: The complaint recipient is responsible for informing the complainant of the outcome if the complainant has identified themselves. In the case of significant matters, the Chairman of the Board and/or the Board of Directors shall be informed.

Whistleblower Protection Measures

1. Complainants or those who cooperate in the fact-finding process may choose to remain anonymous if they believe that disclosure will lead to insecurity or harm. However, if they choose to identify themselves, it will enable the organization to report progress, clarify facts, or provide remedies more conveniently and quickly.
2. The company will not disclose the name, address, image, or any other information that could identify the complainant or those who cooperate in the fact-finding process, except as required by law.
3. The complaint recipient will keep the relevant information confidential/consider safety. Protection measures are in place for employees who report and/or provide information and/or cooperate in the investigation. They will be protected from unfair treatment such as job transfers, changes in job descriptions, work locations, suspensions, threats, work disruptions, or termination due to the complaint.
4. In the event that the complainant or those who cooperate in the fact-finding process believe that they may be unsafe or may suffer harm, they may request the company to provide appropriate protection measures. The company may also provide protection measures without the complainant's request if it deems that there is a tendency for harm or insecurity to occur.
5. Those who have suffered damages will receive appropriate and fair remedies.

Penalties

Any violation of or failure to comply with the Code of Business Conduct will be subject to disciplinary action in accordance with the company's work regulations. The violator must also be liable for damages to the company or those affected by such actions and may be subject to legal penalties if the act is illegal.

Prevention of Misuse of Inside Information

Internal Control and Internal Audit

Effective, accurate, and reliable internal control and internal audit are essential to being a public limited company. Therefore, the company has established a corporate governance policy to have a good internal control system, risk management at an appropriate level, and regular monitoring and evaluation. The company is committed to being a company with excellent internal audit, an Audit Committee to oversee, an effective internal audit department, and management and employees who prioritize internal control and internal audit.

Best Practices

1. The company must have a good internal control system by encouraging company personnel to have a positive attitude towards internal control, to have an appropriate risk assessment in order to be aware of risks that may affect the objectives, goals, or success of the work, and to have an adequate, reliable information and communication system for both inside and outside the organization, including a good monitoring and evaluation system to ensure that the internal control system is appropriate, implemented, effective, and improved to suit the situation.
2. The company must establish a unit directly responsible for risk assessment and management, including the evaluation of internal control and monitoring of system compliance. The results must be used to improve control measures to be appropriate for the changing situation, environment, and risk factors. Senior management and middle management must cooperate.
3. The Audit Committee must ensure that there is an adequate internal control system, risk management system, and internal audit system, and report the audit results to the Board of Directors and shareholders.
4. The company must have an independent unit directly responsible to the Audit Committee to perform internal audits effectively, with sufficient personnel, knowledge, abilities, and adherence to the code of ethics for internal auditors.
5. The company must lay the foundation for all company personnel to have knowledge and understanding and cooperate in the internal control and internal audit systems. There must be accurate, correct, consistent, and prompt reporting of receipts and disbursements of money and materials and equipment, as well as regular review and compliance with the established system.
6. All company personnel are responsible for supporting the work and providing accurate information to the internal audit unit and external auditors. Company personnel are responsible for verifying financial accuracy and reporting immediately upon discovering errors or fraud.

Gift giving or receiving, entertainment, or business hospitality

Receiving, Giving Gifts, Assets, or Other Benefits

The company places importance on anti-corruption and bribery and supports and encourages personnel at all levels to be aware of anti-corruption and bribery in all forms. The company has established an anti-corruption policy and prohibits bribery for the company's business benefits or giving gifts, assets, or other benefits to persons whose duties or businesses are related to the organization for the company's business benefits. The company has also established practices to prevent corruption and unfairness in business operations clearly. All levels of personnel, including employees, agents, affiliates, or any person acting for or on behalf of the company, whether or not they have the authority to do so, must adhere to these standards. In addition, the company considers acts of malfeasance to be a serious disciplinary offense for which personnel will be punished according to the work regulations and as determined by law.

Good Practices

1. Employees of the company and its affiliates are prohibited from giving, requesting, or accepting to give assets or other benefits to outside parties such as government officials, brokers, agents, business partners, etc., with the intention of inducing that person to act, not act, or to refrain from any act that is against the law or improper to the position of that person, or in exchange for undue privileges.
2. Employees of the company and its affiliates are prohibited from demanding or accepting assets or other benefits for themselves or others that would induce them to perform or refrain from performing their duties improperly.
3. In conducting business with various agencies, whether government agencies, state enterprises, or private companies, etc., both domestically and internationally, it must be carried out with transparency, fairness, and in accordance with the laws of both Thailand and the countries where the company conducts business.
4. In the event that it is necessary for the company's personnel and its affiliates to be in the position of receiving or giving assets or other benefits and there is a doubt that receiving or giving gifts, assets, or other benefits to other persons is a violation of the practice, unethical, and illegal in the locality or not, immediately inquire with the legal department or the compliance department. If the receiving or giving is inappropriate, return it to the giver or discontinue giving it. If it cannot be returned or is inappropriate, send it to the Office of the President and the Company Secretary for safekeeping and use of the assets to benefit society.
5. In the event that it is necessary to give and receive gifts, assets, or any other benefits, it should be given and received ethically. It should be given and received generally, not specifically, and the value should be as prescribed by law. Giving and receiving gifts, assets, or any other benefits must not be illegal.
6. Employees of the company and its affiliates, including family members, are prohibited from demanding or accepting gifts, assets, or any other benefits from contractors, subcontractors, customers, business partners, or those involved with the company's business in any case that may affect their decision-making in performing their duties with bias, hesitation, or conflict of interest.
7. Employees of the company and its affiliates are required to report the giving and receiving of gifts, assets, or other benefits given or received to the designated unit. The company will publicize to construction material suppliers, contractors, subcontractors, partners, joint ventures, stakeholders, and those doing business with the group to acknowledge and agree to comply with the anti-corruption policy, giving or receiving bribes in accordance with the company's regulations and relevant laws strictly. The company will act with honesty and integrity, which is effective in all joint business operations, including compliance with foreign anti-corruption laws and all applicable laws.
8. Company personnel must not give bribes or similar benefits to the company's own personnel or to external parties, especially giving gifts, assets, or other benefits to government officials both in Thailand and abroad, and officials of international organizations. If it is necessary to give, it must be ensured that doing so does not violate the laws and local customs.

Compliance with laws, regulations, and rules

Respect for the Law and Universal Human Rights

In Thailand and every country around the world, governance is based on the rule of law. Each country where the company invests or is involved has different legal systems, customs, and traditions, but all uphold universal human rights as a common practice. The company and all personnel must, therefore, respect both domestic and international laws, as well as take into account and comply with universal human rights.

Best Practices

1. Company personnel must thoroughly understand the laws related to their duties and responsibilities and strictly comply with them. If there are any doubts, seek advice from the legal department, and refrain from taking any action if such doubts still exist.
2. In the event that company personnel have to work abroad, such personnel should study the laws, customs, traditions, and cultures of the destination country before traveling to ensure that the goods, materials, equipment carried, as well as travel documents, the purpose of travel, and work in the destination country are not illegal and do not violate the customs, traditions, and culture of the destination country.
3. The company should compile laws, rules, and government regulations categorically to allow company personnel to study relevant laws appropriately. The company should also provide orientation and training on laws related to business operations for the Board of Directors, executives, and employees of the company.
4. The company must strictly comply with universal human rights principles and enhance knowledge and understanding of universal human rights among employees to be integrated into operations. The company does not support any activities that violate universal human rights.

Information and assets usage and protection

Confidentiality, Data Retention and Use of Inside Information

Confidential information is non-public information that, if disclosed to the public or falls into the hands of competitors, would have a serious impact on the company. For information that business partners and customers have entrusted to the company for all types of use, the company is obligated to keep such information confidential and disclose it only to those who need to know. Therefore, those who maintain or possess the information must perform their duties in maintaining the security of such information with strictness.

Best Practices

1. The company has defined levels of information confidentiality and methods for employees to understand the level of confidentiality at each level and the practices for maintaining such confidentiality. Employees must maintain the confidentiality of the information for which they are responsible and must not disclose such information to others, including unrelated employees of the company.
2. Employees of the company, even after retirement, resignation, or termination of employment with the company, should maintain and not disclose any secrets of the company.
3. The company must keep and conceal customer information and trade secrets. Customer secrets must not be disclosed to company personnel and unrelated outsiders unless required by law, for litigation purposes, or approved by the Board of Directors.
4. Inside information is information used in the operation and management of the business, which is confidential information of the company that has not yet been disclosed to the public. Disclosure of such information would affect the company and its affiliates, especially the value of shares traded on the Stock Exchange of Thailand. Employees of the company must therefore keep inside information confidential and must not disclose inside information learned in the course of their duties to others or use inside information for their own improper benefit or to the detriment of the company.
5. Company personnel will be notified and campaigned to refrain from using inside information through the company's communication channels, especially during important events such as capital increases or debenture issuances.
6. Hiring individuals who have previously worked with competitors or the government. The company must search and study the confidentiality agreements that the individual has made with the competitor or the government. The company must not take any action to cause the individual to breach the agreement with the competitor or the government, which may lead to legal proceedings.
7. Information disclosure must be made by authorized personnel of the company. Unauthorized personnel, when asked for any information that they are not authorized to disclose, should advise the inquirer to contact the authorized personnel to ensure that the information provided is accurate and consistent.
8. Company personnel should keep information for at least 10 years, both in document and electronic form, for the purpose of retrieving certain types of documents and storing them as required by law. Upon expiration, important documents should be destroyed.

Information and IT system security

Non-Infringement of Intellectual Property Rights and Use of Information Systems

The company has established policies and practices regarding the non-infringement of intellectual property rights and the use of information systems to prevent problems that may cause damage or loss of reputation to the company. Executives and

employees are prohibited from using illegal software and from copying licensed software for any reason without permission from the software manufacturer. All employees are responsible for helping to protect the company's intellectual property and not using or allowing others to use the company's intellectual property without permission.

Best Practices

1. The company encourages its personnel to conduct research. The copyright of such work shall belong to the personnel. However, any research work assigned by the company, or work that uses data or knowledge from the company, the copyright of such research work shall belong to the company.
2. The company's personnel who are responsible for maintaining trade secrets, trade secret formulas, or confidential business methods must keep such secrets as confidential as possible and prevent them from being leaked.
3. The company encourages its personnel to use the internet for work purposes. The company's personnel must not interfere with the computer and internet systems of others in the office. Do not use the company's computer system to disseminate inappropriate information in terms of morality, ethics, and traditions, or violate the law, such as damaging reputation and property, possessing pornography, forwarding emails that are disturbing, annoying, or advertising products, businesses, and services other than the company's products and services, and sending spam mail.
4. The company's personnel must perform their duties using licensed computer programs. If performing duties on a computer outside the office, check the license and consult with your supervisor beforehand every time. Installing and using unlicensed computer programs in the office is strictly prohibited.
5. The company's personnel must keep their passwords confidential and not disclose them to others to prevent unauthorized access. They must also avoid using the internet to access unfamiliar websites that may pose a risk to the company's computer system.
6. In the event that the company's personnel request permission for associates or employees of contractors to use the company's information system, the requesting person must supervise the use by such associates or employees of contractors and be responsible for any damage that may occur to the company from the use of such information system.
7. The company's Information Technology Department will inspect, search, track, investigate, and control the use of information systems by all personnel to enhance security and prevent damage to the company's information systems.

Environmental management

- The Board of Directors has a policy to conduct business based on environmental considerations by committing to comply with laws, regulations, standards, and requirements, including adhering to the government's policies related to the environment strictly. The Company is ready to develop and continuously improve its environmental management processes within the organization to ensure the most efficient use of resources and minimize waste from the organization's activities that may impact the environment. This includes providing environmental education and training to employees and participating in and supporting activities related to community development to ensure the continuity of environmental operations and reflect the sustainability of the business.
- Develop and improve the environmental management system in all of the Company's activities to continuously reduce pollution and environmental impacts, with clear objectives, goals, operational plans, and evaluations.
- Support environmental conservation, including disseminating information and cooperating with employees, customers, government and private agencies, and the general public to create a good image and understanding of the Company's environmental management.
- Respond promptly and effectively to incidents that impact the environment and community as a result of the Company's operations.
- Encourage employees to be aware of and responsible for the environment under the environmental management system, as well as campaign for the conservation and efficient use of energy and resources through training and knowledge dissemination through public relations media such as internal newsletters, bulletin boards, and internal newsletters to employees to enhance their knowledge and skills in the environmental field.
- The Company presents the results of its operations in accordance with its policies and plans on social responsibility in the form of a report directly to the Board of Directors and discloses its social and environmental performance to the Company's employees, shareholders, and stakeholders. The Company also discloses such information to the public through its website and the Company's Annual Information Form/Annual Report (Form 56-1 One Report).

Responsibility to the Community and Society as a Whole

The Company is an integral part of society. Therefore, the Company has a responsibility to develop and return profits to the community and society as a whole to enable the Company to grow sustainably in line with the development of society. This is considered a duty and a key policy in giving importance to activities that benefit the community and society by focusing on the development of society, community, environment, religion, conservation of natural resources, as well as

supporting education for youth and supporting public benefit activities for underprivileged communities to become strong and self-reliant.

Good Practices

1. The Company is committed to understanding and communicating with society about the status and facts of its operations by being responsible for the community, society, and the environment without concealing any facts that may be disclosed, including cooperating in providing information to investors, shareholders, and the general public in a timely manner.
2. The Company is committed to participating in social responsibility in terms of quality, safety, occupational health and safety, and the environment seriously and continuously, including using natural resources to the fullest benefit by recognizing the importance of the environment and the safety of relevant stakeholders, as well as promoting social activities in environmental conservation and community quality of life development according to the principles of sustainable development.
3. The Company will consider alternatives in utilizing natural resources to minimize the impact on society, the environment, and the quality of life of the people. The Company will also support the reduction of energy and natural resource consumption.
4. The Company instills awareness of social and environmental responsibility among its personnel at all levels on a continuous basis. The Company places importance on organizing social and environmental responsibility activities and conducts business with partners who place importance on and are responsible for society and the environment in the same manner as the Company.
5. The Company must return a portion of its profits for activities that will contribute to the development of society and the environment on a regular basis. The activities to be carried out must be appropriate and truly beneficial to the community, society, and the environment. In the case of donations or budget support in various areas, the Company must verify the information, the donee, and the purpose of the donation to ensure that it will be used for charitable purposes effectively and will actually yield results. The Company must also have documentary evidence of every donation.

Human rights

The Company has established a policy of not being involved in human rights violations to respect human rights, which are the foundation of personnel care and development, which will play an important role in creating the quality and overall performance of the Company. The Company requires the Board of Directors, executives, and employees to comply with human rights laws and principles or human dignity, without discrimination based on race, color, sex, language, religion, social status, property, national origin, political opinion, or other status. They must also be aware of their duties and responsibilities to society and others. The Company has guidelines for practice and employee care as follows:

- 1) The Company strictly complies with human rights laws and principles and does not support businesses that violate human rights.
- 2) The Company establishes fair policies and practices for employees, without discrimination and providing equal opportunities for employees at all levels, both in terms of fair and equitable employment/termination, appropriate compensation and benefits, continuous employee development, a focus on safety in the workplace, and fair employee benefits. There are no cases of employment/termination based on discrimination based on gender, race, color, religion, age, marital status, pregnancy, political opinion, or disability, etc.
- 3) The Company provides equal opportunities for all employees to work under the Company's rules, regulations, announcements, and orders.
- 4) Remuneration and Welfare Management: In addition to basic welfare under the law, the Company is committed to paying remuneration and providing welfare as appropriate and reasonable by benchmarking against the overall market conditions regularly.
- 5) Personnel Development: The Company has a policy to promote personnel development by providing opportunities for training or further study to develop capabilities according to the needs of each department to create organizational competitiveness and support the direction of generating creativity to create new innovations.

In 2024, there were no cases or incidents in which the Company was accused of human rights violations.

Safety and occupational health at work

Safety, Hygiene and Environment

The company cares about the safety and health of its personnel and the community by promoting and instilling awareness of quality, safety, occupational health, and the environment in the daily lives of the company's personnel for the benefit of everyone, including the community and society as a whole. It also supports the appropriate use of resources and reduces waste.

Good Practices

1. The company promotes safety as a priority by establishing quality, safety, occupational health, and environmental

requirements and standards with measures no lower than those stipulated by law according to international standards. The company's personnel must study and comply with the laws, policies, requirements, and standards related to quality, safety, occupational health, and environment strictly.

2. The company will take every measure to control and prevent losses in various forms due to accidents, fires, injuries, or illnesses from work, loss or damage to property, violation of security systems, improper work practices, and errors that occur, as well as maintaining a safe working environment for the company's personnel and conducting regular security drills. It is the responsibility of management and employees to report accidents and incidents by following the established procedures.

3. The company must provide public relations to create understanding and disseminate information to company personnel, employees of contractors, and relevant stakeholders. To be aware of and understand policies, regulations, procedures, practices, and precautions regarding quality, safety, occupational health, and environment, as well as to implement them correctly without causing harm to health, property, and the environment.

4. The company is committed and participates in social and environmental responsibility in terms of quality, safety, and occupational health, seriously and continuously, including maximizing the use of natural resources. By realizing the importance of the environment and the safety of relevant stakeholders, as well as promoting social activities to preserve the environment and improve the quality of life of people in the community according to the principles of sustainable development.

5. If any work is found to be unsafe or unable to comply with the requirements and standards of quality, safety, occupational health, and environment, or if the work is found to have a serious impact on the environment, the company's personnel shall cease such work as much as possible temporarily to inform colleagues, supervisors, and responsible agencies to take remedial action or plan for further remedies and must not continue the work.

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Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes
employees to comply with the business code of conduct

The company has guidelines to promote compliance with good governance manuals and the code of business conduct.

By sending out a Code of Conduct compliance survey to the Board of Directors, executives, and all employees to assess compliance with the Company's Code of Conduct on an ongoing basis each year, the survey results are then summarized for use as a benchmark for adherence to the Code of Conduct in earnest. In 2024, 88 executives (from department manager to chief executive officer) were assessed, and 88 returned their assessments to the Human Resources Department, representing 100 percent, with the overall assessment being very good. For employees (from department manager to operations officer), 1,360 were assessed, and 1,360 returned their assessments to the Human Resources Department, representing 100 percent, with the overall assessment also being very good.

The overall assessment results of the Board of Directors, executives, and employees in complying with the Company's Code of Business Conduct are summarized below.

1. Ethical Conduct: Understand and adhere to the guidelines set forth in the Company's Code of Conduct.

2. Business Conduct Guidelines: Strictly comply with the laws applicable to the company and business transactions in accordance with ethical principles and company policies.

3. Conflicts of Interest and Prevention: Do not disclose confidential company information to others, avoid actions that would create a conflict between personal interests and the interests of the company, and do not participate in or hold shares in any business that may have a conflict of interest or business conflict with the company.

4. Use of Inside Information for Securities Trading: Do not disclose inside information that has not yet been disclosed to the public that affects the price or trading of securities of the Company and related companies.

5. Responsibilities to Shareholders: Perform assigned tasks to the best of their ability to create value for the organization, have the potential to support continuous business expansion and development, and be able to increase shareholder value in the long term.
6. Responsibility to Executives and Employees: Establish guidelines and practices to maintain a safe and secure work environment for life and property at all times.
7. Responsibilities to the Community, Society, and Environment: Cooperate in benefiting the community, society, and environment as opportunities and readiness allow.
8. Disclosure of Information and Confidentiality: Effectively comply with the company's information management policies by disclosing necessary and appropriate information to society as appropriate, and not disclosing unannounced company information, personal information, or using information obtained from work for personal gain.
9. Company Assets: Establish guidelines for the care and responsibility of company assets to prevent loss, damage, or misuse.
10. Gifts and Entertainment: Establish guidelines for gift-giving and entertainment, avoiding accepting any items or benefits from partners, contractors, or those involved in the company's business, except during festivals or customary traditions, considering that they are of appropriate value.

In the past year 2024, there have been no cases of the Board of Directors, executives, and employees of the company violating the Code of Business Conduct.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption : No
networks

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate : Yes
governance policy and guidelines, or board of directors'
charter

Material changes and developments in policy and guidelines : Yes
over the past year

In 2024, the Corporate Governance and Risk Management Committee and the Board of Directors reviewed and approved the policies regarding the company's vision, mission, values, and strategies. They also reviewed the company's corporate governance policy to ensure it aligns with the principles of good corporate governance, which are reviewed annually. This process ensures that the policies remain current and enhance the effectiveness of corporate governance. It focuses on the roles, responsibilities, and accountability of the Board of Directors and executives, aligning them with the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code) to serve as best practices for the company's corporate governance.

Updates to the Charters of the Board of Directors and Sub-committees

In 2013, the company established charters for the Board of Directors and executives. These charters define the roles, responsibilities, and accountability of the Board of Directors and its sub-committees in a manner that is appropriate, aligned with the current situation, and practical. The Board of Directors approves the use of these charters and reviews and approves updates to the sub-committee charters annually. These charters include the Board of Directors Charter, Executive Committee Charter, Audit Committee Charter, Nomination and Remuneration Committee Charter, Corporate Governance and Risk Management Committee Charter, and Corporate Social Responsibility and Sustainability Committee Charter.

Communication of Corporate Governance Policy

The company has developed a Good Corporate Governance Manual, a Code of Business Conduct, and Best Practices to communicate and foster understanding among the Board of Directors, executives, and employees. These documents serve as guidelines for fulfilling their responsibilities. The company requires all personnel to sign an acknowledgment of receipt and their commitment to comply with the Corporate Governance Policy, the Code of Business Conduct, and the company's Best Practices. Additionally, new employees receive these manuals upon joining the company to read, understand, and acknowledge their commitment to upholding these principles.

In 2024, the Board of Directors remains committed to ensuring strict adherence to policies and best practices, as well as continuously enhancing the company's corporate governance. The goal is to establish the company as a leader in good corporate governance on an international level, particularly within the ASEAN region. This commitment aims to achieve sustainable growth and stability for the organization, shareholders, and all stakeholders. The focus will be on maintaining standards, developing corporate governance practices, and fostering a culture of good governance through various activities, as outlined below:

- A Good Corporate Governance Manual and a Code of Business Conduct and Best Practices have been developed for employees to read and sign, indicating their commitment to compliance. This practice has been in place since 2006. New employees are provided with these manuals to read, understand, and acknowledge their commitment, which has been a consistent practice.
- Orientation is provided to new employees to offer guidance, foster an understanding of the organizational culture, and ensure comprehension of good corporate governance, the Code of Business Conduct, and best practices for conducting business within the organization.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

In 2024, the Company has largely complied with the Principles of Good Corporate Governance for Listed Companies 2017, except for the following:

1. Determining the term of office of directors and independent directors. The Board of Directors has not clearly defined the term of office of directors. For the stipulation that the term of office of independent directors shall not exceed 9 consecutive years, the Board of Directors has considered and is of the opinion that the appointment of independent directors to continue in office will be beneficial to the company and shareholders, as independent directors who continue in office will have the knowledge and experience relevant to the company's business and can create value for shareholders better.
2. The Board of Directors does not yet consist of a majority of independent directors (more than 50 percent) as there are only more than 1 independent director out of 3 of the total Board of Directors, who have experience, expertise, and are able to perform their duties independently.
3. The Nomination and Remuneration Committee does not yet consist of all or a majority of independent directors, and currently consists of 50 percent independent directors.
4. There is no female independent director on the Board of Directors, as there are currently a number of independent directors covering various aspects of the business, and there is currently one female director on the Board of Directors.
5. The Board of Directors acknowledges the signing of the declaration of intent not to engage in corruption by participating in the Collective Action Coalition Against Corruption (CAC) project. However, the Board of Directors is of the opinion that the Executive Committee and/or management should consult with the Federation of Thai Industries and companies in the construction contractor group to determine the appropriateness of jointly signing the declaration of intent to participate in the CAC project.

During the past year, there have been no cases of fraud or ethical misconduct, and no cases of non-executive directors resigning due to corporate governance issues. There have also been no cases of negative publicity for the Company due to the failure of the Board of Directors to perform its oversight duties.

Overview of Compliance with the Principles of Good Corporate Governance (CG Code) 2017 of the company are as follows:

- 1. Corporate Governance Principles** Recognize the role and responsibilities of the Board of Directors as leaders of the organization in creating sustainable value for the business.

Scope - The Board of Directors acknowledges and has studied the CG Code and has assigned the Audit and Risk Management Committee to assess compliance with the principles to ensure that the implementation is appropriate.

- 2. Corporate Governance Principles** Define the objectives and key goals of the business for sustainability

Scope - The Board of Directors has monitored the implementation of the company's strategies to create sustainable value for shareholders and all stakeholders.

- 3. Corporate Governance Principles** Strengthening the effectiveness of the Board of Directors

Scope - The Board of Directors consists of 11 highly qualified individuals, consisting of 6 executive directors and 5 independent directors, to meet the needs of stakeholders and to facilitate the exercise of independent judgment.

- 4. Corporate Governance Principles** Recruitment and development of senior executives and personnel management

Scope - The company has a process for recruiting and developing the President, senior executives to have the knowledge, skills, experience, and qualifications necessary to drive the organization towards its goals, has an appropriate compensation structure, and monitors and develops personnel to have the appropriate knowledge, skills, experience, and motivation.

- 5. Corporate Governance Principles** Promote innovation and responsible business practices

Scope - The Company supports innovation that creates value for the business while creating value for all stakeholders and conducting business responsibly towards society and the environment.

6. Corporate Governance Principles Ensure that there is an appropriate risk management and internal control system in place.

Scope - The Company has a risk management system for its operations in accordance with laws, shareholder resolutions, and established policies or guidelines, including a process for approving material transactions, such as transactions that have a material impact on the Company or transactions that may involve conflicts of interest.

7. Corporate Governance Principles Maintain financial credibility and disclosure

Scope - The Company prepares financial reports and discloses material information accurately, adequately, timely, and equally through appropriate channels, protecting confidential information and information affecting the price of securities to ensure that the disclosed information reflects the Company's performance or value creation for the business sustainably.

8. Corporate Governance Principles Support shareholder engagement and communication

Scope - The Board of Directors attaches importance to the fundamental rights of shareholders, such as providing opportunities for shareholders to ask questions and nominate qualified persons for consideration for appointment as directors in advance, and to receive timely, complete, and sufficient information about the company through easily accessible channels.

Other corporate governance performance and outcomes

As a result of the Company's management adhering to good corporate governance practices by recognizing the importance of and responsibility to the Company's shareholders and stakeholders on a continuous basis, in 2024, the Company received assessments on corporate governance and awards from regulatory agencies and various organizations as follows:

- Received an "Excellent" rating for the quality assessment of the 2024 Annual General Meeting of Shareholders from the Thai Investors Association.
- Received an "Excellent" rating in the 2024 Corporate Governance Assessment of Thai Listed Companies from the Thai Institute of Directors Association (IOD).
- Received an assessment of sustainability performance that met the specified criteria and was selected for inclusion in the "SET ESG Ratings 2024" list of sustainable stocks (formerly Thailand Sustainability Investment: THSI) with an "AA" rating (80-89 points) from the Stock Exchange of Thailand.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	11	
	10	1
Executive directors	6	
	5	1
Non-executive directors	5	
	5	0
Independent directors	5	
	5	0
Non-executive directors who have no position in independent directors	0	
	0	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	90.91	9.09
Executive directors	54.55	
	45.45	9.09
Non-executive directors	45.45	
	45.45	0.00
Independent directors	45.45	
	45.45	0.00
Non-executive directors who have no position in independent directors	0.00	
	0.00	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2024	
	Male (years)	Female (years)
Average director age	67	
	69	50

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. ASWIN KONGSIRI</p> <p>Gender: Male</p> <p>Age : 79 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Philosophy, Politics & Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Chairman of the Board of Directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	10 Oct 1994	Leadership, Strategic Management, Governance/ Compliance
<p>2. Mr. Plew Trivisvavet</p> <p>Gender: Male</p> <p>Age : 79 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 11,231,497 Shares (0.663057 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 2,711,142 Shares (0.160054 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	10 Oct 1994	Corporate Management, Engineering, Leadership, Strategic Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Vitoon Tejatussanasoontorn</p> <p>Gender: Male</p> <p>Age : 84 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	30 Apr 1999	Commerce, Accounting, Audit, Governance/ Compliance, Risk Management
<p>4. Mr. Don Pramudwinai</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Department of International Relations</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	17 Apr 2024	Sustainability, Corporate Management, Strategic Management, Public Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. Pavich Tongroach</p> <p>Gender: Male</p> <p>Age : 78 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Pharmacology of the brain</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	12 Oct 2007	Corporate Social Responsibility, Strategic Management, Audit, Governance/ Compliance, Sustainability
<p>6. Mr. Patarut Dardarananda</p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	15 Nov 2021	Engineering, Risk Management, Strategic Management, Audit, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Ms. Supamas Trivisvavet</p> <p>Gender: Female</p> <p>Age : 50 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Doctor of Philosophy in Public Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,800,000 Shares (0.165299 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jul 2015	Strategic Management, Governance/ Compliance, Corporate Social Responsibility, Risk Management, Sustainability
<p>8. Mr. Narong Sangsuriya</p> <p>Gender: Male</p> <p>Age : 80 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 512,500 Shares (0.030256 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	10 Oct 1994	Engineering, Strategic Management, Governance/ Compliance, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. PHONGSARIT TANTISUVANITCHKUL</p> <p>Gender: Male</p> <p>Age : 52 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 153,750 Shares (0.009077 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>null</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	7 Oct 2020	<p>Engineering, Strategic Management, Risk Management, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. ANUKOOL TUNTIMAS</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 3,177,484 Shares (0.187584 %) <p><u>Indirect shareholding details</u></p> <p>Mrs. Walailak Treewiswet</p> <p>Spouse</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	28 Apr 2006	<p>Law, Human Resource Management, Strategic Management, Risk Management, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. NATTAVUT TRIVISVAVET</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,415,785 Shares (0.260688 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>null</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Jun 2022	Accounting, Finance, Engineering, Leadership, Governance/ Compliance

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. ASWIN KONGSIRI	Chairman of the Board of Directors		✓	✓		
2. Mr. Plew Trivisvavet	Director	✓				✓
3. Mr. Vitoon Tejatussanasoontorn	Director		✓	✓		
4. Mr. Don Pramudwinai	Director		✓	✓		
5. Mr. Pavich Tongroach	Director		✓	✓		
6. Mr. Patarut Dardarananda	Director		✓	✓		
7. Ms. Supamas Trivisvavet	Director	✓				✓
8. Mr. Narong Sangsuriya	Director	✓				✓
9. Mr. PHONGSARIT TANTISUVANITCHKUL	Director	✓				
10. Mr. ANUKOOL TUNTIMAS	Director	✓				✓
11. Mr. NATTAVUT TRIVISVAVET	Director	✓				✓
Total (persons)		6	5	5	0	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Commerce	1	9.09
2. Law	1	9.09
3. Accounting	2	18.18
4. Finance	1	9.09
5. Corporate Social Responsibility	2	18.18
6. Human Resource Management	1	9.09
7. Sustainability	3	27.27
8. Corporate Management	2	18.18
9. Engineering	5	45.45
10. Leadership	3	27.27
11. Strategic Management	9	81.82
12. Risk Management	6	54.55
13. Audit	3	27.27
14. Governance/ Compliance	10	90.91
15. Public Administration	1	9.09

Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	Yes
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	Yes

Additional explanation : (*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of : Have
directors and the Management

Methods of balancing power between the board of directors : Appointing one independent director to jointly consider
and Management setting the board meeting agenda

1. The Company's current Board of Directors consists of 6 executive directors and 5 independent directors, which is in line with the ratio set by the Securities and Exchange Commission, i.e., at least 1/3 of the total number of directors must be independent directors and there must be no less than 3 independent directors to ensure balance and the ability to

express opinions freely.

2. The Chairman of the Board is an independent director, has no relationship with the management, and is not the same person as the Chief Executive Officer.

3. The Board of Directors has diversity in profession, expertise, education, and experience, which is necessary and beneficial to the Company's business operations, and there is an appropriate balance of directors.

4. The agenda of the Board of Directors' meetings is determined by joint consideration between the Chairman of the Board, who is an independent director, and the Chief Executive Officer, who is an executive director.

5. The Board of Directors has established a policy on the minimum number of directors required for a quorum. At the time the Board of Directors makes a resolution at a Board meeting, there must be no less than 2/3 of the total number of directors present, and directors who may have a conflict of interest or may have an interest in any agenda item must refrain from expressing opinions and abstain from voting on that agenda item.

Information on the roles and duties of the board of directors

Board charter : Have

The Board Charter aims to ensure that the company's directors understand their roles, duties, and responsibilities, and can perform their duties effectively, efficiently, and transparently. The key points are summarized as follows:

1. Composition of the Board of Directors The structure of the Board of Directors must consist of at least 1/3 independent directors, but not less than 3 persons. Independent directors must be independent and possess the qualifications in accordance with the criteria for independent directors as specified in the Capital Market Supervisory Board's Notification No. TorJor. 28/2551 Re: Application for and Permission to Offer Newly Issued Shares ("Notification TorJor. 28/2551"). The company has a policy that the Chairman of the Board of Directors must be an independent director and must not be the same person as the President.

2. Qualifications of Directors Must be a person **At** Have knowledge, ability, and experience that will be beneficial to the business operations; be honest, sincere, and ethical in conducting business; have sufficient time to fully perform their duties to the company; have complete qualifications and no prohibited characteristics under the Public Limited Companies Act and the Securities and Exchange Act; and have no characteristics that indicate a lack of suitability to be entrusted with the management of a business with public shareholders as prescribed by the Securities and Exchange Commission.

3. Duties and Responsibilities The Board of Directors has the power, duties, and responsibilities to manage the company in accordance with the law, objectives, and Articles of Association of the company, as well as the resolutions of the shareholders' meeting that are lawful and with honesty and integrity.

4. Term of Office and Election of Directors At each Annual General Meeting, at least one-third (1/3) of the total number of directors shall retire, and directors who retire by rotation may be re-elected.

5. Meetings Conduct Board of Directors meetings in accordance with legal principles and the company's Articles of Association.

6. Board Performance Evaluation The performance evaluation of the Board of Directors will be conducted annually. The scores and comments from the evaluation will be used to improve the performance of the Board of Directors each year and to enhance the effectiveness of the Board's work.

Roles, Duties, and Responsibilities of the Board of Directors

1) Establish policies and directions for the company's operations and oversee the management's operations to comply with the established guidelines and policies, as well as ensure an effective and efficient internal control system and a commitment to business continuity.

2) Perform duties in accordance with the law, objectives, and regulations of the company, as well as the resolutions of the shareholders' meeting, with honesty, integrity, and due care to protect the interests of the company.

3) Responsible for preparing the financial statements and various financial reports as of the end of the company's accounting period to be accurate and reflect the true and correct financial position of the company, which has been prepared in accordance with generally accepted accounting standards and audited by the company's auditors, for presentation to the shareholders' meeting at the Annual General Meeting of Shareholders for consideration and approval.

4) Give importance to the company's information disclosure duties in accordance with the Stock Exchange of Thailand's regulations on criteria and procedures for information disclosure and any actions of listed companies, in order to disclose important and necessary information for investment decisions in securities to the public.

5) The Board of Directors may appoint other persons to conduct the business of the company under the supervision of the Board of Directors or the President, or may grant authority to such persons to have the power and within the timeframe deemed appropriate by the Board of Directors. The Board of Directors may revoke, withdraw, or amend such authority. However, such delegation of authority shall not be a delegation of authority that enables the authorized person or persons who may have a conflict of interest, have a stake, or may have other conflicts of interest with the company or

its subsidiaries.

6) Consider and approve capital increases and bond issuances for further approval by the shareholders' meeting.

7) Consider and approve operating expenses exceeding the authority of the President, to be submitted for approval to the Board of Directors.

The authority to carry out the aforementioned actions does not include actions related to connected transactions and the acquisition or disposal of significant assets of the listed company, according to the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. The company must comply with the rules, regulations, and notifications of the Stock Exchange of Thailand regarding such matters. In addition, the aforementioned authority does not include other matters that the company's Articles of Association require to be approved by a resolution of the shareholders' meeting.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Other
 - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

-

Role

- Remuneration Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Role

- RiskManagement Subcommittee
- Nomination Remuneration Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Role

- Sustainability Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. Vitoon Tejatussanasoontorn ^(*) Gender: Male Age : 84 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	24 Jun 1999	Commerce, Accounting, Audit, Governance/ Compliance, Risk Management
2. Mr. Pavich Tongroach Gender: Male Age : 78 years Highest level of education : Doctoral degree Study field of the highest level of education : Pharmacology of the brain Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	13 Oct 2014	Corporate Social Responsibility, Strategic Management, Audit, Governance/ Compliance, Sustainability
3. Mr. Patarut Dardarananda Gender: Male Age : 66 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	16 Nov 2021	Engineering, Risk Management, Strategic Management, Audit, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. Plew Trivisvavet Gender: Male Age : 79 years Highest level of education : Honorary degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	24 Nov 1994
2. Ms. Supamas Trivisvavet Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Doctor of Philosophy in Public Administration Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	1 Jul 2015
3. Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	1 Aug 2022
4. Mr. Narong Sangsuriya Gender: Male Age : 80 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	24 Nov 1994
5. Mr. ANUKOOL TUNTIMAS Gender: Male Age : 57 years Highest level of education : Doctoral degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	3 Sep 2007
6. Mr. NATTAVUT TRIVISVAVET Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jun 2022

Other Subcommittees

Subcommittee name	Name list	Position
-	Mr. Vitoon Tejatussanasoontorn	Member of the subcommittee (Independent director)
	Mr. Plew Trivisvavet	Member of the subcommittee
	Mr. Narong Sangsuriya	Member of the subcommittee
	Mr. Don Pramudwinai	The chairman of the subcommittee (Independent director)
-	Mr. Patarut Dardarananda	The chairman of the subcommittee (Independent director)
	Mr. Vitoon Tejatussanasoontorn	Member of the subcommittee (Independent director)
	Mr. Plew Trivisvavet	Member of the subcommittee
	Mr. Narong Sangsuriya	Member of the subcommittee
	Ms. Supamas Trivisvavet	Member of the subcommittee
-	Mr. Pavich Tongroach	The chairman of the subcommittee (Independent director)
	Ms. Supamas Trivisvavet	Member of the subcommittee
	Mr. ANUKOOL TUNTIMAS	Member of the subcommittee
	Mr. Don Pramudwinai	Member of the subcommittee (Independent director)

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. NATTAVUT TRIVISVAVET</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	- (The highest-ranking executive)	1 Aug 2022	Accounting, Finance, Engineering, Leadership, Governance/ Compliance
<p>2. Mr. PHONGSARIT TANTISUVANITCHKUL</p> <p>Gender: Male</p> <p>Age : 52 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	-	1 Aug 2022	Engineering, Strategic Management, Risk Management, Governance/ Compliance
<p>3. Mr. Sittidej Trivisvavet</p> <p>Gender: Male</p> <p>Age : 71 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	-	16 Feb 2016	Construction Materials, Procurement, Risk Management
<p>4. Mr. Pornnarong Siriyothin</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	-	16 Feb 2016	Engineering, Project Management, Risk Management

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Prapon Chanpradubfa Gender: Male Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	16 Feb 2016	Project Management, Risk Management, Engineering
6. Mr. Pairat Prom-in Gender: Male Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	16 Feb 2016	Project Management, Engineering, Risk Management
7. Mr. Thammanoon Surarat Gender: Male Age : 80 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	16 Feb 2016	Project Management, Engineering, Risk Management
8. Mr. Watchara Sanghattawattana Gender: Male Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	25 Jul 2011	Engineering, Risk Management

List of executives	Position	First appointment date	Skills and expertise
9. Mr. ANUKOOL TUNTIMAS Gender: Male Age : 57 years Highest level of education : Doctoral degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	28 Apr 2006	Law, Human Resource Management, Strategic Management, Risk Management, Governance/ Compliance
10. Mr. Pichai Cheybumroong Gender: Male Age : 63 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	16 Feb 2016	Engineering, Procurement, Risk Management
11. Ms. Rinrada Tangtrongkid ^(*) Gender: Female Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	-	16 Feb 2016	Accounting, Finance, Risk Management
12. Mr. Wiboon Ungapipathanachai Gender: Male Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	16 Feb 2016	Internal Control, Accounting, Risk Management

List of executives	Position	First appointment date	Skills and expertise
13. Mr. Keerati Luangchookiat Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	1 Jan 2018	Engineering, Risk Management
14. Mr. Sombat Trivisvavet Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	-	22 Mar 2021	Data Analysis, Economics, Project Management, Risk Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the : 31 Dec 2024
next four executives as of date

Remuneration policy for executive directors and executives

The policy for considering the remuneration of directors and executives is in accordance with the criteria set by the Board of Directors, which are appropriate, at a sufficient level to attract and retain qualified directors and senior executives, and at a rate comparable to companies in the same industry or business. This is linked to the Company's operating results and the performance evaluation of each director and executive through a performance management system. For the remuneration of the President, the Company has established a remuneration policy for the President by having the Nomination and Remuneration Committee consider the remuneration of the President to be in line with the Company's performance both in the short term and in the long term, and the performance of the President, in order to present it to the Board of Directors for consideration each year.

Does the board of directors or the remuneration committee : Yes
have an opinion on the remuneration policy for executive
directors and executives

The Committee considered and approved as proposed by the Nomination and Remuneration Committee.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	144,957,300.00	144,899,042.00	149,421,568.00
Total remuneration of executive directors (baht)	85,167,900.00	83,545,142.00	85,747,368.00
Total remuneration of executives (baht)	59,789,400.00	61,353,900.00	63,674,200.00

(1) Monetary Compensation In 2024, the company paid compensation consisting of salary, bonus, allowance, position allowance, and meeting allowance to 19 members of the Board of Directors and executives, totaling 159,219,118 Baht.

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	10,177,370.00	9,522,550.00	9,671,550.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

(2.1) Remuneration and other benefits of the Board of Directors - None -

(2.2) Remuneration and other benefits of executives - Provident Fund The company has established a provident fund, which is a long-term benefit upon termination of employment or retirement. Executives contribute 10-15% of their salary based on their length of service, and the company contributes the same amount to the fund, up to a maximum of 10% of salary. In 2024, the company contributed to the provident fund for 19 executives, totaling 9,671,550 Baht.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year
Estimated remuneration of executive directors and executives : 0.00
in the current year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. - -	patchara.w@ckplc.com	0-2275-0026

List of the company secretary

General information	Email	Telephone number
1. Mrs. - -	thipwaree.a@ckplc.com	0-2275-0026

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. - -	wiboon.a@ckplc.com	0-2275-0026

List of the head of the compliance unit

General information	Email	Telephone number
1. Mrs. - -	phansakul.e@ckplc.com	0-2275-0026

Head of investor relations

Does the Company have an appointed head of investor : Have
relations

List of the head of investor relations

General information	Email	Telephone number
1. Ms. - -	sawanya.t@ckplc.com	0-2275-0026 ต่อ 2317

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone +66 2264 9090	11,827,000.0 0	-	<p>1. Mrs. WILAI SUNTHORNWANEE Email: wilai.sunthonwanee@th.ey.com Telephone: 0-2264-0777 License number: 7356</p> <p>2. Mrs. CHONLAROS SUNTIASVARAPORN Email: chonlaros.suntiasvaraporn@th.ey.co m Telephone: 0-2264-0777 License number: 4523</p> <p>3. Mr. NATTHAWUT SANTIPET Email: natthawut.santipet@th.ey.com Telephone: 0-2264-0777 License number: 5730</p>

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Plew Trivisvavet	Director	10 Oct 1994	Corporate Management, Engineering, Leadership, Strategic Management, Governance/ Compliance
Ms. Supamas Trivisvavet	Director	1 Jul 2015	Strategic Management, Governance/ Compliance, Corporate Social Responsibility, Risk Management, Sustainability
Mr. Narong Sangsuriya	Director	10 Oct 1994	Engineering, Strategic Management, Governance/ Compliance, Risk Management
Mr. ANUKOOL TUNTIMAS	Director	28 Apr 2006	Law, Human Resource Management, Strategic Management, Risk Management, Governance/ Compliance

List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Don Pramudwinai	Director	17 Apr 2024	Sustainability, Corporate Management, Strategic Management, Public Administration

Selection of independent directors

Criteria for selecting independent directors

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors : No
over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

Method for selecting persons to be appointed as the highest- : No
ranking executive through the nomination committee

Number of directors from major shareholders

Number of directors from each group of major shareholders : 0
over the past year (persons)

Rights of minority shareholders on director appointment

Method of director appointment : Method whereby each director requires approval votes
more than half of the votes of attending shareholders
and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. ASWIN KONGSIRI (Chairman of the Board of Directors)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2001: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only) • 2024: SET ESG Professionals Forum 2024 ตลาดหลักทรัพย์แห่งประเทศไทย (Display information in Thai language only)
2. Mr. Plew Trivisvavet (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2004: Director Accreditation Program (DAP) • 2004: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only) • 2024: Climate Risk Assessment Task (Kick-off) ERM (Display information in Thai language only)
3. Mr. Vitoon Tejtassanasoontorn (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2010: Advanced Audit Committee Program (AAP) • 2000: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only)
4. Mr. Don Pramudwinai (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2012: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only)
5. Mr. Pavich Tongroach (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2014: Financial Statements for Directors (FSD) • 2010: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร / บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only)
6. Mr. Patarut Dardarananda (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Role of the Chairman Program (RCP) • 2019: Advanced Audit Committee Program (AAP) • 2019: Director Certification Program (DCP) • 2019: Risk Management Program for Corporate Leaders (RCL) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only)

List of directors	Participation in training in the past financial year	History of training participation
7. Ms. Supamas Trivisvavet (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2008: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only) • 2024: SAP Info Day for CH. Karnchang Group 2024 SAP (Display information in Thai language only) • 2024: Net Zero CEO Leadership Program รุ่นที่ 1 สถาบันคาร์บอนเพื่อความยั่งยืน (Display information in Thai language only) • 2024: Climate Risk Assessment Task (Kick-off) ERM (Display information in Thai language only)
8. Mr. Narong Sangsuriya (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only) • 2024: Climate Risk Assessment Task (Kick-off) ERM (Display information in Thai language only)
9. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2012: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร / บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only) • 2024: Climate Risk Assessment Task (Kick-off)/ERM (Display information in Thai language only)
10. Mr. ANUKOOL TUNTIMAS (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2009: Advanced Audit Committee Program (AAP) • 2004: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: สหุยดการบริหารธุรกิจด้วยกฎหมายสำหรับผู้บ้องค์กร รุ่นที่ 1 มหาวิทยาลัยธุรกิจบัณฑิต (Display information in Thai language only) • 2024: แนวทางการป้องกันการทุจริตในองค์กร บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only) • 2024: SAP Info Day for CH. Karnchang Group 2024 SAP (Display information in Thai language only) • 2024: การคุ้มครองข้อมูลส่วนบุคคลสำหรับผู้บริหาร (Executive PDPA) สำนักงานคณะกรรมการคุ้มครองข้อมูลส่วนบุคคล (Display information in Thai language only) • 2024: Climate Risk Assessment Task (Kick-off) ERM (Display information in Thai language only)
11. Mr. NATTAVUT TRIVISVAVET (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: แนวทางการป้องกันการทุจริตในองค์กร/บริษัท เทรนนิ่ง ดีไซน์ จำกัด (Display information in Thai language only) • 2024: SAP Info Day for CH. Karnchang Group 2024/SAP (Display information in Thai language only) • 2024: Climate Risk Assessment Task (Kick-off)/ERM (Display information in Thai language only)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Evaluation of the duty performance of the board of directors over the past year

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
-	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
-	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
-	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 7
(times)

Date of AGM meeting : 17 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. ASWIN KONGSIRI (Chairman of the Board of Directors, Independent director)	7	/	7	1	/	1	N/A	/	N/A
2. Mr. Plew Trivisvavet (Director)	7	/	7	1	/	1	N/A	/	N/A
3. Mr. Vitoon Tejatussanasoontorn (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
4. Mr. Don Pramudwinai (Director, Independent director)	5	/	5	0	/	0	N/A	/	N/A
5. Mr. Pavich Tongroach (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
6. Mr. Patarut Dardarananda (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
7. Ms. Supamas Trivisvavet (Director)	7	/	7	1	/	1	N/A	/	N/A
8. Mr. Narong Sangsuriya (Director)	7	/	7	1	/	1	N/A	/	N/A
9. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	7	/	7	1	/	1	N/A	/	N/A
10. Mr. ANUKOOL TUNTIMAS (Director)	7	/	7	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
11. Mr. NATTAVUT TRIVISVAVET (Director)	7	/	7	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. ASWIN KONGSIRI (Chairman of the Board of Directors)			2,000,428.00		N/A
Board of Directors	140,000.00	1,860,428.00	2,000,428.00	No	
2. Mr. Plew Trivisvavet (Director)			2,150,428.00		N/A
Board of Directors	140,000.00	1,310,428.00	1,450,428.00	No	
Executive Committee	240,000.00	400,000.00	640,000.00	No	
-	20,000.00	0.00	20,000.00	No	
-	40,000.00	0.00	40,000.00	No	
3. Mr. Vitoon Tejatussanasoontorn (Director)			1,980,428.00		N/A
Board of Directors	140,000.00	1,310,428.00	1,450,428.00	No	
Audit Committee	40,000.00	400,000.00	440,000.00	No	
-	20,000.00	30,000.00	50,000.00	No	
-	40,000.00	0.00	40,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
4. Mr. Don Pramudwinai (Director)			241,667.00		N/A
Board of Directors	100,000.00	141,667.00	241,667.00	No	
-	N/A	N/A	N/A	-	
-	N/A	N/A	N/A	-	
5. Mr. Pavich Tongroach (Director)			1,460,288.00		N/A
Board of Directors	140,000.00	940,288.00	1,080,288.00	No	
Audit Committee	40,000.00	200,000.00	240,000.00	No	
-	40,000.00	100,000.00	140,000.00	No	
6. Mr. Patarut Dardarananda (Director)			1,460,288.00		N/A
Board of Directors	140,000.00	940,288.00	1,080,288.00	No	
Audit Committee	40,000.00	200,000.00	240,000.00	No	
-	40,000.00	100,000.00	140,000.00	No	
7. Ms. Supamas Trivisvavet (Director)			1,684,228.00		N/A
Board of Directors	140,000.00	1,124,228.00	1,264,228.00	No	
Executive Committee	240,000.00	100,000.00	340,000.00	No	
-	40,000.00	0.00	40,000.00	No	
-	40,000.00	0.00	40,000.00	No	
8. Mr. Narong Sangsuriya (Director)			1,664,228.00		N/A
Board of Directors	140,000.00	1,124,228.00	1,264,228.00	No	
Executive Committee	240,000.00	100,000.00	340,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
-	20,000.00	0.00	20,000.00	No	
-	40,000.00	0.00	40,000.00	No	
9. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)			1,604,228.00		N/A
Board of Directors	140,000.00	1,124,228.00	1,264,228.00	No	
Executive Committee	240,000.00	100,000.00	340,000.00	No	
10. Mr. ANUKOOL TUNTIMAS (Director)			1,644,228.00		N/A
Board of Directors	140,000.00	1,124,228.00	1,264,228.00	No	
Executive Committee	240,000.00	100,000.00	340,000.00	No	
-	40,000.00	0.00	40,000.00	No	
11. Mr. NATTAVUT TRIVISVAVET (Director)			1,604,228.00		N/A
Board of Directors	140,000.00	1,124,228.00	1,264,228.00	No	
Executive Committee	240,000.00	100,000.00	340,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,500,000.00	12,124,667.00	13,624,667.00
2. Audit Committee	120,000.00	800,000.00	920,000.00
3. Executive Committee	1,440,000.00	900,000.00	2,340,000.00
4. -	60,000.00	30,000.00	90,000.00
5. -	200,000.00	100,000.00	300,000.00
6. -	120,000.00	100,000.00	220,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	3,440,000.00
Other monetary remuneration (Baht)	14,054,667.00
Total (Baht)	17,494,667.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year : 0.00
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year : No / In progress

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. Vitoon Tejatussanasoontorn (Chairman of the audit committee)	4	/	4
2 Mr. Pavich Tongroach (Member of the audit committee)	4	/	4
3 Mr. Patarut Dardarananda (Member of the audit committee)	4	/	4

The results of duty performance of the audit committee

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Plew Trivisvavet (Chairman of the executive committee)	12	/	12
2 Ms. Supamas Trivisvavet (Vice-chairman of the executive committee)	12	/	12
3 Mr. PHONGSARIT TANTISUVANITCHKUL (Vice-chairman of the executive committee)	12	/	12
4 Mr. Narong Sangsuriya (Member of the executive committee)	12	/	12
5 Mr. ANUKOOL TUNTIMAS (Member of the executive committee)	12	/	12
6 Mr. NATTAVUT TRIVISVAVET (Member of the executive committee)	12	/	12

The results of duty performance of Executive Committee

Meeting attendance -

Meeting - (times) : 2

List of Directors	Meeting attendance -		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Vitoon Tejatussanasoontorn (Member of the subcommittee)	2	/	2
2 Mr. Plew Trivisvavet (Member of the subcommittee)	2	/	2
3 Mr. Narong Sangsuriya (Member of the subcommittee)	2	/	2
4 Mr. Don Pramudwinai (The chairman of the subcommittee)	1	/	1

The results of duty performance of -

Meeting attendance -

Meeting - (times) : 4

List of Directors	Meeting attendance -		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Patarut Dardarananda (The chairman of the subcommittee)	4	/	4
2 Mr. Vitoon Tejatussanasoontorn (Member of the subcommittee)	4	/	4
3 Mr. Plew Trivisvavet (Member of the subcommittee)	4	/	4
4 Mr. Narong Sangsuriya (Member of the subcommittee)	4	/	4
5 Ms. Supamas Trivisvavet (Member of the subcommittee)	4	/	4

The results of duty performance of -

Meeting attendance -

Meeting - (times) : 4

List of Directors	Meeting attendance -		
	Meeting attendance (times)	/	Meeting attendance right (times)

List of Directors	Meeting attendance -		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Pavich Tongroach (The chairman of the subcommittee)	4	/	4
2 Ms. Supamas Trivisvavet (Member of the subcommittee)	4	/	4
3 Mr. ANUKOOL TUNTIMAS (Member of the subcommittee)	4	/	4
4 Mr. Don Pramudwinai (Member of the subcommittee)	3	/	3

The results of duty performance of -

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability management goals

Does the company set sustainability management goals : No

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

Information on impacts on stakeholder management in business value chain

Business value chain

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
• Employees	-	-	<ul style="list-style-type: none"> • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Customers	-	-	<ul style="list-style-type: none"> • Visit • Press Release • Social Event • Online Communication • Internal Meeting • External Meeting • Complaint Reception • Satisfaction Survey • Training / Seminar
• Shareholders	-	-	<ul style="list-style-type: none"> • Visit • Press Release • Social Event • Online Communication • External Meeting • Annual General Meeting (AGM) • Complaint Reception • Satisfaction Survey
• Suppliers	-	-	<ul style="list-style-type: none"> • Visit • External Meeting • Training / Seminar • Others • -
• Media	-	-	<ul style="list-style-type: none"> • Visit • Press Release • Online Communication • External Meeting
• Community	-	-	<ul style="list-style-type: none"> • Social Event • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey • Training / Seminar • Others • -
• Government agencies and Regulators	-	-	<ul style="list-style-type: none"> • Visit • Online Communication • External Meeting
• Competitors	-	-	<ul style="list-style-type: none"> • Online Communication

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its sustainability materiality topics : Yes

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
-	<ul style="list-style-type: none">• Environmental Management Standards Policy and Compliance• Energy Management• Water Management• Waste and Waste Management• Greenhouse Gas Management• Biodiversity Management• Human Rights• Fair Labor Practices• Customer / Consumer Responsibility• Community / Social Responsibility• Good Governance• Sustainability Risk Management• Sustainable Supply Chain Management

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : GRI Standards
guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Reference link to risk management policy and plan : <https://www.ch-karnchang.co.th/storage/downloads/corporate-governance/corporate-governance-policy/ck-risk-policy-en.pdf>
Page number of the reference link : 1-2

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes
Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1

Related risk topics : Strategic Risk
• Competition risk
ESG risks : No

Risk 2

Related risk topics : Operational Risk
• Climate change and disasters
• Pandemic risk
• Other : -
ESG risks : Yes

Risk 3

Related risk topics : Operational Risk
• Information security and cyber-attack
• System disruption risk
ESG risks : Yes

Risk 4

Related risk topics : Compliance Risk
• Change in laws and regulations
• Laws and regulations is not favorable for doing business
• Violations of laws and regulations
ESG risks : Yes

Risk 5

Related risk topics : Operational Risk
• Shortage or fluctuation in pricing of raw materials or productive resources
Financial Risk
• Other : -
ESG risks : No

Risk 6

- Related risk topics : Financial Risk
- Change in financial and investment policies of financial institutions that affect business operations
 - Fluctuation in exchange rates, interest rates, or the inflation rate
- ESG risks : Yes

Risk 7

- Related risk topics : Financial Risk
- Fluctuation in exchange rates, interest rates, or the inflation rate
- ESG risks : No

Risk 8

- Related risk topics : Strategic Risk
- ESG risk
- Operational Risk
- Safety, occupational health, and working environment
- ESG risks : Yes

Risk 9

- Related risk topics : Strategic Risk
- ESG risk
- Operational Risk
- Safety, occupational health, and working environment
 - Other : -
- ESG risks : Yes

Risk 10

- Related risk topics : Strategic Risk
- Government policy
 - Policies or international agreements related to business operations
 - Economic risk
 - Other : -
- ESG risks : Yes

Risk 11

- Related risk topics : Strategic Risk
- Changes in technologies
 - ESG risk
- Operational Risk
- Impact on the environment
 - Other : -
- ESG risks : Yes

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

- Business Continuity Plan (BCP) : Yes

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company’s sustainable supply chain management policy and guidelines : Yes

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company’s sustainable supply chain management plan : Yes

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	98.00	N/A

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	28.00	N/A

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : Yes

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from : No
innovation development?

Non-financial benefits

Does the company measure the non-financial benefits from : No
innovation development?

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