



ESG Performance Report for Listed Companies in 2025

CH. KARNCHANG PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	page
Environment	
Environmental management	1
Energy management	5
Water management	10
Waste management	17
Greenhouse gas management	24
Social	
Human rights	28
Fair labor practice	33
Responsibility to customers/ consumers	49
Responsibility to community/ society	53
Corporate Governance and Economy	
Corporate Governance Policy	56
Corporate Governance Structure	99
Performance Report on Corporate Governance	136
Corporate Sustainability Policy	178
Sustainability risk management	190
Sustainable supply chain management	200
Innovation development	202

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, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

Ch. Karnchang, as a leader in construction, recognizes the potential environmental impacts on all stakeholders and has therefore established strategic plans and goals for systematic natural resource and environmental management.

Ch. Karnchang recognizes environmental issues and the impacts of climate change, which affect ecosystems, the economy, and the overall quality of life in society, as well as the impacts from the company's own business operations, such as natural resource consumption, greenhouse gas emissions, and waste from construction processes, which affect ecosystems, the economy, and the overall quality of life in society. These changes bring challenges such as an increase in natural disasters, fluctuations in natural resources, and uncertainties in infrastructure. They also create business risks, such as stricter environmental regulations, increased operating costs, and pressure from consumers and investors who expect businesses to operate sustainably. However, environmental management and climate change also present significant opportunities that enhance the long-term competitiveness of businesses, such as the development of green innovations and technologies to reduce costs and increase operational efficiency, access to green financing and government support programs, market expansion to customer groups that prioritize environmentally friendly products and services, and building a positive image and increasing confidence among stakeholders.

To address these challenges, Ch. Karnchang is committed to developing sustainable environmental management, green construction, climate, and biodiversity policies, while building trust among stakeholders. The focus is on environmentally friendly green construction, such as using high-quality materials that reduce impact on nature, environmental management, and climate change management. This includes efficient management of energy, water, and natural resources, pollution reduction, biodiversity conservation, and supporting green innovations across all operations, production, business facilitation, and business partner operations throughout the value chain, in accordance with the company's Sustainable Environmental Management, Green Construction, Climate, and Biodiversity Policy and the 2023 Business Ethics and Good Practices. As of 2025, there have been no changes or updates to this policy.

Water resource management. : Ch. Karnchang is committed to enhancing operational efficiency to reduce water impacts. The company has implemented control measures, both quantitative and qualitative, by reducing water consumption and establishing water recycling systems within projects, with particular emphasis on projects located in water-stressed areas. This water management is also linked to air quality control, by utilizing recycled water for dust suppression in construction areas.

Air quality management : Ch. Karnchang is committed to enhancing operational efficiency to mitigate air quality impacts. Although noise pollution is a difficult impact to avoid in construction work, noise levels exceeding prescribed standards can severely affect the lives of residents in the vicinity of construction projects. For this reason, Ch. Karnchang has established measures to control and reduce such impacts, ensuring that Ch. Karnchang's operations comply with the standard criteria set forth in Notification No. 15 (B.E. 2540) of the National Environmental Board, which specifies general noise level standards: a maximum sound level not exceeding 115 dBA and a 24-hour average sound level not exceeding 70 dBA. By 2025,

Ch. Karnchang has monitored and inspected noise levels in its various construction projects and found them to be within the aforementioned standard index values, with no complaints related to noise levels exceeding the prescribed standards. Additionally, Ch. Karnchang has established measures to help reduce noise impacts as follows:

1. Conduct noisy construction activities between 06:00 and 22:00. If activities extend beyond the specified time, nearby communities will be informed.
2. Implement measures to prevent noise impacts, such as installing temporary sound barriers around the construction area.
3. Areas where excavation, demolition, destruction of structures, drilling equipment, and concrete mixing are carried out must be enclosed with an opaque fence around the construction site.
4. Install sound level meters within the construction area.

Waste and construction material management, and biodiversity : Waste management is another key issue the company prioritizes, focusing on upstream management through efficient material usage planning, appropriate calculation of construction material quantities, and reusing materials when feasible without compromising the safety of such construction materials. This also includes designing or constructing green buildings, using or producing energy-efficient materials or those that reduce greenhouse gas emissions and have undergone Life Cycle Assessment, and avoiding construction materials that may emit volatile gases or hazardous substances, asbestos, and asbestos. Furthermore, the company emphasizes biodiversity conservation by collaborating with external agencies during conservation projects, especially in high-risk areas, such as maintaining aquatic species in construction projects near important water sources like the Mekong River.

Energy and climate change management : Ch. Karnchang assesses risks arising from climate change and potential impacts on stakeholders from Ch. Karnchang's business operations (Climate Risk Assessment), including energy management in project execution and workplaces such as the head office. This begins with instilling values among employees and relevant parties regarding environmental preservation, reducing energy consumption, and enhancing awareness for both internal and external stakeholders on issues related to climate change response. For its operations, Ch. Karnchang also aims for net-zero greenhouse gas emissions by B.E. 2608 (2065), in line with the Paris Agreement goals, through the use of renewable energy, process improvements to reduce costs, strict adherence to environmental laws and standards, and promoting participation in environmental management among employees and relevant stakeholders.

Ch. Karnchang has installed a solar cell system to increase the proportion of clean energy usage and plans to expand the area for solar energy system utilization. In developing its climate change management strategy, Ch. Karnchang has calculated the organization's greenhouse gas emissions across all three scopes: Scope 1, direct greenhouse gas emissions from business operations; Scope 2, indirect greenhouse gas emissions from energy consumption; and Scope 3, indirect greenhouse gas emissions from other activities. This data is used to plan the company's greenhouse gas emission reduction and to develop the environment for the common good.

Environmental awareness creation : Ch. Karnchang adheres to ethical principles and good practices in business operations, supporting organizational growth alongside protecting natural resources and enhancing the quality of life for communities. It aims to create positive impacts on the environment, economy, and society in the long term, while promoting awareness and developing environmental management capabilities among its personnel. This is another dimension that Ch. Karnchang prioritizes, by continuously organizing activities, training, and communicating knowledge about environmental operational guidelines to ensure that employees and contractors are aware and can effectively participate in driving environmental management.

All environmental operations of Ch. Karnchang undergo comprehensive environmental impact assessment processes, with continuous monitoring and evaluation to lead to the development and improvement of environmental management for greater efficiency. This reflects the company's commitment to conducting business in conjunction with sustainable environmental preservation.

Reference link for environmental policy and guidelines : <https://sustainability.ch-karnchang.co.th/en/document/viewer/154/provident-fund-management-policy-and-practices>

Page number of the reference link : 1-5

Information on review of environmental policies, guidelines, and/or objectives over the past years

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

- Commitment Issue (Pollution/Waste/Resources) - Add mention of awareness of the importance that promotes and develops sustainable business growth, including air pollution management, waste management, and resource utilization management.
- Commitment Issue (Water Management) - Further elaborate on sustainable water use by reducing water consumption and improving water use efficiency.

Information on compliance with environmental management principles and standards

Compliance with water management principles and standards

Water management principles and standards : ISO 14046 - Environmental management Water footprint

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), Thailand Greenhouse Gas Management Organization (TGO), ISO 14064 - Greenhouse gases, ISO 14064 - Greenhouse gases

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
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	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Ch. Karnchang recognizes the importance of energy conservation and efficient energy utilization. As energy scarcity directly impacts businesses, leading to increased production costs and numerous challenges, the company has adopted energy management approaches. This includes promoting efficient energy use and renewable energy within the organization, supporting government policies on energy conservation, and encouraging employees to be mindful of valuable energy consumption. This aims to reduce organizational expenses and burdens in line with the company's sustainable environmental management, green construction, climate, and biodiversity policy, thereby fostering the company's operational sustainability.

o Integrating management plans with policies

In its energy management operations, Ch. Karnchang has established a policy to serve as an operational framework through its sustainable environmental management, green construction, climate, and biodiversity policy. This policy is designed to cover all operational and production activities and the entire supply chain of Ch. Karnchang, aiming to reduce energy consumption and foster an organizational culture through training that promotes a unified perspective on efficient energy use.

o Responsible departments

In response to effective energy management, Ch. Karnchang has established a Social and Sustainability Affairs Department and a Risk Management Committee. The Board of Directors, the Executive Committee, and the management team share responsibility under the oversight of the Board of Directors. Further details can be found under the topic of Climate Change.

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

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

• Performance and Results

As a result of these operations, in 2025, the company's cumulative electricity consumption amounted to 2,902,983 gigajoules, representing a 2 percent reduction in electricity consumption from the previous year and a 3.1 percent reduction from the base year.

Energy Conservation

Ch. Karnchang has implemented an energy conservation project by systematically phasing out traditional lighting systems and replacing them with high-efficiency LED (Light Emitting Diode) bulbs. In 2025, the company installed over 300 additional LED bulbs at its headquarters, resulting in an energy consumption reduction of approximately more than 220 kilowatt-hours per year. Furthermore, the transition to LED lighting significantly reduces greenhouse gas emissions, with a reduction of more than 5 tons of carbon dioxide equivalent per year. This project aligns with Ch. Karnchang's long-term sustainability goals, particularly in reducing overall energy consumption and promoting environmentally friendly practices. To continuously enhance energy efficiency, the company has encouraged employees to switch to LED bulbs in their residences and has expanded the initiative to construction project sites and temporary worker accommodations. These measures aim to drive continuous improvements in energy efficiency and reinforce the company's commitment to environmental stewardship. Additionally, employees actively participate in energy conservation through adherence to energy-saving guidelines, such as turning off lights when not in use, which fosters a culture of sustainability within the organization.

Promotion of Renewable Energy Use

Ch. Karnchang has promoted the use of renewable energy by installing solar panels on the rooftops of office buildings for the Purple Line MRT project, with a power generation capacity of 118.8 kilowatts. Additionally, the company has expanded installations to office buildings for the Orange Line MRT project, with a budget of 2,800,000 Baht and an identical power generation capacity of 118.8 kilowatts. These operations enable the company to reduce energy costs by an average of approximately 140,727.78 Baht per month.

Transportation of crushed stone for concrete mixing using conveyor belts

The Luang Prabang Hydropower Plant construction project requires approximately 4.4 million tons of aggregate and 2.5 million cubic meters of concrete. Historically, this necessitated the use of numerous trucks for transportation, leading to traffic congestion, high fuel consumption, and extended delivery times. To mitigate these impacts, in 2025, the project installed a conveyor belt system for stone transportation, which efficiently transported a total of 1,230,000 tons of stone. The implementation of the conveyor belt system reduced diesel consumption by 216,480 liters, lowered greenhouse gas emissions by 409 tons of carbon dioxide equivalent (tCO₂eq), and resulted in cost savings of 4.932 million Baht. Furthermore, a conveyor belt system was also installed for the transportation of ready-mixed concrete, capable of handling 55 percent of the total concrete volume, or approximately 739,234 cubic meters. This led to an additional reduction in greenhouse gas emissions of 625 tons of carbon dioxide equivalent (tCO₂eq) and cost savings of

3.659 million Baht. Overall, the conveyor belt system plays a crucial role in alleviating traffic problems that could affect surrounding communities, enhancing energy efficiency, and reducing operational costs, while significantly decreasing greenhouse gas emissions from the project.

Diagram of performance and outcomes in energy management



Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	3,086,237.00	3,194,673.00	2,902,983.00

	2023	2024	2025
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	3,086,237.00	3,194,673.00	2,902,983.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,451.66	1,687.62	1,624.50

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	3,058,680.00000000	3,194,673.00000000	2,902,983.00000000

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	2,290,927.31	3,496,122.79	2,547,214.34
Gasoline (Litres)	117,425.67	119,243.10	175,620.06
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

	2023	2024	2025
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	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

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	15,570.14	17,459.65	15,193.68

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00041075	0.00045034	0.00033367

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	:	-
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

Management Approaches and Practices

Water management at every construction site is a critical factor that requires careful and systematic planning, as water is a valuable resource with significant environmental impacts. Proper management not only helps reduce costs and increase water use efficiency but also supports long-term environmental sustainability. For water use in construction activities, the company systematically plans from the initial stages of a project by assessing water demand at each step, from foundation work, concrete mixing, and concrete curing to site cleaning, as well as considering the water sources used, which may come from public water supply systems, groundwater, or natural water sources in the area. Generally, the company primarily uses water from the Metropolitan Waterworks Authority and the Provincial Waterworks Authority.

In addition, the company implements water reduction measures in other activities beyond construction sites, such as installing sensor faucets in offices and operational facilities, including the head office, to enhance water use efficiency and promote responsible resource utilization throughout the organization.

Regarding wastewater treatment, the company mandates appropriate and sufficient treatment systems for operations. Water recycling is considered a crucial component of sustainable water management, and the company continuously promotes its application in various projects. Treated water can be reused for activities that do not require high-quality water, such as watering plants, surface cleaning, and dust control, thereby reducing the demand for clean water. Construction activities may generate contaminated water, such as wastewater from concrete mixer washing and site cleaning. Therefore, the company has implemented a system to separate rainwater drains from the wastewater system, along with installing sediment traps and wastewater treatment tanks to filter contaminants before discharging water into the public drainage system. Furthermore, the company emphasizes the management of wastewater from both construction processes and temporary sanitation facilities within the project area.

Finally, the company emphasizes educating construction workers on efficient water use and water conservation through training, clear guideline setting, and regular monitoring. This ensures that water management in construction projects is effective and sustainable in the long term.

Water Risk Assessment

Ch. Karnchang has developed Water Management Guidelines and a Water Risk Assessment and Management Flow to ensure responsible water use in construction projects. This operational framework supports efficient water use, early identification of water scarcity risk areas, and mitigation of potential impacts on surrounding communities, while also promoting continuous performance improvement throughout the project lifecycle.

Stress Area Assessment

Based on project area data in 2025, it was found that most infrastructure projects are located in areas with high to very high water resource stress, particularly in the Central and Northern regions of Thailand, such as Bangkok, Phra Nakhon Si Ayutthaya, and Chiang Rai. This reflects the competition for water use among various sectors and the vulnerability to drought conditions or seasonal water shortages.

In areas with high water risk, construction projects require more stringent and proactive water management approaches than in low-risk areas. Effective water resource governance in such areas is not only an environmental responsibility but also crucial for project continuity, legal compliance, and building community trust. Projects operating in water-stressed areas must therefore integrate water management as a core component of their construction planning and risk mitigation strategies.

The Company's Water Management Guidelines

Ch. Karnchang has established systematic water management guidelines for construction projects, focusing on raising awareness, efficient use of water resources, identifying and assessing water risks, and continuous performance improvement.

Water Risk Assessment and Management Process (Construction Projects)

Ch. Karnchang has implemented water management guidelines, integrating measures to enhance water use efficiency, consider water risks at the project site level, and continuously monitor results throughout the project lifecycle. This ensures that operations are efficient and consistent with the principles of sustainable water resource management.

Water Situation Monitoring Process in Construction Projects

The accumulation of water in construction areas or various projects can lead to structural problems, cause work delays, and potentially increase operational costs for the company. Proper water management and drainage planning, along with proactive monitoring, are essential. Therefore, the company has established guidelines for tracking and measuring water levels, coupled with preparedness for incidents where water levels exceed set limits. This is to prevent risks, meet stakeholder expectations, and ensure project progress, based on the following principles:

In project areas with water resource stress, the company prioritizes stakeholder engagement to ensure responsible water management. The company implements Collaboration with Contractors in Construction Projects

Targets

To ensure efficient water management in construction projects, the company has set a long-term goal for water reduction for the Luang Prabang Hydropower Project. Currently, the project has achieved approximately 65% progress during 2023-2025. For the remaining 35% progress, which will be carried out between 2026-2029, the company anticipates a total water consumption of approximately 1,451 million liters throughout the remaining operational period of the project.

Therefore, the company's water reduction target focuses on reducing water consumption by 4% within a 4-year period (from 2026 until the project's completion in 2029), compared to the projected water consumption for that period of the Luang Prabang Hydropower Project.

Performance

The company monitors and reports data on water consumption, wastewater discharge, and water reuse at all operational sites. The following table presents water performance data for operations in the Lao People's Democratic Republic and Thailand for the reporting year 2025.

Water use is categorized according to key operational activities, including the provision of water for consumption at worker camps and field offices, concrete production, and construction activities within the project area. Furthermore, the company discloses data on wastewater discharge and water reuse to reflect an overall picture of water management throughout the construction project's lifecycle.

For international operations in the Lao PDR, the company discloses detailed information on water consumption, discharge, and reuse at the project site level to reflect water management practices in each area. For operations in Thailand, the company reports water consumption data separated by major construction projects and the head office. The purpose of this disclosure is to demonstrate the company's responsible water use practices, support water risk assessment, especially in areas with water resource stress, and provide a basis for continuous improvement in water management efficiency and approaches.

Water Recycling Project

The water recycling project from the Batching Plant of the Luang Prabang Hydropower Project uses water for aggregate cooling activities, as well as cleaning concrete mixing plants and concrete transport vehicles, amounting to 1,430 cubic meters per day. Wastewater is pumped back for reuse in these activities at a rate of 1,200 cubic meters per day, leaving 230 cubic meters per day. The project reuses this remaining water for cleaning the plant and concrete transport vehicles, and also for watering roads to reduce dust from traffic within the project, totaling 83,950 cubic meters per year or 83,950,000 liters per year. This initiative utilizes water from the production process beneficially by reducing the extraction of natural water and minimizing wastewater discharge into nature. This project commenced in January 2023.

In 2025, the Luang Prabang Hydropower Project implemented a water reuse project, utilizing excess water from the drinking water production process to support internal project activities. The project recognized the potential of water lost from the reverse osmosis (RO) filtration system, which had already undergone quality checks according to standards, and reintegrated it into the internal water production system for appropriate use. This approach significantly reduced water loss within the project.

From these operations, the project was able to reuse a total of 17,154 cubic meters of water, resulting in an estimated cost saving of approximately 514,620 Baht. This operation not only enhances resource efficiency but also reflects the project's commitment to sustainable water management. The company plans to continue this project in the following year, within the framework of responsible environmental stewardship.

Tap Water Saving Project

The company has set a plan to reduce water consumption by 1% per year, starting from the 2020 baseline. The company's operational guidelines include promoting water reduction measures and installing automatic sensor faucets to enhance water use efficiency.

Under In 2025, the company achieved its reduction target of Annual water consumption at 1% is on track, with 5% progress towards the long-term goal of reducing total water consumption by 10% by 2030, compared to the 2020 baseline. In 2025, the company's total tap water consumption was 23,718 units, a decrease of 7.36% compared to 25,602 units in the 2020 baseline year.

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

• Tap Water Conservation Project

Ch. Karnchang has a plan to reduce water consumption by 1% annually from the base year (2020). The approach involves campaigning for water conservation and using automatic sensor faucets. Consequently, in 2024, the annual target of 4% was surpassed, and 40% progress has been made (from the long-term target of 10% in 2030). The amount of tap water used in 2024 was 24,640 units, which represents a 4% reduction in tap water consumption compared to the 25,602 units used in 2020 (base year).

• Water Recycling Project from Batching Plant

The Luang Prabang Hydropower Project uses water for aggregate cooling activities, as well as for cleaning the concrete batching plant and concrete transport vehicles, totaling 1,430 cubic meters per day. Wastewater is pumped back for reuse in these activities, amounting to 1,200 cubic meters per day. The remaining 230 cubic meters per day is reused by the project for cleaning the plant and concrete transport vehicles, and also for watering roads to reduce dust from traffic within the project area. This amounts to 83,950 cubic meters per year or 83,950,000 liters per year. This initiative utilizes water from the production process beneficially by reducing the extraction of natural water and minimizing wastewater discharge into nature. This project commenced in January 2023.

Diagram of performance and outcomes in water management



Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	22,637.00	24,640.00	23,718.00
Water withdrawal by third-party water (cubic meters)	22,637.00	24,640.00	23,718.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	10.65	13.02	13.27
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

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	22,637.00	24,640.00	23,718.00
Wastewater discharged to third-party water (cubic meters)	22,637.00	24,640.00	23,718.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	0.00	0.00	0.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	0.00	0.00
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

	2023	2024	2025
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	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	:	-
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

Management Approaches and Practices

The Luang Prabang Hydropower Project recognizes the importance of efficient waste management in its operations, including waste materials from construction, renovation, and demolition activities. As the number of employees relocating to the project area, including local staff, increases, the volume of waste generated is also expected to rise. Without proper management in accordance with environmental regulations, such waste could significantly impact the environment and surrounding communities. Inefficient waste management not only affects the aesthetics of the area but can also lead to soil and water contamination, as well as pose safety risks to nearby residents. To prevent and mitigate these impacts, the company prioritizes a comprehensive waste management process, from planning to project completion. During the management phase, waste is segregated into two main categories: waste from construction activities and waste from communities within the project. Further sub-categorization is then performed to ensure proper and appropriate disposal, as follows:

1. Non-hazardous waste that cannot be recycled or reused, non-combustible type.
2. Non-hazardous waste that cannot be recycled or reused, combustible type.
3. Non-hazardous waste, fresh waste type, such as food scraps, vegetable scraps, etc.
4. Non-hazardous waste that can be recycled or reused.
5. Hazardous waste, such as engine oil, lubricants, grease, various solvents, batteries, etc.
6. Hazardous waste, infectious waste type.

In addition, the company segregates recyclable and reusable materials to reduce the volume of waste requiring disposal. Remaining waste is then handed over to relevant local authorities for proper disposal according to established procedures.

The company has established waste management policies for all projects to ensure that waste from construction activities complies with legal requirements and best practices. Data on the type, volume, and weight of waste generated from construction activities, such as soil, sand, and materials from construction or demolition, are monitored. Waste is segregated by type and managed appropriately, including recyclable materials, organic waste for composting, general and incinerable waste for landfill or incineration, and hazardous waste that must be disposed of outside the project area. All this data is collected and summarized in monthly reports.

The company also evaluates performance and addresses related issues through regular site inspections to monitor waste and residual materials. Progress checks are conducted weekly throughout the construction period. Furthermore, employees are encouraged to recognize the importance of proper waste segregation to support long-term sustainable waste management.

Reducing resource consumption from the construction method design process.

Designing for resource reduction in construction is a crucial concept in sustainable development, requiring efficient material use and resource minimization from the design stage. This can be achieved through various methods, such as:

- Efficient structural design begins with selecting an appropriate structural system, such as using a post-tensioned structural system, which reduces slab thickness, thereby saving concrete and reinforcing steel, or designing appropriate column spans to reduce the number of foundations and columns.
- Selecting environmentally friendly alternative materials, such as using fly ash to partially replace cement. This not only reduces cement consumption but also improves the properties of concrete.
- Utilizing technology in structural design and analysis allows for precise simulation and analysis of material usage, reducing errors and material waste during construction. This includes using modern structural analysis software to optimize material efficiency in design.

Designing construction methods that consider both construction and demolition, by opting for precast construction systems that reduce material waste on-site and allow components to be reused when the building needs to be dismantled, or by designing for deconstruction, which enables materials to be reused in the future. Considering the sizes and dimensions of materials available in the market to design in accordance with standard material sizes, thereby reducing cutting and leftover waste, such as designing column spans to match standard lengths of structural steel or designing wall heights to correspond with available panel sizes.

Designing construction material usage with consideration for lifespan and maintenance involves selecting durable materials with long service lives and low maintenance requirements, thereby reducing long-term material replacement. An example is choosing anti-corrosion materials for steel structures in areas prone to corrosion during the concrete pouring process.

However, all these operations must be based on safety and relevant design standards, requiring appropriate evaluation and testing to ensure that material reduction does not compromise structural integrity.

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
Reduction of waste generation Waste type: Non-hazardous waste	2025 : non-hazardous waste 0.00 Tonne	2029 : Reduced by 4% or 0.00 Tonne	• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Operational Results

In 2025, the Waste Management Project significantly contributed to positive environmental impacts by reducing greenhouse gas emissions through two main activities: recycling and organic waste composting. Recycling alone accounted for approximately 722 tons (21.65%) of greenhouse gas emission reduction, while organic waste composting further reduced emissions by 762 tons.

When combining the results from both activities, a total of 1,484 tons of carbon dioxide equivalent (tCO₂e) greenhouse gas emissions can be prevented, reflecting the project's effectiveness in promoting sustainable practices and supporting climate change mitigation.

Project for using rock dust from the crushing plant to partially replace river sand in concrete mixtures

The Luang Prabang Hydropower Project implemented a project to use rock dust from the crushing plant to partially replace river sand in concrete mixtures. The objective is to reduce the consumption of river sand and to maximize the utilization of waste material (rock dust), preventing its disposal which could cause environmental pollution. By designing concrete mixtures that incorporate rock dust as a substitute for river sand, it is possible to replace 10% of the fine aggregate (sand) beyond the contractual limit, amounting to 56 kilograms of rock dust used per cubic meter of sand replaced. As a result of this operation, river sand consumption was reduced, saving 6.85 million Baht, and the amount of rock dust waste disposed into the ecosystem was reduced by 28,560 tons. This project commenced in January 2023.

In 2025, the Luang Prabang Hydropower Project produced 510,000 cubic meters of concrete. It was able to use the aforementioned rock dust to replace 10% of the fine aggregate (sand) beyond the contractual limit (the specification states no more than 3%, while the project used an average of 13%). This amounts to 56 kilograms of rock dust used per cubic meter of sand replaced, resulting in a saving of up to 28,560 tons of natural sand from the Mekong River, thereby contributing to the reduction of natural resource consumption.

Waste Segregation for Reward Points Project, 2025

The "Waste Segregation for Reward Points" project commenced in 2023 at the construction site and workers' accommodation area of the Luang Prabang Hydropower Project. Its objective is to accommodate the increasing volume of waste resulting from the growing number of employees and residents in the project area. This project aims to ensure waste management is conducted in accordance with the environmental regulations of relevant agencies.

The process begins with waste segregation at the source, divided into two main categories: waste from construction activities and community or household waste within the project area. To raise awareness and encourage participation, the company organized educational campaigns and provided color-coded bins and bags clearly labeled in both Lao and English. These were placed at easily accessible points, along with public announcement signs, to ensure employees correctly understood waste types.

Furthermore, the project implements a reward system to incentivize participation. Employees who correctly segregate waste receive accumulated points that can be redeemed for rewards. This approach helps maintain continuous engagement and promotes environmental responsibility among employees.

The project commenced in July 2023 and has received excellent cooperation from employees. This has resulted in a reduction in the number of laborers required for waste segregation and a decrease in the volume of waste needing to undergo segregation at the waste management center, compared to the period before the project's inception.

Composting Municipal Solid Waste Project

The project for composting municipal solid waste aims to reduce the volume and steps involved in waste disposal. This is achieved by segregating food scraps and biodegradable organic waste for composting, to be used in various activities within the Luang Prabang Hydropower Project. Canteen staff will segregate food scraps for composting, and environmental department staff will segregate waste from collection trucks. This involves separating food scraps, vegetable waste, weeds, and other biodegradable organic waste for aerobic composting. Approximately 200 employees from the environmental department, canteen staff, and general staff participated.

As a result of the project's implementation, the construction of organic waste landfills in 2025 was reduced by 762 cubic meters, representing a cost saving of 911,183 Baht. Furthermore, greenhouse gas emissions from composting organic waste in 2025 were reduced by 351 tons of carbon dioxide equivalent.

Project for Reusing Waste Construction Formwork in the Waste Incinerator Startup Process

The project to reuse waste construction formwork in the waste incinerator startup process aims to reduce waste volume and management steps. This involves segregating formwork remaining from construction activities for use as fuel to initiate the waste incinerator system. This approach helps reduce waste generation, minimizes unnecessary incineration, and promotes efficient resource utilization within the Luang Prabang Hydropower Project.

Contractors segregated waste wood at the operational site for use in the incinerator startup process, while environmental officers collected unused formwork from construction areas to be used as fuel for starting the waste incinerator system. These activities helped reduce the volume of waste wood requiring disposal and minimized the need for other types of fuel. Approximately 200 employees, from both the environmental department and contractors, participated in the project.

From operations in 2025, the project successfully reduced the amount of waste wood requiring disposal by 21,900 kilograms (equivalent to 730 formwork sheets) by reusing it as fuel in the waste incinerator startup process.

Diagram of performance and outcomes of waste management





Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	0.00	0.00	0.00
Total non-hazardous waste (kilograms)	0.00	0.00	0.00
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	0.00	0.00	0.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00

	2023	2024	2025
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
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

Ch. Karnchang is committed to addressing climate change through environmental management policies, green construction practices, and sustainable biodiversity conservation. It prioritizes efficient resource utilization, pollution reduction, and appropriate climate risk management, in line with the United Nations Sustainable Development Goals (SDGs). The company has set a challenging target to achieve carbon neutrality (Net Zero) for greenhouse gas emissions by the year 2065. To achieve this goal, the company has integrated its investment and operational strategies to align with long-term greenhouse gas emission reduction targets, adhering to the spirit of the Paris Agreement to limit the increase in global average temperature to well below 1.5 degrees Celsius. Various projects and activities are implemented under the Environmental, Social, and Governance (ESG) framework to create positive long-term impacts on the environment and society. The company complies with ISO 14064-1 standards for measuring, reporting, and reducing greenhouse gas emissions, certified by the Thailand Greenhouse Gas Management Organization (Public Organization). Furthermore, the company applies advanced technologies in conjunction with promoting stakeholder engagement to support sustainable business growth and create value for all stakeholders. These initiatives reflect the company's commitment to achieving sustainability goals and co-creating an environmentally friendly future.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

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 1-2	2023 : Greenhouse gas emissions 16,455.00 tCO ₂ e	2065 : Reduced by 100% in comparison to the base year	2065 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The company is committed to disclosing its climate change operations in accordance with the guidelines of the Task Force on Climate-Related Financial Disclosures (TCFD) and adheres to sustainability principles in environmental management. Furthermore, the company aims to reduce the intensity of greenhouse gas emissions and enhance resource efficiency through various ongoing projects, including the assessment of the Carbon Footprint of Organization from its activities, to utilize the assessment results for planning the reduction of greenhouse gas emissions.

In 2025, the company engaged Advanced Energy Plus Co., Ltd. as a consultant, which was verified by Bureau Veritas (Thailand) Ltd. The company will receive ISO 14064-1:2018 certification and a certificate from the Thailand Greenhouse Gas Management Organization in March 2026, respectively.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	166,449.00	246,724.00	325,480.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	8,671.00	10,861.00	23,030.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	7,784.00	8,729.00	7,217.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	149,994.00	227,134.00	295,233.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.004391	0.006364	0.007148
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	78.29	130.33	182.14

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 : BUREAU VERITAS CERTIFICATION (THAILAND) LIMITED

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
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	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	6.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	6.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
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)	0.00	0.00	0.00

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

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

Ch. Karnchang's social dimension sustainability management in 2025 covers the following key issues:

1. Respect for Human Rights
2. Treatment of Labor and Human Capital Management
3. Occupational Health and Safety
4. Social and Community Engagement
5. Customer Relations Management*

*** Note :** In Ch. Karnchang's business materiality assessment process, the company has identified customer relations management as an issue within the corporate governance and economic dimensions. However, in this report, the company presents it within the social dimension to align with the guidelines for preparing the annual report, Form 56-1 One Report, under the topic of Customer Information.

Social and human rights operations are a crucial foundation for building organizational sustainability, especially in businesses involved in construction and infrastructure development, which impact various stakeholder groups such as employees, contractors, communities, and customers. The organization therefore prioritizes risk management and adherence to relevant standards to build trust and mitigate potential impacts.

Occupational safety and health is another important issue that the company prioritizes. Ch. Karnchang operates in accordance with Thai Labor Standards (TLS 8001-2553), providing a safe working environment, appropriate personal protective equipment, and regular safety training to protect the health and lives of employees and contractors, as well as implementing comprehensive accident prevention measures and risk management.

The company's human rights policy establishes human rights guidelines. such as The UN Guiding Principles on Business and Human Rights. Ch. Karnchang's human rights policy covers all stakeholder groups of the company, including shareholders, investors and analysts, employees, customers, business partners, media, communities, society and environment, government agencies, and competitors.

by labor practices It also reflects support for fair employment and the promotion of fundamental human rights in accordance with the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO) and the OECD Due Diligence Guidance for Responsible Business Conduct (Organisation for Economic Co-operation and Development). The organization has designed work processes that help foster work-life balance and continuously provides training to employees on human rights and labor issues.

Ch. Karnchang prioritizes the protection and promotion of human rights for all stakeholder groups, starting with the care of employees, who are the organization's most vital resource. This includes treating employees equally and fairly, respecting their rights to association and collective bargaining, and providing appropriate compensation and welfare, without discrimination against any of the company's stakeholders based on race, ethnicity, religion, gender, age, sexual orientation, disability, marital status, or nationality. This aims to create a working environment that respects human dignity, promotes diversity, and ensures equality. The company adheres to legal employment practices and provides suitable living conditions. Concurrently, Ch. Karnchang has a clear stance against child labor, with a strict system for verifying employee age.

The company respects the rights of communities to utilize natural resources, conducts community impact assessments before project commencement, and provides opportunities for communities to participate in expressing opinions and concerns, while also collaborating on sustainable community development.

In terms of customer relations, good management helps build trust and satisfaction, leading to long-term loyalty and organizational reputation. Concurrently, community engagement, such as reducing the impact of construction projects on pollution and traffic, helps create a "License to Operate" and promotes sustainable development.

For business partners, Ch. Karnchang adheres to principles of fair practice, conducts procurement with transparency, maintains trade secrets, and encourages partners to operate ethically. These established guidelines reflect the organization's commitment to complying with international standards, ensuring business growth alongside responsibility towards stakeholders and communities in all dimensions.

Furthermore, the company is enhancing its social operations in several areas, particularly by strengthening human rights practices through a focus on Human Rights Due Diligence (HRDD) to ensure that all operational processes are sustainable and responsible towards all stakeholder groups.

Throughout the past year, the company has reviewed and improved its human rights policy to be more comprehensive and clear, with the following key actions:

- Policy improvements to further align with international standards, including the OECD Due Diligence Guidance for Responsible Business Conduct (Organisation for Economic Co-operation and Development).
- Improving the scope of care for each stakeholder group to be clearer.
- Enhancing understanding and implementation, such as providing human rights training to executives and employees at all levels.

As a result of this policy improvement, the company has clear guidelines for protecting the human rights of all stakeholder groups, in line with international standards, and can systematically monitor performance more effectively.

Reference link for social and human rights policy and guidelines : <https://sustainability.ch-karnchang.co.th/th/document/viewer/19/นโยบายสิทธิมนุษยชน>

Page number of the reference link : 1-15

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

- The company emphasizes that protecting the health and safety of employees, contractors, and stakeholders is crucial for business operations and fostering sustainable growth.
- Extend the scope to encompass all contractors, subcontractors, visitors, and business partners, requiring these partners to adhere to the company's safety and occupational health standards, and emphasizing regular training and monitoring of compliance.
- Elaborate on the duties, roles, and responsibilities of the working committee, and establish a mechanism for reporting incidents or accidents to employees and partners.
- Provide details on the regular review of policy effectiveness and incorporate the lessons learned into the development of management processes.

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

Adherence to Human Rights Principles and Standards

Ch. Karnchang is committed to strictly maintaining compliance with its human rights policy, with the aim of preventing and avoiding potential human rights violations throughout its value chain, which includes employees, business partners, suppliers, contractors, customers, and local communities. This is to prevent any negative impacts that may arise on the company's reputation and business operations.

The company's human rights policy aligns with internationally recognized standards, such as the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPR), and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

In 2025, Ch. Karnchang reviewed its human rights policy to demonstrate its commitment to preventing human rights violations throughout the value chain. The review added details to cover issues such as appropriate working hours for employees, non-violation of child rights, freedom of association and collective bargaining for employees, and compliance with national labor regulations.

Currently, Ch. Karnchang is in the process of considering and implementing comprehensive Human Rights Due Diligence (HRDD) to assess risks, identify preventive measures, and establish remedial actions in the event of human rights violations.

The company requires executives and employees at all levels to strictly and continuously adhere to and implement this policy to support transparent, socially responsible, and long-term sustainable business operations.

Reference link for the information and an HRDD process : <https://sustainability.ch-karnchang.co.th/en/social/human-rights>

HRDD process diagram



Information on other social management

Plans, performance, and outcomes related to other social management

In supporting community and social projects, in addition to promoting the quality of life of the people, community involvement helps reduce conflicts or disputes between the company and local communities. This results in smoother project operations for the company, reduces problem management costs, and good relationships with the community also help create a "Social License to Operate," reducing the risk of projects being opposed by the community. This also generates various quantitative benefits for Ch. Karnchang from its CSR in process projects. Thus, participating in CSR projects not only benefits the community but also sustainably reduces costs and increases the company's operational efficiency in an economic sense, as follows:

- Reduce employee training and skill development costs. Employee participation in projects such as consulting, knowledge transfer, or community activities helps develop communication skills, public speaking, and teamwork. The company can reduce expenses for sending employees to training on these topics, with an estimated average cost reduction per person of approximately 5,000-10,000 Baht per year.
- Build experience and develop project management skills. Participation in projects allows employees to practice project management and problem-solving in real-world situations, reducing the need to invest in training or hire external consultants to develop these skills.
- Promote Employee Engagement and organizational operational efficiency. Participation in community-benefiting projects increases employee motivation and loyalty, reducing new employee recruitment costs and new employee training costs. On average, recruitment and training expenses can be reduced by approximately 50,000 Baht per

retained employee.

- Reduce community conflict management costs. Integrating Corporate Social Responsibility (CSR) projects into operational processes strengthens community engagement and stakeholder relationships. This approach mitigates risks from community conflicts or project delays, leading to sustainable project implementation. Furthermore, it can save up to 500,000 Baht per project in conflict management expenses, thereby enhancing overall operational efficiency and concretely expanding social impact.
- Promote the invention or development of business innovations for society and the environment. Ch. Karnchang sends employee representatives to participate in the community technician project to train technical skills and exchange ideas with community technicians participating in the project. This serves as another channel for the company to drive creativity, leading to innovations that benefit society and the environment, as well as Ch. Karnchang itself.

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

	2023	2024	2025
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 partners rights violations (cases)	0	0	0
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
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 by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

Performance Evaluation

The company conducts annual employee performance evaluations using the Performance Management Form. This evaluation is based on job-related indicators for the assessed individual, to collect important data and utilize the performance evaluation results for determining employee compensation and establishing training plans that address individual needs, covering both management and specialized professional skills, to support employee potential development, as stated in the previous section on employee potential development.

Employee performance evaluation considers several criteria, such as

- o Achievement of goals (KPIs)
- o Quality of work
- o Ability to collaborate
- o Responsibility for duties, including compliance with company regulations, which criteria will be adjusted to suit the nature of work and position of each employee.

Labor Practices & Human Capital Management

• Stakeholders

Employees, human resource practices, and company work processes directly impact employees' daily lives, both in terms of work and satisfaction. This is because the company's construction business and public utility project development directly affect employees at all levels, from permanent and temporary staff to contractors, across social, human rights, and economic dimensions. Therefore, managing and caring for personnel is crucial, including skill development, training programs, and various support initiatives to ensure employees have job-aligned capabilities, career advancement, and fair treatment. A lack of good management can negatively affect work efficiency and lead to employee turnover. Conversely, good management helps create a business advantage by enhancing necessary skills, accommodating industry changes, and promoting future sustainability.

• Management plan and compliance with standards

Ch. Karnchang manages human resources based on practices consistent with Thailand's labor laws and the company's human rights policy, which is communicated to all employees. The company does not support activities that violate human rights principles. The company's business must be free from all forms of illegal labor, such as human trafficking, child labor below the legal age, and forced labor, both within the organization and its supply chain. Furthermore, the

company emphasizes treating stakeholders equally, without discrimination in any form, and communicates clear guidelines for employees to acknowledge and strictly adhere to through various processes, such as new employee orientation and information dissemination via online channels, to foster understanding and awareness of practices aligned with organizational values. The company also ensures employee rights, fair compensation, and compliance with legal requirements. It promotes employee participation, skill development at all levels, and cares for welfare and workplace safety to create a good working environment.

• **Employee Potential Development**

Employees are at the heart of driving business and building the organization's competitiveness. To respond to business changes and expansion, the company prioritizes developing the potential of employees at all levels. An annual Development Survey is conducted to assess training needs across all departments, covering Core Competency and Functional Competency. This is coupled with an analysis of employee performance evaluations from each department using the Performance Management Form, prior to planning the Training Plan for fiscal year 2568, which includes a total of 23 training programs, such as training in Project Planning Training in Program Usage Primavera Training on Thai Financial Reporting Standards (TFRS) in 2568 etc.

• **Employee Association**

Ch. Karnchang values employee expression and feedback by granting freedom of association for collective bargaining. An election for welfare committee members in the establishment, in accordance with Section 96 of the Labor Protection Act B.E. 2541, was held on January 17, 2568, granting the committee the following powers and duties:

- Participate in discussions, provide consultation, and offer recommendations to employers for employee welfare.
- Inspect, control, and oversee the provision of welfare benefits by employers to employees.
- Propose opinions and guidelines for beneficial employee welfare to the Labor Welfare Committee.

The Welfare Committee has continuously held committee meetings. In 2568, the key issue emphasized by the Welfare Committee was employee health measures, due to the ongoing potential for resurgence of the COVID-19 virus and influenza. Resolutions were passed to support and expedite various activities for employees, including employee health check-ups, influenza, pneumonia, and shingles vaccinations, and organizing activities to promote good employee health, such as aerobics sessions and the "Walk-Bike-Run to Prevent Paralysis" project, to encourage employees to recognize the importance of physical activity and stroke prevention.

• **Preventing child labor**

The company has implemented comprehensive measures to address labor issues and diversity within the organization, focusing on preventing child and forced labor, encouraging employee participation in human rights management, setting or reducing unnecessary working hours, and providing fair wages or compensation.

• **Management plan and compliance with standards**

The company prioritizes the safety and occupational health of its personnel and stakeholders, adhering to a comprehensive safety policy across all operations, both in construction projects and at the head office. Safety issues are clearly and continuously integrated into work plans to comply with established standards. The company conducts risk assessments at every stage of operations to reduce the likelihood of hazards and promotes a safety culture through activities, training, and knowledge dissemination to personnel, fostering awareness and understanding of appropriate measures.

Furthermore, Ch. Karnchang is committed to being a company with zero operational accidents (Zero Accident), adhering to the principle of continuous improvement in occupational health operations and setting a target to reduce lost-time injuries to no more than 0.2 (including employees and contractors) from the 2566 baseline year. Ch. Karnchang identifies operational risks and establishes control measures that cover both Ch. Karnchang employees and

contractors, as well as continuously reviews and develops safety policies, adapting them to future changes and needs. This includes utilizing the ISO 9001:2015 quality management system to maintain operational standards. In cases of risks beyond control, such as natural disasters or epidemics, the company develops a Business Continuity Plan (BCP) to enable employees and management to operate effectively during emergencies and restore work processes within an appropriate timeframe.

Ch. Karnchang has appointed a Health and Safety Committee, overseen by a company director, to manage the safety and health of employees and contractors. The committee consists of 11 members: a Chairman (Project Manager), 5 members from supervisory levels, 6 members from operational levels, and a Secretary (Professional Safety Officer). Meetings are held weekly. Furthermore, clear responsible units are designated for emergencies, comprising professional safety officers, construction managers, project management managers, and safety managers, who work collaboratively and coordinate with external agencies such as hospitals, police stations, and various hotlines. This also includes assessing and establishing occupational health risk control measures.

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	Average employee training hours	2024: 11.57 hours/person/year	2025: 9.96 hours/person/year

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

• Employee Potential Development

Employees are considered the core in driving business and building the organization's competitiveness. To respond to business changes and expansion, the company prioritizes the development of employee potential at all levels. An annual Employee Development Survey is conducted to assess training needs across all job functions, encompassing both organizational core competencies and functional competencies. This is coupled with an analysis of employee performance evaluations for each job function, based on the Performance Management Form, before planning the training for the entire fiscal year 2025 (Training Plan), which includes a total of 23 training programs, such as training in Project planning Training in Software usage Primavera Training on Thai Financial Reporting Standards (TFRS) for 2025, etc.

• Performance Evaluation

The company conducts annual employee performance evaluations using a Performance Management Form. This evaluation is based on indicators relevant to the evaluated employee's job function, aiming to collect important data

and utilize the performance evaluation results to determine employee compensation and establish training plans that address individual needs, covering both management and specialized professional skills, to support employee potential development as stated in the preceding section on employee potential development. Employee performance evaluations consider several criteria, such as:

- o Achievement of targets (KPIs)
- o Quality of work
- o Ability to collaborate
- o Responsibility for duties

including adherence to company regulations. These criteria will be adjusted to suit the nature of work and position of each employee.

• **Attracting and Retaining Personnel**

The company places great importance on retaining talented personnel and attracting high-potential individuals to support future business growth. This involves focusing on recruiting and selecting suitable candidates in line with organizational needs, while also prioritizing the retention of valuable personnel through continuous efforts in developing and improving career paths for each job group. Furthermore, the company has diligently prepared and developed personnel identified in the Talent & Succession Management plan. The company also emphasizes the quality of life and welfare of its employees to foster sustainable motivation and engagement within the organization. In 2025, the company conducted an employee satisfaction survey, covering 100% of employees, with a satisfaction score of 91%, which achieved Ch. Karnchang's target of 80%. The survey results revealed that the issue employees were least satisfied with at Ch. Karnchang was the readiness of sufficient equipment and tools for operations, such as computers and electrical tools, especially during the initial phase of new projects. Therefore, the company has prepared equipment and tools to be readily available to support efficient work and reduce obstacles in project implementation. Ch. Karnchang has communicated the results of the employee satisfaction assessment regarding the organization and the management's response to the survey results to employees throughout the organization via the Intranet system, sustainability reports, and Ch. Karnchang's main website.

• **Quality of Life and Welfare**

The company prioritizes enhancing the quality of life for its employees by focusing on creating a safe and conducive work environment for well-being, while also providing appropriate welfare benefits, strictly adhering to human rights and labor rights principles. Examples of benefits and welfare that employees receive include performance-based or operational-based bonuses, life and accident insurance, medical expense benefits, and physical health care through various activities such as annual health check-ups and health promotion activities, to ensure employees are healthy and fully prepared for work. This resulted in an absenteeism rate of 160 employees in 2025, for instance:

1. The company has expanded its health activities by organizing the Walk-Bike-Run to Prevent Paralysis project to encourage employees to recognize the importance of physical activity and stroke prevention, and the Office Syndrome: A Common Ailment for Working Adults training course to equip employees with knowledge and skills for self-care, reducing risks from prolonged repetitive work postures. The implementation of these projects reflects CK's commitment to comprehensive employee health care, both physical and mental, to ensure everyone can work efficiently and maintain a sustainable good quality of life.
2. Quadrivalent influenza vaccine and pneumonia vaccine project to enhance immunity, reduce the risk of infection, and prevent outbreaks within the organization. A total of 1,093 employees, or 76.22% of all employees, received vaccinations under this project.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	2,126	1,893	1,787
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	2126	1893	1787
Male employees (persons)	1577	1353	1246
Percentage of male employees (%)	74.18	71.47	69.73
Female employees (persons)	549	540	541
Percentage of female employees (%)	25.82	28.53	30.27

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	263	N/A	N/A
Percentage of employees under 30 years old (%)	12.37	N/A	N/A
Total number of employees 30-50 years old (Persons)	1,216	N/A	N/A
Percentage of employees 30-50 years old (%)	57.20	N/A	N/A
Total number of employees over 50 years old (Persons)	647	N/A	N/A
Percentage of employees over 50 years old (%)	30.43	N/A	N/A

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	218	N/A	N/A
Percentage of male employees under 30 years old (%)	13.82	N/A	N/A
Total number of male employees 30-50 years old (Persons)	845	N/A	N/A
Percentage of male employees 30-50 years old (%)	53.58	N/A	N/A
Total number of male employees over 50 years old (Persons)	514	N/A	N/A
Percentage of male employees over 50 years old (%)	32.59	N/A	N/A

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	45	N/A	N/A
Percentage of female employees under 30 years old (%)	8.20	N/A	N/A
Total number of female employees 30-50 years old (Persons)	371	N/A	N/A
Percentage of female employees 30-50 years old (%)	67.58	N/A	N/A
Total number of female employees over 50 years old (Persons)	133	N/A	N/A
Percentage of female employees over 50 years old (%)	24.23	N/A	N/A

Number of employees categorized by position

	2023	2024	2025
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	2023	2024	2025
Total number of employees in operational level (Persons)	2,034	1,801	1,701
Percentage of employees in operational level (%)	95.67	95.14	95.19
Total number of employees in management level (Persons)	75	75	69
Percentage of employees in management level (%)	3.53	3.96	3.86
Total number of employees in executive level (Persons)	17	17	17
Percentage of employees in executive level (%)	0.80	0.90	0.95

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	1,512	1,288	1,184
Percentage of male employees in operational level (%)	95.88	95.20	95.02
Total number of male employees in management level (Persons)	50	50	47
Percentage of male employees in management level (%)	3.17	3.70	3.77
Total number of male employees in executive level (Persons)	15	15	15
Percentage of male employees in executive level (%)	0.95	1.11	1.20

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	522	513	517

	2023	2024	2025
Percentage of female employees in operational level (%)	95.08	95.00	95.56
Total number of female employees in management level (Persons)	25	25	22
Percentage of female employees in management level (%)	4.55	4.63	4.07
Total number of female employees in executive level (Persons)	2	2	2
Percentage of female employees in executive level (%)	0.36	0.37	0.37

Number of employees categorized by department over the past year⁽¹⁾

Department / Line of work / Unit / Business group	Number of employees (persons)
-	6
-	11
-	45
-	315
-	9
-	724
-	2
-	14
-	103
-	81
-	30

Department / Line of work / Unit / Business group	Number of employees (persons)
-	38
-	9
-	33
-	11
-	356
Total number of employees	1,787

Remark: ⁽¹⁾ Number of employees, Ch. Karnchang (Lao) Co., Ltd.: 4,545 people Number of employees, CKST Joint Venture: 74 people Number of employees, CKST-PL Joint Venture: 1,337 people Number of employees, CKST-DC2 Joint Venture: 338 people Number of employees, CKST-DC3 Joint Venture: 637 people Number of employees, CKST-OR Joint Venture: 687 people

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	2	2	2
Percentage of disabled workers to total employment (%)	0.09	0.11	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

	2023	2024	2025
Percentage of disabled employees to total employees (%)	0.09	0.11	0.11
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

	2023	2024	2025
Total employee remuneration (baht)	1,635,778,875.00	1,579,753,475.00	1,588,200,553.00
Total male employee remuneration (baht)	1,213,369,372.00	1,129,110,645.00	1,220,144,826.00
Percentage of remuneration for male employees (%)	74.18	71.47	76.83
Total female employee remuneration (baht)	422,409,503.00	450,642,830.00	368,055,727.00
Percentage of remuneration for female employees (%)	25.82	28.53	23.17
Average of remuneration of employees (Baht/persons)	769,416.22	834,523.76	888,752.41
Average of remuneration for male employees (Baht/persons)	769,416.22	834,523.76	979,249.46
Average of remuneration for female employees (Baht/persons)	769,416.22	834,523.76	680,324.82
Rate of average of remuneration between female employees and male employees	1.00	1.00	0.69

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Provident Fund is a fund established by the company to provide employees with savings for use upon retirement, resignation, disability, or as security for their families in the event of an employee's death. It is considered a welfare benefit provided by the company to its employees, and employees have the right to choose whether or not to be a member of the fund. Members contribute a portion of their income, and the company contributes another portion, in accordance with the conditions stipulated in the Provident Fund regulations. Krungthai Asset Management Public Company Limited has been appointed as the fund manager.

Overview of methods for determining employee and employer contribution Rates

Contribution rate: Fund members can choose the amount of money to contribute to the fund and the amount the employer contributes to the fund, with details as follows:

Years of service	Contribution amount	Employer contribution amount
Less than 10 years	2% - 7%	equal to the amount chosen by the member
10 years or more	2% - 15%	equal to the amount chosen by the member but the employer contributes a maximum of 10%

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1428	1452	1431
Number of employees joining in PVD (persons)	1136	1112	1133
Number of PVD members / Total employees (%)	53.43	58.74	63.40

	2023	2024	2025
Number of PVD members / Total eligible employees (%)	79.55	76.58	79.18

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	77,543,200.00	78,986,639.00	79,668,572.00
Total amount of provident fund contributed by employee (baht)	85,175,661.00	86,984,714.00	87,479,852.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
CH. KARNCHANG PUBLIC COMPANY LIMITED	Yes	1,787	1,431	1,133	63.40	79.18

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Facilitating automatic PVD enrollment for new employees, Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies, Other promotional measures

Facilitating automatic PVD enrollment for new employees

Employees will be eligible to apply for the provident fund upon successful completion of their probation period. Application details will be provided during the new employee orientation. Once an employee becomes a fund member, they may resign from the fund and reapply an unlimited number of times. However, reapplication for fund membership is only permitted after a minimum period of 6 months has elapsed since their last resignation from the fund.

Initiatives to encourage employees to achieve sufficient retirement savings

(1) Providing diverse investment policies and establishing appropriate investment policies for members.

The company provides fund members with investment policy options in debt instruments and equity instruments, to offer members flexibility in selection.

and adjust investment portfolios in line with individual risk levels, age ranges, and savings goals, by facilitating access to appropriate advice, such as regularly organizing training courses led by experts knowledgeable in fund investment.

(2) Providing knowledge or information regarding the selection of appropriate investment policies.

by organizing training courses led by fund experts, allowing members to access questions and consult directly with experts.

to enable individuals to make informed decisions and adjust investment policy plans appropriately and in line with their personal savings goals.

(3) Supporting members in continuously monitoring their investment portfolios.

The company encourages fund members to register for the investment management company's online system via website or application, to enable continuous monitoring of their investment portfolios, including accumulated funds and returns.

Providing education or information on selecting appropriate investment policies

Management allows fund members to save flexibly and continuously invest, with broad contribution rates at 215 % of wages to suit income and varying financial burdens. This flexibility allows members with low income or temporary financial difficulties to remain members without withdrawing from the fund ensuring continuous savings as a guarantee for retirement. Furthermore, the company encourages fund members to continuously plan long-term savings through the fund, including organizing training courses expert consultation, and continuous communication to raise awareness about savings.

Provide appropriate investment policies and investment plans. Fund members can voluntarily choose investment plans. The company has defined 6 investment plans that specify the proportion of investment in debt instruments and equity instruments, as follows:

Investment policy	Debt instruments	Equity instruments
Plan 1	100 %	0 %
Plan 2	90 %	10 %
Plan 3	80 %	20 %
Plan 4	70 %	30 %
Plan 5	60 %	40 %
Plan 6	50 %	50 %

Other promotional measures

A fund member resigns from the fund without leaving the company's employment.

In cases where a fund member resigns from the fund without leaving the company's employment Upon re-applying for fund membership The amount of contributions to be received from the company will follow the same practice as applying for fund membership for the first time and upon retirement. Fund members can still choose to continue holding investment units without withdrawing their investment.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	No	No
Average employee training hours (Hours / Person / Year)	9.49	11.57	9.96
Total amount spent on employee training and development (Baht)	1,200,000.00	2,000,000.00	3,000,000.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000033	0.000054	0.000070
Percentage of training and development expenses to total revenue (%) ^(*)	0.000032	0.000052	0.000066

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	10,809,239.00	N/A	N/A
Total number of hours worked by employees (Hours)	10,809,239.00	N/A	N/A

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	16	63	94
Total number of employees that lost time injuries for 1 day or more (Persons)	0	N/A	N/A

	2023	2024	2025
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	N/A	N/A
Total number of employees that fatalities as a result of work-related injury (Persons)	0	N/A	N/A
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	N/A	N/A
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	N/A	N/A
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	N/A	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

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	281	193	135
Total number of male employee turnover leaving the company voluntarily (persons)	232	164	98
Total number of female employee turnover leaving the company voluntarily (persons)	49	29	37
Proportion of voluntary resignations (%)	13.22	10.20	7.55
Percentage of male employee turnover leaving the Company voluntarily (%)	82.56	84.97	72.59
Percentage of female employee turnover leaving the Company voluntarily (%)	17.44	15.03	27.41

	2023	2024	2025
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
Reference link to consumer data privacy and protection policy and guidelines	:	https://sustainability.ch-karnchang.co.th/en/document/viewer/41/personal-data-protection-policy-external

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	No
Reference link for responsible sales and marketing policy and guidelines	:	
Page number of the reference link	:	

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
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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

• Responsible production and services for clients

Client relationship management is at the core of business operations. The company's excellent client relationship management not only meets client needs and expectations but also contributes to enhancing services, which in turn leads to client loyalty and continuous patronage.

Ch. Karnchang places the utmost importance on the satisfaction of its "clients" or "project owners." As Ch. Karnchang is a construction service business, "clients" or "project owners" expect to receive construction work that meets quality standards, completeness, safety, timeliness, and demonstrates social and environmental responsibility in operations, including the confidentiality of client information.

- **Communication between Ch. Karnchang and project owners/clients**

The company also consistently communicates its operational plans and progress to clients to build good relationships and trust between the company and its clients. This helps clients stay informed about the operational progress and ensures they are confident that the company is working diligently to meet their needs. The company provides various channels for client engagement, such as project reports, meetings with project owners, telephone, website, email, and letters.

- **Client/Project Owner Satisfaction Survey**

The company operates in accordance with the ISO 9001/2015 Quality Management System, thus requiring all projects to conduct client/project owner satisfaction surveys. The survey questions cover four main aspects:

1. Quality Satisfaction
2. Timeliness Satisfaction
3. Safety
4. Coordination

The primary objective of Ch. Karnchang's client satisfaction assessment is to measure operational performance and gather client feedback regarding the quality of construction work. In 2025, 100% of Ch. Karnchang's clients rated their satisfaction as Good or Excellent. Therefore, the satisfaction assessment results did not suggest any recommendations for improvement or correction, and the assessment results were not directly used to develop and improve the company's products/services. Although the client satisfaction assessment process did not directly suggest work improvements, Ch. Karnchang has a complaint handling system that allows the company to listen to the problems and concerns of clients and communities around the project. This system utilizes standard complaint management guidelines, where complaints received from clients and communities are processed according to the company's complaint management procedures. The causes of complaints are analyzed, and corrective measures are implemented to prevent recurrence. Furthermore, complaints from the community can help mitigate issues before they are directly escalated to clients, serving as a mechanism to prevent and reduce potential conflicts between clients and Ch. Karnchang.

- **Client/Project Owner Data Retention**

Client information is considered highly confidential by the company, as stipulated in the company's Human Rights Policy and Code of Conduct. The company will not disclose it to employees or unrelated third parties, unless legally mandated or for the purpose of litigation, or if the Board of Directors approves such disclosure. Employees must maintain the confidentiality of information under their responsibility, even after retirement, resignation, or termination of employment. The company will notify and campaign for employees to refrain from using client information beyond their assigned duties. Employees should retain client information for at least 10 years, in both physical and electronic formats. Upon expiration, such important documents must be destroyed.

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)
• Development of customer satisfaction and customer relationship	Customer Satisfaction Score	2021: -	2025: 100% of customers rated their satisfaction as good or very good.
• Development of customer satisfaction and customer relationship	Number of resolved complaints	2021: -	2025: Complaint Resolution Rate (%)

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

MRTA awards "Environmental Management" prize to contractors of the Purple Line MRT Project, Tao Pun - Rat Burana (Kanchanaphisek Ring Road) section.

Mr. Nat Nakthornanin, Assistant Governor of the Mass Rapid Transit Authority of Thailand (MRTA), presided over the award ceremony for environmental management to the contractors of the Purple Line MRT Project, Tao Pun - Rat Burana (Kanchanaphisek Ring Road) section, who passed the operational inspection according to environmental measures and consistently maintained compliance with these measures throughout January - December 2025, a total period of 1 year. The award was presented to CKST - PL Joint Venture, Contract 1, for one area, specifically the track section between the Parliament Station and the connection point of Contract 2, for contractors who successfully passed the inspection and maintained excellent operational standards in accordance with environmental measures. MRTA has stipulated that the performance of construction contractors and safety officers in terms of safety, occupational health, and working environment must be evaluated every 6 months, divided into 2 topics for the evaluation form, namely:

1. Evaluation of safety, occupational health, and working environment management, comprising 20 topics.
2. Evaluation of safety officers, comprising 16 topics.

In this regard, Safety Specialists / relevant personnel / consulting firms will evaluate the safety performance of construction contractors and safety officers.

MRTA has consistently prioritized environmental inspections alongside the construction of MRT projects under its responsibility. This award serves to support and encourage contractors with excellent environmental performance, as well as to implement the Ministry of Transport's environmental policy, which mandates its agencies to adopt proactive policies for the concrete long-term prevention and reduction of PM2.5 dust pollution.

Diagram of performance and outcomes of customer management



Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

- Companys channels for receiving complaints from : Yes
- customers/consumers
- Telephone : -
- Fax : -
- Email : audit_committee@ckplc.com
- Companys 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 : Employment and professional skill development, implemented by the company over the past year 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

- **Employment and professional skill development** : Promoting and developing communities based on the skills and expertise of the company and its employees. The company has continuously implemented the "Promoting Community Craftsmen Innovation" project for the fourth consecutive year.
- **Religion and culture** : The station's location should ideally be situated away from archaeological sites. Should any archaeological sites or artifacts be discovered during construction, the Fine Arts Department must be notified for assessment.
- **Forestry and natural resources** : The project's electric vehicle parking area will feature green spaces for planting trees and landscaping. Suitable Thai plant species will be selected, along with other easy-to-care-for trees that provide shade, are non-toxic, have no strong odors, and have root systems that do not damage structures, such as Bodhi trees, Mahogany trees, Yellow-stemmed trees, Lamduan trees, Fountain Palms, and various flowering and ornamental plants.
- **Sports and recreation** : Construction will be carried out in accordance with designs that are appropriate and harmonious with the local conditions. For instance, designs will integrate architectural uniqueness to align with the area, considering visual impacts in terms of size, proportion, color, materials, and universal architectural aesthetics. Furthermore, the construction contractor responsible for subsequent detailed design must coordinate with relevant agencies throughout the design process.
- **Occupational health, safety, health, and quality of life** : Strict adherence to occupational health and safety standards, as well as various environmental measures, will be maintained to prevent accidents or environmental impacts on the surrounding community and society. Furthermore, insurance will be provided to cover damages to the body, life, and property of third parties or the public who suffer harm/damage resulting from the project's construction.
- **Water and sanitation management** : Wastewater treatment and solid waste management will be implemented according to established measures to prevent them from becoming breeding grounds/sources of disease transmission.
- **Reducing social inequality** : Providing clear and reliable information about the project to those directly affected by it, and offering opportunities for those affected by the project to express their opinions on the project under the principle of "Public Participation."

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

Promoting Community Technician Innovation Project

As part of its commitment to sustainable community development, Ch. Karnchang has continuously implemented the "Promoting Community Technician Innovation" project for the fifth consecutive year. This project aligns with the company's sustainability goals by fostering knowledge exchange between employees and local communities. Through this initiative, employees utilize their technical expertise to support community-driven innovation, enabling local artisans and technicians to develop solutions that enhance the quality of life and well-being of their communities. This project reflects the company's dedication to social responsibility, skill development, and inclusive economic growth, in line with the United Nations Sustainable Development Goals (SDGs) and ESG principles.

In 2025, a total of 141 technician teams from across Thailand participated in the national competition and successfully completed the qualification process. Of these, 10 teams received the Preliminary Invention Development Award in recognition of their creativity and innovation. Subsequently, three teams with the highest potential were honored with the 5th Annual Community Technician Innovation Award, celebrating their advancements in technological solutions for community development. In line with the company's commitment to fair and transparent evaluation, the results for the three winning teams will be officially announced in June 2026.

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

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	30,231,476.00	41,545,250.00	34,381,389.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.084052	0.112372	0.080034
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.079752	0.107158	0.075504

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

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : CH. KARNCHANG PUBLIC COMPANY LIMITED

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

The Board of Directors places importance on ensuring that shareholders exercise their various rights and has a duty to protect the interests of all shareholders equally, including institutional investors, major shareholders, and minority shareholders, as investors in the Stock Exchange of Thailand and as owners of the company, in accordance with the generally accepted principles of good corporate governance of the Stock Exchange of Thailand, namely:

1. Shareholder Rights

Promote shareholders' exercise of their fundamental rights and protect shareholders beyond their legally prescribed rights, without committing any actions that violate or infringe upon shareholders' rights.

2. Equitable Treatment of Shareholders

Oversee that shareholders are treated and protected in their fundamental rights, ensuring all shareholders are treated equally. Implement measures to prevent the misuse of inside information for personal gain or the benefit of others in an improper manner, which would cause damage to shareholders as a whole.

3. Role of Stakeholders

Manage stakeholders according to their legal rights, refrain from any actions that violate stakeholder rights, and establish compensation measures in cases where stakeholders suffer damage from rights violations. There is a process to promote cooperation between the company and stakeholders to create wealth, financial stability, and sustainability for the company. The company has established an anti-corruption policy and prohibits the payment of bribes for the company's business interests, or the giving of any items or other benefits to individuals with duties or businesses related to the organization for the company's business interests.

4. Information Disclosure and Transparency

Operations are conducted with transparency, are auditable, and provide sufficient disclosure of information to all relevant parties. Furthermore, care is taken to ensure that important company-related information, both financial and non-financial, is disclosed accurately, completely, timely, and transparently through easily accessible, equitable, and reliable channels.

5. Responsibilities of the Board of Directors

The Board of Directors performs its duties with honesty, integrity, prudence, and diligence for the best interests of the company and fairness to all shareholders, supported by a robust internal control system, appropriate risk management, and adherence to the company's code of ethics.

Reference link for the full version of corporate governance policy and guidelines : <https://sustainability.ch-karnchang.co.th/en/document/viewer/26/corporate-governance-policy>

Policy and guidelines related to the board of directors

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

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 related to the board of directors

Nomination of directors

The company's policy and guidelines for the recruitment and appointment of directors and senior executives comply with criteria stipulated by law and the Board of Directors. Initially, the Nomination and Remuneration Committee is tasked with considering the suitability of individuals to serve as directors under **Diversity Policy in the Board Structure** which stipulates that the Board of Directors' structure must be diverse in various aspects to ensure a suitable and comprehensive composition. This includes considering differences in dimensions such as gender, race, nationality, religion, education, age, origin, culture, knowledge, abilities, expertise, business and construction industry experience, independence, skills in corporate governance, engineering, finance, law, project risk management, safety, occupational health, environment, technology, and sustainability, among others. Members must be dedicated and able to fully commit their time to their responsibilities, to be presented to the Board of Directors for approval before being submitted to the Shareholders' Meeting for consideration and approval of appointment. Furthermore, the Board of Directors has also appointed sub-committees to be responsible for specific assigned matters.

The consideration of diversity shall proceed in conjunction with qualifications, abilities, suitability, and relevant legal requirements, without discrimination, to promote the efficient performance of the Board of Directors through the exchange of knowledge, opinions, experiences, and insights. This will lead to creative and beneficial collective decision-making, enabling the organization to achieve its main objectives and goals sustainably, and allowing the Board to balance power, formulate strategies, and effectively oversee the company's operations.

The recruitment and appointment of directors shall be conducted by the Nomination and Remuneration Committee, adhering to principles of transparency, fairness, and accountability. The overall board structure will be considered to ensure balance, alignment with the company's strategies, risks, and sustainable business operations. Diversity in the sources for nominating qualified individuals will be taken into account, such as recommendations from the company's directors, nominations by the company's shareholders, external consulting firms, and the Director Pool database of the Thai Institute of Directors Association.

The Nomination and Remuneration Committee shall consider and select suitable individuals and/or initially review the details of individuals nominated as directors, and assess the qualifications of directors to ensure alignment with the company's business strategies, before presenting such details to the Board of Directors for consideration of appointment, or further presenting them to the Shareholders' Meeting for consideration of appointment.

Recruitment of the President and CEO The Nomination and Remuneration Committee shall consider and recruit individuals with appropriate qualifications, meaning those who possess knowledge, abilities, and experience beneficial for management to achieve the objectives or goals set by the Board of Directors, and who have a thorough understanding of the company's business. The Nomination and Remuneration Committee will then propose these individuals to the Board of Directors for consideration of appointment.

For executives at the department manager level and above, the management will propose candidates to the Executive Committee for consideration of appointment, based on individuals with experience, qualifications, and essential skills for business management.

Details regarding the recruitment and appointment of directors and senior executives are presented in Section 8.1.1.

Determination of director remuneration

The policy and guidelines for considering the remuneration of directors and senior executives are in accordance with the criteria set by the Board of Directors, which stipulate that the remuneration must be appropriate, sufficient to attract and retain high-quality directors and senior executives, and comparable to companies of similar size or business nature. This remuneration is linked to the company's performance and the performance evaluation of each director and executive through a performance management system, specifically:

Remuneration for Directors: The company has established a clear and transparent remuneration policy for directors, consistent with the duties and responsibilities of each director serving as chairman or member of sub-committees. The Nomination and Remuneration Committee is responsible for screening and approving such remuneration, which is set at an industry-comparable level and sufficiently high to attract and retain qualified directors. Details are as follows:

1. Remuneration and Position Allowance

1.1 Remuneration for Directors

Remuneration for Board of Directors	200,000	Baht per annum per person
Remuneration for Audit Committee Members	200,000	Baht per annum per person
Remuneration for Executive Directors	100,000	Baht per annum per person
Remuneration for Nomination and Remuneration Committee Members	100,000	Baht per annum per person
Remuneration for Corporate Governance and Risk Management Committee Members	100,000	Baht per annum per person
Remuneration for Social and Sustainability Committee Members	100,000	Baht per annum per person

1.2 Position Allowance

Chairman of the Board of Directors	550,000	Baht per annum
Chairman of the Executive Committee	300,000	Baht per annum
Chairman of the Audit Committee	200,000	Baht per annum
Chairman of the Nomination and Remuneration Committee	100,000	Baht per annum
Chairman of the Corporate Governance and Risk Management Committee	100,000	Baht per annum
Chairman of the Social and Sustainability Committee	100,000	Baht per annum

2. Meeting Allowance Paid based on the number of attendances at meetings of the Board of Directors or various sub-committees. The meeting allowance for Board of Directors and Executive Committee meetings is Baht 20,000 per person per meeting, and for all other sub-committees, it is Baht 10,000 per person per meeting.

Remuneration for the President and CEO: The company has established a remuneration policy for the President and CEO, whereby the Nomination and Remuneration Committee considers the President and CEO's remuneration to align with the company's short-term and long-term performance, as well as the President and CEO's individual performance, for submission to the Board of Directors for annual consideration.

Executive Remuneration: Executive remuneration is in accordance with the principles and policies set by the Board of Directors, which are linked to the company's performance and the performance evaluation of each executive.

Details regarding the remuneration of directors and senior executives, which include salaries, bonuses, compensation, position allowances, and meeting allowances, are presented in Sections 7.4.2 7.4.3 and Section 8.1.2.

Independence of the board of directors from the management

Regarding the policy and practices concerning the independence of the Board of Directors from management, the Company's Board of Directors stipulates that directors shall be able to independently deliberate, express opinions, and cast votes on matters within the Board's decision-making authority. This is because the Company recognizes that if the Board's decisions are made under pressure from management, professional duties, or family, or if there is a conflict of interest in any matter, such decisions could be distorted. Therefore, the Company places importance on the independence of its directors to enable them to fully perform their duties in protecting the interests of shareholders and all stakeholders. If the Company determines that any director has a conflict of interest or lacks independence from management, that director shall not participate in the deliberation and decision-making process for such matters.

Director development

Regarding the policy and practices for director development, the Board of Directors has a policy to promote and facilitate training and knowledge provision for the company's directors and executives to ensure continuous improvement and performance. This includes both internal and external training courses. Annually, all members of the Board of Directors are required to attend training courses or participate in seminars that enhance their operational knowledge, such as knowledge regarding sustainable business operations, knowledge about the company's business characteristics, etc. This is to foster greater development and understanding in performing their duties as directors. The Board of Directors and senior executives place importance on participating in various training courses or seminars, or developing their knowledge and capabilities. Furthermore, most of the company's directors have completed courses with the Thai Institute of Directors (IOD), including the Director Certification Program (DCP), Director Accreditation Program (DAP), The Role of Chairman (RCP), Audit Committee Program (ACP), and Role of Compensation Committee (RCC) courses, among others.

Details regarding director development are presented in section 8.1.1.

Board performance evaluation

Regarding the policy and guidelines for evaluating the performance of directors, the Board of Directors has a policy to conduct performance evaluations of the Board of Directors as a whole, sub-committees, and individual directors at least once a year. Furthermore, the Board of Directors arranges for the performance evaluation of the President and CEO annually, according to the criteria set by the Nomination and Remuneration Committee. This is to enable the Board to collectively review the performance and issues of the past year, as well as to improve the effectiveness of the Board's operations. In addition, the evaluation topics are reviewed to ensure they are appropriate and consistent with the roles, duties, responsibilities, and in line with good corporate governance practices.

Details regarding the performance evaluation of the Board of Directors are presented in Section 8.1.1.

Corporate governance of subsidiaries and associated companies

Regarding the policies and guidelines for supervising subsidiaries and associated companies, the Board of Directors has established governance mechanisms to oversee the management and operational responsibilities of subsidiaries and associated companies in order to safeguard the company's investment interests. This is achieved by appointing individuals to serve as directors, executives, or controlling persons in such companies, proportionate to the shareholding. The company stipulates that such appointments must receive approval from the Board of Directors' meeting. Individuals appointed as directors in subsidiaries or associated companies are obligated to act in the best interests of those respective subsidiaries or associated companies. Furthermore, it is stipulated that appointed individuals must obtain approval from the Board of Directors before casting votes or exercising voting rights on significant matters, at the same level of approval required if the company itself were undertaking the action. This also

includes defining the scope of authority and responsibilities of directors and executives representing the company in such entities, regarding the control or participation in setting important business operational policies, among others. Details regarding the supervision of subsidiaries and associated companies are presented in Section 8.1.3.

Information Technology Systems Security Policy and Practices

Regarding the policy and practices for information technology system security, the Board of Directors considered and instructed the company to establish an information technology system security policy in accordance with the criteria stipulated under applicable laws and evolving regulations. This policy serves as a guideline for users of computer systems, network systems, internet systems, as well as other company data and information assets, to ensure they are appropriate and consistent with the company's intention to prioritize information technology system security. This is crucial for supporting the company's business operations to be efficient, reliable, and continuously operational. Furthermore, it mandates the monitoring of compliance with this policy through quarterly risk assessment and management, and regular audits by the Internal Audit Department.

The details regarding the policy and practices for information technology system security have been published on the company's website, where the full information can be accessed.

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

1. Shareholders' Rights

The company places importance on shareholders' rights, recognizing the significance of shareholders and their ownership rights to control the company through the appointed Board of Directors, and their right to make decisions regarding significant changes to the company. Therefore, the company encourages shareholders to exercise their rights and ensures the protection of their fundamental rights by providing shareholders with accurate, complete, sufficient, and timely company information, including the right to attend shareholders' meetings, the right to appoint a proxy to attend and vote on their behalf, and the right to express opinions and ask questions at shareholders' meetings to participate in important company decisions such as profit allocation, election of directors, determination of directors' remuneration, appointment of auditors, determination of audit fees, and approval of significant transactions that affect the company's business direction. The Board of Directors has clearly defined its corporate governance policy that the company will promote shareholders have exercised their fundamental rights, and the company will not commit any acts that violate or infringe upon the rights of shareholders. The company has good practices towards shareholders, as follows:

Annual General Meeting of Shareholders

1. The company has assigned Thailand Securities Depository Co., Ltd., which is the company's share registrar, to send out notices of meetings to all shareholders at least 21 days prior to the meeting. The notice of meeting contains complete details, including date, time, venue, and agenda items, along with clearly stating the objectives, reasons, and the Board of Directors' opinions on each proposed agenda item, so that shareholders are

informed of the matters to be considered at the meeting, serving as a factor in deciding whether to attend. It also provides shareholders with information to aid their decision-making in advance of the meeting. The company avoids adding other agenda items that would require vote on matters not predetermined in the shareholders' meeting, which is considered unfair to shareholders who did not attend the meeting.

2. At the Annual General Meeting of Shareholders, the company presents directors' remuneration for shareholders' consideration and approval annually, along with the policy for determining remuneration and the criteria for providing remuneration to directors for shareholders' consideration.

3. The company allows shareholders to vote for directors individually by proposing director names for shareholders to vote on individually, enabling shareholders to truly elect their desired directors.

4. The company provides an opportunity for shareholders to propose agenda items for the shareholders' meeting and nominate directors by announcing it through the channels of the Stock Exchange of Thailand and on the company's website, along with clearly detailing the criteria for considering such proposals. Shareholders can directly propose agenda items and nominate directors in advance through the company's website.

5. The company provides an opportunity for shareholders to submit questions and express opinions to the Board of Directors regarding company-related matters in advance.

to answer at the shareholders' meeting, by announcing it through the channels of the Stock Exchange of Thailand and on the company's website.

Shareholders can submit opinions and questions to the Company Secretary in advance directly through the company's website or at E-mail address: company_secretary@ckplc.com. During the meeting, the Chairman of the Board, acting as the meeting chairman, provided opportunities and

encourage shareholders to express opinions and ask relevant questions at the meeting by allowing them to comment or request additional information regarding agenda items after the report or presentation of each item. For comments or further inquiries on other matters,

In addition to the agenda items, opportunities will be provided for comments and questions after all agenda items have been addressed.

At the Annual General Meeting of Shareholders in 2025, no shareholders proposed agenda items or submitted questions in advance, and the meeting was informed of this before proceeding with the agenda.

6. The company has a policy to facilitate and encourage all shareholder groups, especially institutional investors, to attend shareholders' meetings by allowing pre-registration.

7. The company utilizes barcode system technology and Inventech Systems (Thailand) Co., Ltd.'s shareholder meeting management program for shareholder meetings, including registration, voting, vote counting, and results display, to ensure that the meeting proceedings can be conducted quickly, accurately, and precisely.

In 2025, the company organized its Annual General Meeting of Shareholders via electronic media (E-Meeting) in accordance with the Royal Decree on Meetings via

electronic media B.E. 2563 (2020) and the Ministry of Digital Economy and Society's announcement on security standards for meetings via electronic media B.E. 2563 (2020), and provides opportunities for shareholders to attend meetings via such systems. The company arranges for a service provider to facilitate meetings via electronic media with expertise and certification from relevant agencies, as follows:

- Meeting control system (Cisco Webex) that has been certified, and

- Inventech Connect voting system that has undergone self-assessment for compliance by the Electronic Transactions Development Agency (ETDA).

8. The company arranged for a legal advisory firm and at least two independent individuals representing shareholders to act as witnesses during the vote counting process to ensure transparency and compliance with laws and regulations. The Chairman of the Board, acting as the meeting chairman, introduced the vote counters to the meeting and ensured that this was recorded in the minutes of the shareholders' meeting. The results of the resolutions presented to the

meeting included votes for, against, abstentions, and void ballots. Shareholders can verify the vote counting results, as the company disclosed the resolutions along with the scores for each agenda item to the meeting.

9. The notice of the shareholders' meeting clearly and completely specifies the details of various agenda items, including:

9.1 Agenda item for the appointment of directors: specifies the name, surname, age, educational background, work experience, number of listed and unlisted companies where they hold directorships, as well as the criteria and methods of nomination, the type of director proposed (e.g., director or independent director), information on meeting attendance in the past year, and the number of terms/years served as a director in the company.

9.2 Agenda item for the appointment of auditors: specifies the auditor's name, affiliated firm, auditor's license, experience and qualifications of the auditor, number of years auditing for the company, as well as issues regarding the auditor's independence and remuneration, clearly stated.

9.3 Agenda item for considering dividend payment approval: includes notification of the company's dividend payment policy, the proposed dividend rate with reasons and supporting information, and also in cases where a proposal is made to forgo dividend payment.

9.4 The notice of meeting clearly states the facts and reasons for each agenda item, as well as the opinions of the directors on each agenda item.

10. The company prepares minutes of shareholders' meetings efficiently, covering important details on the following matters:

10.1 Record the explanation of the voting process, informing shareholders of the voting and counting methods using ballot papers, as well as how the results will be displayed, before the start of the meeting.

10.2 Record questions and answers that allow shareholders to inquire or offer opinions on various agenda items at the meeting, to provide an opportunity for shareholders who did not attend the meeting to be informed.

10.3 Clearly record the resolutions of the meeting, along with the number of votes for each agenda item, including votes for, against, and abstentions for all agenda items requiring a vote.

10.4 Record the names and positions of directors attending and absent from the meeting to allow for verification of directors' participation in each shareholders' meeting.

The company published the resolutions of the shareholders' meeting through the Stock Exchange of Thailand's news system and the company's website within the next business day, and published the complete minutes of the shareholders' meeting on the company's website, www.ch-karnchang.co.th, within 14 days from the date of the shareholders' meeting. Shareholders can review this information without waiting for the next meeting. The company also prepared a video of the shareholders' meeting atmosphere and published it on its website to allow shareholders who did not attend the meeting or those interested in the company's information to learn about the meeting details beyond what is recorded in the minutes. The company made this video available on its website until the next shareholders' meeting.

11. The Chairman of the Board, chairpersons of various committees, namely the Chairman of the Audit Committee, Chairman of the Nomination and Remuneration Committee, Chairman of the Corporate Governance and Risk Management Committee, Chairman of the Social and Sustainability Committee, Chairman of the Executive Committee, and the President and CEO (Chief Executive Officer), as well as the company's auditors and legal advisors, attended the Annual General Meeting of Shareholders.

every time, to jointly answer questions on relevant issues.

12. The company places great importance on shareholders' meetings, focusing on arranging a venue and time that are convenient for shareholders to travel to, as well as being appropriate and sufficient. Therefore, the company uses its office as the meeting venue, located at 587 Viriyathaworn Building, Suthisarn Winitchai Road, Ratchadaphisek Subdistrict, Din Daeng District, Bangkok, which is an area with convenient transportation, close to a subway station and near expressway exits.

13. The company discloses its shareholding structure in the company and its subsidiaries clearly, transparently, and verifiably, and does not have a structure of

pyramid shareholding or cross-shareholding within the company's group.

14. The company has a free float of more than 40 percent, with the company's Board of Directors holding a combined shareholding of not exceeding 25 percent of the company's issued shares.
15. The company has a combined institutional investor shareholding of more than 5 percent.
16. The company has treated shareholders equally regarding share repurchases, adhering to relevant regulations and providing opportunities for shareholders to communicate with each other. In the past year, the company had no instances of violating or failing to comply with these regulations.
17. The company has no shareholders' agreement that significantly affects the company or other shareholders.

The company has a policy to support and emphasize fair and equal treatment of all shareholders, whether minority or foreign shareholders, to protect their fundamental rights. Therefore, the company has various measures as follows:

1. The company has only one type of ordinary share and grants all shareholders the right to vote on a one-share, one-vote basis.

for the equality of shareholders, with the principle that shares of the same type should have equal voting rights, one share per one vote.

2. The company has processes and channels for minority shareholders to participate in the company's management by providing opportunities for minority shareholders to propose agenda items for the Annual General Meeting of Shareholders and nominate qualified individuals for consideration as company directors before each Annual General Meeting. The company has clearly announced the details and criteria for consideration to shareholders through the channels of the Stock Exchange of Thailand and on the company's website, to build confidence for minority shareholders in exercising their right to propose matters related to significant changes in the company and the right to elect independent directors to protect their interests.

3. The company has a written policy on preventing insider trading and conflicts of interest, as resolved by the Board of Directors, and regularly educates directors, executives, and employees on this policy through briefings or training. The company considers it a crucial policy that directors, executives, and employees shall not use their positions as directors, executives, and employees of the company to seek or obtain any personal benefits. This policy and guidelines for its implementation are stipulated in the annual information statement/annual report (Form 56-1 One Report) and the Code of Conduct and Business Ethics Handbook, which are distributed and disseminated to all directors, executives, and employees for their awareness and compliance. This information is also published on the company's website, providing another accessible channel for all employees. In the past year, there were no instances of directors, executives, or employees violating this policy to seek undue personal or third-party benefits.

Directors and executives of the company are required to report their holdings of the company's securities, as well as those of their spouses and minor children, and to report any changes in securities holdings (purchase, sale, transfer, or acceptance of transfer) to the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) within 3 business days after the date of purchase, sale, transfer, or acceptance of transfer. Furthermore, directors and executives are aware of their prescribed duties and responsibilities, including penalties under the Securities and Exchange Act B.E. 2535 (1992).

Regarding the company's practices for preventing insider trading and conflicts of interest, the company emphasizes an effective internal control system by establishing internal control guidelines to prevent and mitigate potential risks. For example, the company prohibits directors, executives, and employees who have access to inside information from engaging in any actions that violate Section 241 of the Securities and Exchange Act B.E. 2535 (1992), as well as related regulations stemming from the company's guidelines for preventing insider trading.

4. The company discloses the details and reasons for related party transactions that are subject to disclosure or require shareholder approval according to the regulations of the Stock Exchange of Thailand. This includes disclosing the

names and relationships of related parties, pricing policies, and the value of the transactions, as well as the Board of Directors' opinions on such transactions, clearly informing shareholders. However, in the past year, the company did not engage in any related party transactions that were subject to disclosure or required shareholder approval.

The Board of Directors has a policy prohibiting directors and executives who are related parties or have a conflict of interest in an agenda item from attending or voting on that item. The management will inform directors and executives who are not permitted to attend or vote on such agenda items in advance. The determination of whether an individual is a related party or has a conflict of interest is based on the conflict of interest reports that all directors and executives are required to prepare and disclose to the Chairman of the Board and the Chairman of the Audit Committee, in accordance with the Board's policy requiring directors and executives to prepare conflict of interest reports.

5. The company has disclosed that related party transactions were conducted fairly at market prices and in the ordinary course of business. In the past year, the company did not engage in any related party transactions or asset sales that violated or failed to comply with the regulations of the Stock Exchange of Thailand, the Securities and Exchange Commission, or other relevant agencies.

However, in addition to reporting related party transactions and connected transactions as required by regulations through news channels to the Stock Exchange of Thailand and other relevant agencies, the company also discloses such transactions (if any) in its annual information statement/annual report (Form 56-1 One Report).

6. The company does not have a business group structure with related party transactions that could lead to conflicts of interest, which is another policy the Board of Directors prioritizes. Considering the shareholding structure and the level of related party transactions within the business group, based on the company's revenues and expenses from group business, compared to total revenues and total expenses, the level of transactions, whether revenue or expense, must be less than 25 percent, except for transactions in the ordinary course of business and transactions with subsidiaries or associates where no related party holds more than 10 percent of shares.

7. The company facilitates shareholders who cannot attend the meeting in person to exercise their voting rights by appointing a proxy to attend and vote on their behalf. The company has nominated an audit committee member, who is an independent director, as an option for proxy appointment by shareholders. The company has sent proxy form B along with the notice of the shareholders' meeting to ensure that shareholders who cannot attend on the scheduled date still retain their rights as shareholders with equal rights.

8. The proxy form sent by the company along with the notice of meeting clearly specifies the details of documents and evidence required for proxy appointment, and also provides convenient steps for proxy appointment to enable shareholders to prepare them completely and correctly, avoiding any issues for the proxy holder attending the meeting.

9. For shareholders who cannot attend the meeting in person, the company has not imposed any rules or conditions that

cause any difficulty for proxy appointments. It only requires the documents to be certified by the proxy grantor and proxy holder only, to confirm that the rights and delegation of rights to attend the shareholders' meeting have been exercised correctly according to the applicable principles.

10. In the past year, the company sent out notices of shareholders' meetings to shareholders at least 21 days prior to the meeting.

11. The company publishes the notice of shareholders' meeting and complete supporting documents in English along with the Thai version on the company's website on the same day, 28 days prior to the meeting, to allow shareholders sufficient time to consider the details of each agenda item.

12. The company sends notices of shareholders' meetings and supporting documents in Thai to Thai shareholders, and to facilitate

convenience for foreign shareholders, the company prepares notices of meetings and supporting documents in English for foreign shareholders. All shareholders, both Thai and foreign, will receive complete documents within the legally prescribed period.

13. The company has no policy to provide financial assistance, such as loans or credit guarantees, to companies that are not its subsidiaries, except in cases of loans or loan guarantees proportionate to shareholding as per joint venture agreements. In the past year, the company did not engage in any such transactions.

14. In the past year, the company did not engage in any asset purchase or sale transactions that violated or failed to comply with the regulations of the Stock Exchange of Thailand and/or the Securities and Exchange Commission and/or other relevant agencies.

3. Role of Stakeholders

The company places importance on the rights of all stakeholder groups, whether internal stakeholders such as directors, executives, and employees of the company and its subsidiaries, or external stakeholders such as customers, business partners, competitors, creditors, communities, society, government agencies, and other relevant entities. This is to ensure that the fundamental rights of these stakeholders are well protected and cared for in accordance with relevant laws and regulations, as the company recognizes the support from various stakeholders, which will enhance competitiveness and generate profits for the company.

1. Shareholders

- Perform duties with honesty, integrity, and fairness, considering both major and minor shareholders, and for the benefit of the group.

overall stakeholders

- Manage the company's business to achieve progress, stability, and generate good returns for shareholders.

- Manage and ensure that no company assets are depreciated or wasted.

- Disclose financial and non-financial information related to the company's business and actual operating results in a complete, sufficient, consistent, timely, and reflects the true operational and financial status of the company.

- The company has consistently treated shareholders in accordance with good corporate governance principles in the section on shareholders' rights and equal treatment of shareholders. Concurrently, the company places importance on organizing the Annual General Meeting of Shareholders, adhering to the principles for assessing the quality of Annual General Meetings of Shareholders as stipulated by the Securities and Exchange Commission and the Thai Investors Association.

both before, during, and after the meeting to facilitate all shareholders in exercising their voting rights at the meeting by equally

Employee

- The Company has policies and practices regarding workplace safety and hygiene for employees, including creating a good working environment, promoting good physical and mental health among employees, and enabling them to work happily. This includes providing a fitness room, and when appropriate, organizing annual sports competitions to foster unity and good relationships.

Furthermore, in the past year, there have been no reported accidents, absenteeism rates, or work-related illnesses leading to absence from work.

- The Company highly recognizes the importance of its employees and, to achieve its set goals, recruits and hires personnel with knowledge, skills, and experience to perform duties aligned with the Company's needs and growth. The Company continuously organizes development programs to enhance employees' knowledge and skills to a high level.

- The Company has concrete and transparent policies and practices regarding compensation and welfare for employees, ensuring equality and fairness. This includes providing appropriate and just compensation and benefits, as well as offering various welfare provisions beyond legal requirements, such as the establishment of a provident fund, the right to receive medical treatment from designated medical facilities, financial assistance in case of death of an employee, their parents, or spouse, annual health check-ups, 5S activities, the 5th year scholarship program for children of employees with good academic performance, and the provision of exercise facilities, among others.

- The Company places great importance on personnel development by establishing a clear internal personnel development plan, encouraging employees at all levels, from staff to senior management, to receive training to develop both theoretical and practical knowledge and skills for work, as well as employment under fair conditions appropriate to market conditions and in compliance with labor laws.
- Providing fair and appropriate compensation to employees based on their work potential, by implementing an employee performance evaluation system to measure capabilities as a basis for competency development, and having clear performance measurements defined as Key Performance Indicators (KPIs) for all important activities. This forms part of the consideration for employee merits, serving as an incentive for work development and compensation linked to creating added value for the business and aligned with the Company's performance in both the short and long term.
- Fostering a participatory and team-oriented work environment by providing employees with ample opportunities to express their opinions on the work they perform.
- The Company has established a human rights policy by defining clear operational guidelines and practices for non-discrimination, providing equal opportunities in employment for women, persons with disabilities, underprivileged groups, youth, and the elderly, and recognizing the right of employees to form associations and engage in collective bargaining. In the past year, the Company has not received any complaints regarding human rights violations.
- Ensuring employees strictly comply with all relevant laws and regulations, including providing guidance to employees to prevent illegal actions. The Company oversees that employees use legal products and prevent copyright or intellectual property infringement, as well as promoting operational guidelines and performing duties with integrity, free from corruption, for the benefit and success of the Company.

Customer

- The company has clear and concrete policies and practices that are fair and responsible towards customers. It maintains a positive attitude and prioritizes customers, treating them willingly, enthusiastically, kindly, and politely, and maintaining customer confidentiality without using it for one's own or others' undue benefit. Furthermore, it treats all customers equally without discrimination against any specific individual.
- Deliver quality products in accordance with agreements with customers at fair prices.
- Provide accurate, sufficient, and timely information, news, and advice to customers to inform them about products and services.
- Strictly adhere to all conditions agreed upon with customers. In cases where any condition cannot be met, customers must be promptly informed to jointly consider solutions.
- Establish a process for customers to lodge complaints regarding the quality, quantity, and safety of products and services, including the speed of response and delivery, and take utmost action to ensure customers receive a prompt response.

Business competitor

- The company has clear and concrete policies and practices that are fair and responsible towards competitors, operating ethically, transparently, competing fairly, and within the framework of the law.
 - The company has a free trade policy, and the company believes that having competitors is beneficial as it leads to the development of standards, services, and new innovations to offer to customers.
 - Operates within the framework of fair competition.
 - Does not damage the reputation of trade competitors through malicious accusations lacking factual information.
 - Does not access competitors' confidential information through dishonest or other inappropriate means.
- In the past year 2025, the company had no legal disputes with trade competitors.

Business partner

- The company treats all partners equally and fairly, considering the company's best interests and based on the principle of fair returns for both parties.
- Partner selection criteria involve fair competition based on equally received information, without excluding any partner from participating in business competition.

- Use legally licensed products and services, and do not support products or actions that infringe intellectual property rights.
- Prepare appropriate and standardized contract formats.
- Establish management and monitoring systems to ensure full compliance with contracts, and implement internal control systems to prevent corruption and misconduct at all stages of the procurement process.
- Pay partners on time according to agreed payment terms. Strictly adhere to all agreed terms with partners.
- Do not seek confidential information from partners through dishonest or inappropriate means, such as paying bribes to directors and employees of competitors.
- Do not make malicious accusations against partners without factual information.
- Avoid situations that create conflicts of interest, and adhere to commitments.
- Provide factual information and accurate reports. Problem-solving negotiations and solutions are based on business relationships.
- Strictly adhere to all agreed contracts or terms, including any potential obligations and liabilities. In the event of inability to comply with any term or a default in debt payment, the creditor must be promptly informed without concealing facts, to jointly consider a reasonable solution.
- Agree to comply with the company's partner code of conduct.

Creditor

- The company treats all creditors/debtors equally and fairly, considering the company's best interests and based on the principle of fair returns for both parties.
- Develop appropriate and standardized contract formats.
- Make timely payments according to agreed payment terms and strictly adhere to all conditions agreed upon with creditors.
- Provide factual information, accurate reports, and conduct negotiations for problem-solving and finding solutions based on business relationships.
- Strictly adhere to all agreed contracts or conditions, including potential obligations and liabilities. In the event of inability to comply with any condition or a default in debt payment, creditors must be promptly informed without concealing facts, to jointly consider reasonable solutions.
- Manage capital to maintain an appropriate structure to support the company's business operations and preserve creditor confidence.
- Commit to maintaining sustainable relationships with creditors and fostering mutual trust.

Government agencies

The Company has established guidelines and operational measures regarding government agencies in the Code of Conduct for executives and employees as follows:

1. Strictly adhere to relevant laws and regulations.
2. Transactions with the government: When dealing with officials, operations must be conducted correctly and transparently. No actions should be taken that might induce officials to act or refrain from acting.
3. Building acquaintance or fostering good relationships on appropriate occasions, festivals, or according to customary practices is permissible if within appropriate boundaries.
4. Providing support for government activities and donating assets can be done through a correct and transparent approval process and within an appropriate budget.

Community and society

The company has policies, guidelines, and operational measures related to community and society as follows:

- The company considers the community an integral part that it must care for and facilitate. Therefore, the company focuses on promoting various activities for the development of community quality of life and the environment. As a way of giving back to society, it has a policy to support and participate in community development-related activities, in compliance with various laws and regulations.

- Participate in meetings, exchange opinions, and cooperate with local agencies for the continuous development of community well-being.
- The company establishes preventive/corrective measures when environmental and community impacts arise from the company's operations.
- The company has clear, concrete, and transparent policies and practices that are fair and socially responsible, taking into account the public interest and refraining from any actions that would harm the nation's reputation, natural resources, environment, and public benefit.
- Promote and instill a sense of social responsibility in employees at all levels.
- Do not assist, support, or allow oneself to be an instrument that leads to the avoidance of legal compliance.

Environmental Policies and Practices

Environment

- The Board of Directors has policies and guidelines to conduct business based on environmental considerations, committed to complying with laws, regulations, standards, and various requirements, as well as strictly adhering to relevant government environmental policies. The company is prepared to seriously develop and continuously improve its internal environmental management processes to ensure the most efficient use of resources and minimize waste from organizational activities that may impact the environment. This also includes providing environmental knowledge and training to employees and participating in supporting community development activities to ensure continuous environmental operations and reflect the business's sustainability.
- Support environmental conservation, including disseminating information and cooperating with employees, customers, government and private agencies, as well as the general public, to build a positive image and understanding of the company's environmental management.
- Rapid and effective response to incidents affecting the environment and communities resulting from the company's operations.
- Promote environmental awareness and responsibility among company employees under the environmental management system, as well as campaign for conservation and efficient use of energy and resources through training and knowledge dissemination via public relations media such as internal newsletters, public relations boards, and internal news bulletins to employees to enhance environmental knowledge and skills.
- Performance results according to social responsibility policies and plans are presented directly to the Board of Directors, and social and environmental operations are disseminated to company employees, shareholders, and stakeholders, including the dissemination of information to the public via the company's website and the Annual Information Statement/Annual Report (Form 56-1 One Report).

The company has established a policy of non-involvement in human rights violations, in order to respect human rights, which are the foundation for personnel care and development, and will significantly contribute to the overall quality and performance of the company. Directors, executives, and employees are required to comply with laws and human rights principles, or human dignity, without discrimination based on race, skin color, gender, language, religion, social status, property, origin, political opinions, or other statuses, and to be aware of their duties and responsibilities towards society and others. The guidelines for employee conduct and care are as follows:

- 1) The company strictly adheres to laws and human rights principles and does not support activities that violate human rights principles.
- 2) The company establishes fair policies and practices towards employees, without discrimination and providing equal opportunities to all levels of employees, including equitable and fair employment/termination, appropriate compensation and welfare for employees, consistent promotion of personnel development, focus on workplace safety, and fair provision of various employee benefits, with no cases of employment/termination based on gender, race, skin color, religion, age, marital status, pregnancy, political opinions, or disability, etc.

- 3) The company provides equal opportunities for all employees to work under the company's rules, regulations, announcements, and various orders.
 - 4) Compensation and welfare care: In addition to basic legal welfare, the company is committed to providing appropriate and reasonable compensation and welfare, consistently benchmarked against overall market conditions.
 - 5) Personnel development: The company has a policy to promote personnel development by providing opportunities for training or further education to enhance capabilities according to the needs of each department, thereby building the organization's competitiveness and supporting approaches that foster creativity to generate new innovations.
- In the past year 2025, there were no cases or incidents where the company was accused of human rights violations.

Policy and guidelines regarding non-infringement of intellectual property.

The company has established policies and guidelines regarding non-infringement of intellectual property, copyrights, or trademarks to prevent issues that could harm the company or its reputation. Executives and employees are prohibited from using illegal software and from copying copyrighted software for any reason without permission from the software manufacturer. All employees are responsible for helping to protect the company's intellectual property and must not use or allow others to use the company's intellectual property without permission. The company also has a policy prohibiting all types of intellectual property infringement, with the following guidelines:

- 1) All employees** Have a duty to protect and maintain the confidentiality of the company's intellectual property to prevent information leakage and must not use the company's various types of intellectual property for personal gain or for others without permission.
- 2) All employees** Must respect and honor the intellectual property of others and not use the intellectual property of others, whether in whole or in part, without permission from the owner of the work.

Information Technology System Security Policy

The company has established an Information Technology System Security Policy, as IT system security is a crucial component in supporting the company's business operations to be efficient and reliable. The company is committed to developing its IT system security by allocating sufficient and appropriate budgets and IT resources for implementation, ensuring that:

1. Only authorized personnel can access the information technology systems.
2. Information technology systems are accurate, reliable, and maintain data confidentiality.
3. Information technology systems are always available.
4. Regular security checks of information technology systems are conducted.
5. Promote employees' knowledge, appropriate skills, and awareness regarding related information technology system security.

Information security is everyone's responsibility. Therefore, it is the duty of employees and authorized external parties using the company's information systems to take all measures to ensure maximum security.

Details regarding the policy and guidelines for information technology system security are published on the company's website, where the full information can be accessed at <https://www.ch-karnchang.co.th>

Anti-Corruption and Anti-Bribery Policy

The company has established an anti-corruption policy and prohibits bribery for the company's business interests or the giving of any items or other benefits to individuals with duties or businesses related to the organization for the company's business interests. This is clearly defined as a guideline to prevent corruption and unfairness in business operations, such as compliance with prohibitions, plans, or measures in

Internal control, ethics, and operational supervision, which are the duties of all employees at all levels in the company, and are subject to oversight.

In terms of ethics, morality, and plans or measures for supervising operations related to anti-corruption and anti-bribery, including the authority to report matters directly to the independent oversight body of the organization.

Additionally, there is a process for assessing corruption risks and guidelines for governance and control to prevent and

monitor corruption risks, as well as guidelines for monitoring and evaluating compliance with the anti-corruption policy. Training is provided to employees at least once a year to educate them on anti-corruption policies and practices, ensuring that all directors, executives, and employees of the company adhere to and strictly follow them. The company has established an anti-corruption policy with the following key operational guidelines:

- 1) Directors, executives, and employees at all levels of the company should operate with fairness, honesty, integrity, and transparency in conducting business with various agencies, and their operations must comply with laws, policies, regulations, announcements, or correct operating procedures.
- 2) Promote and support fair and honest treatment of business partners and fulfill commitments to the company's stakeholders.
- 3) Promote and support the cultivation of awareness among directors, executives, and employees to refrain from corruption and recognize the penalties for corruption.
- 4) Promote and support directors, executives, and employees not to accept, agree to accept, or provide entertainment, gifts, and any other expenses that are excessive and inappropriate for individuals doing business with the company.
- 5) The company regularly provides training to employees to educate them on anti-corruption policies and practices.

The company has established governance and control to prevent corruption by defining clear and stringent operating procedures, and the internal audit unit is responsible for verifying actual operations to prevent corruption.

In the past year 2025, there were no cases of the company committing corruption or ethical misconduct.

The company has a process for assessing corruption risks. through the Risk Management Project Working Group, which holds quarterly reporting meetings and presents to the Executive Committee, the Corporate Governance and Risk Management Committee, and reports to the Board of Directors in sequence. Guidelines for governance and control to prevent and monitor corruption risks have been established as follows:

- 1) Employees are prohibited from giving or offering to give any items or other benefits to external parties, such as government officials, brokers, agents, business partners, etc., with the intention of inducing such persons to commit or omit any act that constitutes a legal offense or is improper to their position, or in exchange for undue privileges.
- 2) Employees are prohibited from soliciting or accepting any items or other benefits for themselves or others that may induce them to perform or refrain from performing duties improperly.
- 3) Business operations with various agencies, whether government agencies, state enterprises, or private entities, etc., both domestically and internationally, must be conducted transparently, fairly, and in accordance with the laws of Thailand and the laws of foreign countries with which the company conducts business.
- 4) Acts of malfeasance are considered serious disciplinary offenses.

The company prioritizes communication with all stakeholder groups for mutual information exchange, as well as listening to opinions and suggestions from all stakeholder groups for mutual benefit. In cases where stakeholders do not receive fair treatment from the company's operations, they can directly contact the Audit Committee or e-mail: audit_committee@ckplc.com and/or the Company Secretary or e-mail: company_secretary@ckplc.com to file a complaint. In 2025, no complaints were received.

The company has provided channels for all stakeholder groups, the general public, and employees to file complaints in cases of unfair treatment or to report potential legal violations. There are also resolution processes, including measures to protect employee complainants, and a systematic and fair process for informing complainants of the outcome. Employees are given independent channels for complaints and feedback as follows:

1. The complaint recipient collects facts related to violations or non-compliance with laws or ethics.
2. The complaint recipient reports the facts to the independent director, who conducts an investigation to consider the complaint, categorizing related issues into management aspects, knowledge development, fact-checking, etc.

3. Action measures: The complaint recipient presents the case to the independent director for fact-finding and determines action measures to cease violations or non-compliance with the law.
4. Reporting results: The complaint recipient is responsible for informing the complainant of the outcome if the complainant discloses their identity. In important cases, the results should be reported to the Chairman and/or the Board of Directors.

In 2025, no complaints or tips regarding any misconduct were reported to the company.

Policy or guidelines for protecting employees or whistleblowers regarding misconduct.

The company has established policies or guidelines for protecting employees or whistleblowers regarding misconduct by defining measures to protect complainants according to the following criteria:

- 1) Complainants or those cooperating in fact-finding investigations may choose not to disclose their identity if they believe that disclosure would lead to insecurity or any harm. However, if they disclose their identity, the organization will be able to report progress and clarify the facts.
- 2) The company will not disclose the name, surname, address, photographs, or any other information that can identify the complainant or those cooperating in the fact-finding investigation.
- 3) The complaint recipient will keep relevant information confidential and prioritize security. Measures have been established to protect employees who file complaints and those who provide information, including cooperation in data verification, ensuring protection from unfair treatment such as job reassignment, change of job nature, change of workplace, suspension, intimidation, disruption of work, or termination of employment due to the complaint.
- 4) Those who suffer damage will receive appropriate and fair compensation through a suitable process.

4. Information Disclosure and Transparency

The company places importance on good corporate governance by disclosing material information that has or may have an impact on changes in the company's securities prices, or on investment decisions, or on the rights and benefits of shareholders, to ensure that shareholders and general investors receive important news quickly and equally.

The company has guidelines for disclosing material information related to the company to the public accurately, completely, timely, transparently, and in accordance with the criteria set by the SEC and the SET. This is done through easily accessible channels, including the dissemination of various information via the websites of the SET, the SEC, and the company's own website in both Thai and English. The practices are as follows:

1. To enable shareholders/investors to understand the ownership structure of the business they invest in and their own rights compared to other shareholders, the company discloses its major shareholder structure, which is the latest information clearly showing the ultimate shareholders to data users. It also discloses direct and indirect shareholdings of directors and executives, as well as information on the business group structure, shareholding proportions, and key business risks of the company.
2. The Board of Directors has a policy for the company to operate with transparency and accountability, with sufficient disclosure of information to all stakeholders, and ensuring that information is disclosed accurately, completely, timely, and reliably. All parties have equal access to the company's material information. In addition to dissemination through the channels of the Stock Exchange of Thailand as required by regulations, the company also publishes information on its website www.ch-karnchang.co.th, which is available in both Thai and English. Examples include the annual registration statement/annual report (Form 56-1 One Report), corporate governance policy, company information, nature of business operations, financial statements, press releases, shareholding structure, organizational structure, business group structure, information about the Board of Directors and executives, investor relations information, company regulations, meeting notices, operating results, financial ratios, dividend payment history, as well as other information such as corporate social and environmental responsibility activities, etc. The website is regularly updated to ensure users receive timely information, convenient access, and maximum benefit.

3. Regarding investor relations, the Board of Directors prioritizes the accurate, complete, transparent, accessible, and timely disclosure of material information related to the company. The Investor Relations department is a dedicated unit responsible for disclosing various information to shareholders and investors, including both financial and non-financial information, such as financial statements, operating results, financial ratios, dividend payment history, and other information affecting the company's securities prices. This information is disseminated for investors and stakeholders to use in their investment decisions through various channels and communication platforms of the Stock Exchange of Thailand, the Securities and Exchange Commission, as well as the company's website www.ch-karnchang.co.th, which is available in both Thai and English.

4. The company discloses financial information and presents the Board of Directors' responsibility report for financial statements alongside the auditor's report, management discussion and analysis, general information, and material information in the annual registration statement/annual report (Form 56-1 One Report). This is done accurately, timely, and in accordance with the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand.

5. The roles and responsibilities of the Board of Directors and sub-committees, the number of meetings held, and the attendance record of each director at these meetings in 2025 are disclosed.

6. The Board of Directors and executives report their securities holdings and changes in such holdings, in accordance with the criteria of the Securities and Exchange Commission. The Board of Directors has also established a policy requiring directors and executives to report their buying/selling or holding of the company's securities to the Board of Directors' meeting every time there is a change.

Beyond the reporting of securities trading by executives as required by the SEC, for other executives and employees who have access to material company information that could affect securities prices, insider trading is considered an unfair advantage over general investors. Examples include information on capital increases or decreases, dividend payments, company performance, joint ventures, etc. Therefore, the company prevents insider trading by requiring executives to report their securities trading in accordance with SET regulations, and insiders should refrain from trading securities or wait until the public has received the information and had a reasonable time to evaluate it.

In 2025, there were no instances of directors or executives of the company engaging in insider trading.

7. The Board of Directors has established a policy regarding the reporting of interests by directors and executives, requiring directors and executives to inform the company of their own interests or those of related persons, which are interests related to the management of the company or its subsidiaries. This is in accordance with the criteria, conditions, and methods prescribed by the Capital Market Supervisory Board. It requires the disclosure of information on directorships or executive positions held in other legal entities, and information on shareholdings in other legal entities if exceeding 10% of the total voting shares, for both the reporting person and related persons (spouse, minor children/adopted children, and related legal entities). This information is to be submitted to the Company Secretary for safekeeping, and a copy of the report must be sent to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date the company receives the report.

8. Regarding the policy on remuneration for directors and executives, the company has clearly and transparently established a remuneration policy for directors and executives. The Nomination and Remuneration Committee is responsible for reviewing and screening this policy. The remuneration is set at a level comparable to the same industry and is sufficient to attract and retain qualified directors and the President. Remuneration for executives, excluding the President, follows the principles and policies set by the Executive Committee, which are linked to the company's performance and the executives' individual performance.

9. The company has established a Whistleblowing Policy, recognizing its importance for the company's progress and sustainable growth. This mechanism is crucial in enabling executives, employees, or stakeholders to report anonymously any violations of the code of conduct, corruption, and other ethical issues. It aims to assure whistleblowers that there is an independent, reliable, and trustworthy whistleblowing process, including a follow-up process to ascertain facts or reach conclusions, as well as fair measures to protect whistleblowers.

10. The company has established a policy for related party transactions, which, importantly, must be considered and approved by the Board of Directors to comply with the criteria set by the Securities and Exchange Commission and the Stock Exchange of Thailand. In the event of related party transactions, the company discloses details of the transacting parties, their relationships, the nature of the transactions, terms/pricing policies, and the value of the transactions.

11. The company has set its long-term objectives/goals as follows: The company's business operations must achieve balanced growth and create engineering works to develop sustainable infrastructure for life and society, as well as generate maximum returns for stakeholders in all sectors.

5. Responsibilities of the Board of Directors

The Board of Directors recognizes its responsibility and role in setting the company's policies and operational direction in accordance with laws, objectives, company regulations, and resolutions of shareholders' meetings. It oversees and controls the management to ensure operations align with established policies efficiently and effectively to protect the company's interests, maximize economic value for the company, and maximize wealth for shareholders, based on good corporate governance principles. The Board of Directors monitors the implementation of strategies to manage the business for sustainable growth. The importance of the Board of Directors' roles and duties to the company and shareholders lies in its composition of qualified individuals who possess leadership, vision, appropriate knowledge, abilities, and experience in various fields, demonstrating honesty, integrity, and independence in decision-making for the utmost benefit of the company and its shareholders as a whole.

The Board of Directors has implemented practices in accordance with the principles of good corporate governance for listed companies in various aspects, as follows:

1. Board Structure

The company's Board structure comprises 11 qualified individuals with beneficial qualifications, skills, knowledge, and experience, capable of performing their duties efficiently. This includes 3 executive directors, 5 independent directors, and 3 non-executive and non-independent directors, which aligns with the proportions stipulated by the SEC. The Chairman of the Board is an independent director as defined by the Stock Exchange, has no relationship with the management, and is not the same person as the Managing Director.

Managing Director, to separate the duties of policy formulation, oversight, and routine management. The Board of Directors has clearly defined the powers and duties of the Chairman of the Board and the Managing Director.

Regarding the qualifications of "Independent Directors," the company has set stricter requirements than the minimum stipulated by the Securities and Exchange Commission.

Securities and Exchange Commission and the Stock Exchange of Thailand. Details are provided in section 8.1.1.

2. Sub-Committees

The Board of Directors has established 5 sub-committees to closely monitor and oversee operations. Each sub-committee regularly evaluates its performance and reports to the Board of Directors. Details of the information and reports of each sub-committee are presented in section 7.3. The sub-committees consist of:

1) The Executive Committee has performed its duty in providing beneficial advice to the management and reviewing work proposed to the Board of Directors, as well as offering various useful opinions and recommendations in financial management.

2) The Audit Committee has performed its duty in reviewing the reliability of the company's financial reports before submission to the Stock Exchange of Thailand, auditing the internal control system, as well as considering the complete and accurate disclosure of related party transactions, and providing beneficial advice to the management on good corporate governance.

- 3) The Nomination and Remuneration Committee has performed its duty in considering the criteria and process for nominating suitable individuals to serve as company directors, and in determining the criteria for evaluating the remuneration of company directors and the Managing Director.
- 4) The Corporate Governance and Risk Management Committee has performed its duty in providing recommendations, monitoring compliance with good corporate governance principles, and overseeing and reviewing the strategies used in the company's overall risk management.
- 5) The Social and Sustainability Committee has performed its duty in formulating operational policies that will lead the business towards concrete sustainability, by providing recommendations, monitoring operations to achieve social and environmental policy goals, as well as considering and tracking the progress of social and environmental operations, and evaluating their success.

3. Roles, Duties, and Responsibilities of the Board of Directors

- 1) The Board of Directors comprises individuals with diverse knowledge, abilities, skills, and experience, capable of exercising independent judgment and demonstrating leadership. Their duties include defining the company's vision, mission, strategies, goals, business plans, and budget, as well as overseeing the management to ensure operations align with the established business plans and budget efficiently and effectively, to maximize economic value for the enterprise. This also includes monitoring performance to achieve objectives and ensure compliance with relevant policies, regulations, laws, and various stipulations.
- 2) The Board of Directors has established a corporate governance policy for the company's directors, executives, and employees to adhere to, and has put in place sufficient mechanisms to facilitate practical implementation, monitor performance, and mandate a review at least once a year.
- 3) The Board of Directors is responsible for considering and approving important matters related to the company's operations, such as defining the company's vision, mission, values, and strategies, including financial goals, plans, and budget. It also supervises, controls, and oversees the management to ensure operations align with established policies and plans efficiently and effectively, to maximize economic value for the enterprise. This includes monitoring performance to achieve objectives and ensure compliance with relevant policies, regulations, laws, and various stipulations. Previously, the company arranged for a review and approval of its vision, mission, and values at least every 5 years. Subsequently, at the Board of Directors meeting No. 7/2557 on December 24, 2014, a resolution was passed to approve the Board of Directors' annual review of the company's vision, mission, and values for the past fiscal year, so that the Board of Directors can monitor and ensure the company's strategies are used as guidelines for implementation.
- 4) The company established its Code of Conduct in 2003 and has appropriately updated it to align with business operating conditions. The Board of Directors has approved its implementation. The company's Code of Conduct comprises expected behaviors for directors, executives, and employees, outlining guidelines for their conduct towards the company, colleagues, external parties, and society, based on sound ethical principles. Throughout the years, all directors, executives, and employees have been well-informed and understand the appropriate and ethically correct behaviors, and adhere to them as a guideline for performing their duties in the company's mission with honesty, integrity, and fairness to build confidence among shareholders, all stakeholder groups, as well as the public and society. The company has a guideline to promote compliance with the Code of Conduct, including monitoring its implementation, by sending an annual Code of Conduct compliance survey to all directors, executives, and employees. The survey results are then summarized to serve as a standard for strict adherence to the Code of Conduct. Furthermore, the company mandates regular reviews of its Code of Conduct. Should any expected behaviors in the Code of Conduct not cover business operations, the company will promptly make appropriate amendments. In addition to conducting an annual survey on compliance with the company's Code of Conduct for all directors, executives, and employees, and requiring their signatures to demonstrate responsibility for adherence to the Code, the company also encourages all executives to continuously attend training courses on corporate governance to enhance

their knowledge and understanding, promote and support a positive vision and attitude towards management based on good corporate governance principles, to foster leadership and succession in management, as well as to perform duties and drive the organization with virtue and ethics.

5) The Board of Directors has established an Internal Audit Office, with a direct reporting line to the Audit Committee, responsible for monitoring and reviewing the company's operations, as well as the operational systems in various departments of the company, to ensure efficiency in accordance with the annual audit plan approved by the Audit Committee.

In 2025 and during the past period, the company has no record of violating the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.

6) The company has established a Compliance Unit responsible for providing advice and ensuring the company's compliance with laws, company regulations, various related operating procedures, including the disclosure of information and various informational reports.

7) The Board of Directors and the Audit Committee have provided their opinion on the adequacy of the internal control system in the Annual Registration Statement/Annual Report (Form 56-1 One Report).

8) The Board of Directors has appropriately considered transactions that may involve conflicts of interest, or related party transactions, or inter-company transactions, within a sound ethical framework, after scrutiny by the Audit Committee. It also ensures compliance with the criteria of the Stock Exchange of Thailand and the Securities and Exchange Commission, as well as the disclosure of information regarding such potential conflict-of-interest transactions to the public. The company has established policies, operating procedures, and approval processes for potential conflict-of-interest transactions for executives, employees, and relevant parties to adhere to, with the following key principles:

(1) Compliance with the criteria stipulated by the Stock Exchange of Thailand for related party transactions, requiring such transactions to be presented to the Audit Committee for consideration and opinion before seeking approval from the Board of Directors, in accordance with good corporate governance principles.

(2) Disclosure of information regarding transactions that may involve conflicts of interest, or related party transactions, or inter-company transactions, in accordance with the criteria stipulated by the Securities and Exchange Commission and the Stock Exchange of Thailand, by disclosing them in the Annual Registration Statement/Annual Report (Form 56-1 One Report), as well as disclosing such inter-company transaction information in the financial statements as required by accounting standards.

(3) In considering transactions that may involve conflicts of interest, the Board of Directors exercises careful consideration. Such transactions are primarily for the benefit of the company and its shareholders as a whole. Directors with a vested interest will not participate in the meeting and will abstain from voting on that agenda item.

9) In terms of risk management, the Board of Directors has monitored and acknowledged the company's risk management plan from the management's performance reports at every Board of Directors meeting, and also from the reports of the Corporate Governance and Risk Management Committee. The company has defined and assessed business risks, and established effective preventive measures and risk management systems covering the entire organization.

Risk Management Policy

In 2025, the company completely reviewed and revised its enterprise risk management with recommendations from a consulting firm possessing

expertise and capabilities. This is because the company recognizes that risk management plays a crucial role and is an integral part of good corporate governance, serving as a fundamental basis to help the company achieve its stated objectives. The new risk topics

of the company are categorized into 25 topics at the Corporate Risk Level and 11 topics at the Business Unit Risk Level, further divided into Strategic Risk, Operational Risk,

Financial Risk, Compliance Risk, and Environmental, Social and Governance Risk (ESG). Each of these risk topics has a designated Risk Owner and a

Risk Co-owner, who are responsible for jointly assessing risks.

Furthermore, the Board of Directors has approved a new Risk Management Policy and Manual to establish a risk management framework and processes that align with international standards, linking all levels, including Corporate Risk Level and Business Unit Risk Level. This promotes appropriate risk management processes, enabling the company to make effective decisions and build confidence in achieving its goals amidst changing business environments, as well as to prevent potential losses from various uncertainties. The principles of the risk management policy can be summarized as follows:

(1) The Board of Directors, executives, all employees, and all departments are risk owners, responsible for assessing, monitoring, and supporting effective risk management processes.

(2) All company units must have risk management and control processes, as well as systematic and continuous evaluation and monitoring. These processes must be regularly updated to suit business changes, at least once a year.

(3) Mandate risk assessment as an integral part of the annual work plan for all departments, considering all comprehensive risks.

throughout the organization, taking into account both internal and external risk factors, and ensuring appropriate risk management is in place.

(4) The Corporate Governance and Risk Management Committee is responsible for evaluating risk management and submitting recommendations to the Board of Directors.

(5) Foster an organizational culture of shared understanding and awareness regarding risks. Build a knowledge base to enable employees at all levels to research information and exchange experiences, which will lead to the development and improvement of risk management processes into an effective mechanism for strategic management.

The details of the risk management policy have been published on the company's website, where the full information can be accessed at

<https://www.ch-karnchang.co.th>

10) Segregation of duties between the Board of Directors and management.

The company has clearly segregated the roles and responsibilities between the Board of Directors and management.

The Board of Directors is responsible for setting company policies and overseeing the management's operations, while the company's management is responsible for managing various aspects of operations in accordance with the policies set by the Board of Directors. The Chairman of the Board and the President are separate individuals, and the Chairman of the Board is an independent director.

The Board of Directors comprises the Chairman of the Board and Directors. The company's management consists of the Chief Executive Officer, Deputy Chief Executive Officer, President, Senior Executive Vice President - Operations, Senior Executive Vice President - Administration, Assistant President - Construction 1, Assistant President - Construction 3, Assistant President - Construction 4, Assistant President - Engineering, Assistant President - Business Development, Assistant President - Procurement, Assistant President - Accounting and Finance, Assistant President - Human Resources and General Administration, Assistant President - Internal Audit Office, and Assistant President - Project Support.

11) The Board of Directors has overseen and ensured the implementation of the company's strategies, with clear policy-setting procedures ready for execution. Joint meetings are held among senior executives, executives, and operational staff, covering planning procedures and implementation steps. Close cooperation is maintained to transfer knowledge and understanding of the plans or operational plans to all relevant personnel, including those responsible for project development, and those responsible for monitoring and evaluation. A working group is established to track performance, and if performance falls below targets, efforts must be made to adjust operational plans to achieve the set goals.

4. Board of Directors Meeting

The Company schedules Board of Directors meetings in advance throughout the year, specifying the dates and times to the directors from the end of each year. This allows directors to manage their time and attend meetings. Except in cases of special agendas, the Chairman of the Board or directors, in the number prescribed by law, may call additional

meetings as necessary. The Board of Directors is scheduled to meet on the second Wednesday of every two months, and additional Board meetings may be changed or scheduled as appropriate. The Company Secretary and the Office of the President will send meeting invitations along with the agenda and supporting documents at least 5 business days prior to the meeting, to allow the Board of Directors sufficient time to review the information before attending each meeting.

The meeting agenda is determined through joint consideration by the Chairman of the Board and the President. In 2025, the Board of Directors held a total of 6 meetings, which were conducted in a hybrid format.

One meeting was held between non-executive directors without the presence of management. This was to allow directors to freely discuss and exchange opinions and to effectively monitor the performance of the management. After the meeting concluded, the issues discussed and the meeting's conclusions were reported to the Board of Directors or the President, as appropriate.

In addition, Executive Committee meetings are held monthly, which most directors attend fully, unless they have urgent important engagements. At every meeting, the Chairman of the Board presides over the meeting, ensuring that each agenda item is considered thoroughly and providing opportunities for all directors to express their opinions and engage in discussions. Senior executives will attend meetings to clarify information as direct stakeholders in the operations until satisfaction is reached before voting on each agenda item. Meeting minutes are prepared in writing and systematically stored for inspection.

The Board of Directors has a policy prohibiting directors and executives who are related parties or have a conflict of interest with the agenda item under consideration from attending or voting on that item. In determining related parties and those with conflicts of interest, the Board of Directors will consider the report on conflicts of interest, which all directors and executives are required to prepare in accordance with the Board's policy, mandating directors and executives to prepare conflict of interest reports to disclose such information to the Chairman of the Board and the Chairman of the Audit Committee.

The Board of Directors has established a policy regarding the minimum quorum. When the Board of Directors is to cast a vote at a Board meeting, there must be no less than two-thirds of the total number of directors present.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The company has established a business code of conduct linked to its vision, mission, strategies, goals, and practices that will lead to value creation for stable and sustainable growth for 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. This business code of conduct has been in place since 2003.

The objective is for employees to understand and appropriately comply with the code of conduct, which has been continuously reviewed and updated to align with the company's business operations. This serves to compile a framework, define the scope, and set standards of conduct and behavior that all company personnel should adhere to in business operations and work performance, as well as to ensure consistent work practices within a framework of ethics, morality, honesty, and to promote orderliness, equality, and fairness, thereby building the company's foundation as a sustainably growing organization, while also fostering confidence among shareholders, all stakeholder groups, and society.

The Board of Directors has approved and supported the company's directors, executives, and employees in adhering to the business code of conduct to foster a positive organizational culture. This is because the company's business code of conduct comprises principles of conduct for directors, executives, and employees, outlining guidelines for their behavior towards the company, colleagues, external parties, and society, based on sound ethical principles.

Throughout the past period, all directors, executives, and employees have been informed of and understood the appropriate and ethically correct conduct, and have adopted it as a guideline for performing their duties in line with the company's mission with honesty, integrity, and fairness. The company has communicated and promoted adherence to its business code of conduct. The Human Resources Department has prepared the company's business code of conduct in writing to distribute to all employees and has continuously provided training on compliance with the company's business code of conduct. In 2025, 24 training sessions were conducted, training 49 new employees.

Furthermore, the company has guidelines to promote adherence to the business code of conduct manual, including monitoring compliance. This is done by distributing a code of conduct compliance survey to all directors, executives, and employees annually to continuously assess compliance with the company's code of conduct. The survey results are then summarized to serve as a standard for strict adherence to the code. In 2025, 88 executives (from Section Manager to Chief Executive Officer) completed the assessment, and all 88 submitted their assessment results back to the Human Resources Department, representing 100%. The overall assessment results were very good. For employees (from Department Manager to Operations Officer), 1,345 completed the assessment, and all 1,345 submitted their assessment results back to the Human Resources Department, representing 100%. The overall assessment results were also very good.

The overall assessment results for directors, executives, and employees regarding compliance with the company's business code of conduct are summarized as follows:

1. Compliance with the Code of Conduct: Understand and adhere to the guidelines stipulated in the company's Code of Conduct.
2. Business Conduct Guidelines: Strictly adhere to laws applicable to the company and commercial businesses, follow ethical principles, and comply with company policies.
3. Conflicts of Interest and Prevention: Do not disclose confidential company information to others, avoid actions that could create conflicts between personal interests and company interests, and do not participate in or hold shares in any business that may have interests or conflicts with the company's business.
4. Use of Inside Information for Securities Trading: Do not disclose inside information that has not yet been made public and could affect the price or trading of securities of the company and related companies.
5. Duty to Shareholders: Perform assigned tasks to the best of one's ability to create added value for the organization, possess the potential to support continuous business expansion and development, and increase shareholder value in the long term.
6. Responsibility towards Executives and Employees: Establish guidelines and practices to always maintain a safe working environment for life and property.
7. Duty to Community, Society, and Environment: Cooperate in contributing to the community, society, and environment as opportunities and readiness permit.
8. Information Disclosure and Confidentiality: Adhere to the company's policy for efficient data management by disseminating necessary and appropriate information to the public as opportunities arise, and not disclosing company information that has not yet been made public, personal data, or using information obtained from one's duties 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 Hospitality: Establish guidelines for giving gifts and hospitality, avoiding the acceptance of any items or benefits from trade partners, contractors, or parties involved with the company's business, except during festivals or customary occasions, provided that the value is deemed appropriate.

In the past year 2025, there were no instances of company directors, executives, or employees violating the business code of conduct.

However, the company regularly reviews its business code of conduct. Should any part of the company's code of conduct not cover business operations, the company will promptly amend it to be appropriate. In addition to

conducting annual assessments of compliance with the company's code of conduct for all directors, executives, and employees, and requiring their signatures to demonstrate responsibility for compliance, the company also encourages executives to continuously attend training courses on good corporate governance. This is to enhance their knowledge, understanding, vision, and positive attitude towards management based on good corporate governance principles, to foster leadership and succession in management, as well as to perform duties and drive the organization with integrity and ethics.

Penalties

Should an investigation be conducted according to established procedures and reveal a violation or breach of the company's business code of conduct, anti-corruption policy, and work regulations, and to prevent recurrence of such violations of the business code of conduct or company regulations, the company has stipulated penalties. Disciplinary action will be considered based on the severity as defined in the company's work regulations and relevant laws. In cases where damage occurs, the violator must be responsible for compensating the company or those affected by such actions, and may face legal penalties if the act is illegal.

Nevertheless, in 2025, there were no reported instances or complaints of company personnel violating or breaching the company's business code of conduct, engaging in corruption, giving or receiving bribes, or unfair anti-competitive practices, or violating work regulations. The company regularly reports summaries of various violations to the Board of Directors' meeting annually, similar to reporting the results of monitoring compliance with the business code of 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

Prevention of Conflicts of Interest

Conflicts of Interest

Company personnel must perform their duties with the company's best interests as their priority, free from personal desires and the influence of close associates. They must always be aware of whether they have a conflict of interest in their work. If a conflict of interest is identified, the personnel must cease that particular task and allow another person to take responsibility to eliminate any suspicion of conflicts of interest, misuse of authority for personal gain, and harm to the company. Therefore, all personnel must strictly adhere to the company's prescribed measures for preventing and disclosing conflicts of interest.

Best Practices

1. Company personnel are prohibited from using their influence or authority to conduct transactions between the company and themselves, partnerships, or legal entities in which they hold shares, or any related persons, beyond the benefits that company personnel are entitled to, unless such interests have been disclosed and specifically authorized or approved in principle.

2. Company personnel or related persons may conduct transactions under general commercial agreements without using the influence of company personnel, and with commercial terms that a reasonable person would enter into with general trading partners of the company or its subsidiaries.
3. Issuing orders that benefit the issuing personnel themselves is not permissible.
4. When attending a meeting to consider any agenda item where a participant has a conflict of interest, the personnel with the conflict of interest must temporarily leave the meeting to allow other participants to consider, analyze, and comment without the influence of that personnel.
5. The Board of Directors and executives must meticulously and honestly consider conflicts of interest related to connected transactions between the company, its subsidiaries, and associated companies, based on principles and reasons, with independent judgment, within a framework of good ethics, and with the company's best interests in mind.
6. In cases where company personnel have reason to suspect that they or related persons have a conflict of interest with the company's interests, they must promptly inform their supervisor to forward the matter to the Office of the President and the Company Secretary. Company personnel must review and evaluate themselves regarding conflict of interest issues during their annual self-assessment.
7. The company's Board of Directors, executives, and auditors must report any conflicts of interest related to the management of the company, its subsidiaries, or its associated companies, as well as report their own securities holdings and those of related persons, in accordance with the criteria stipulated by the securities and exchange law.
8. Accepting work from subsidiaries or associated companies is permissible upon approval from the supervisor, management, or the Board of Directors, as the case may be. However, company personnel must not accept external work that competes with the company's business operations or creates a conflict of interest with the company, whether temporary or permanent, unless specifically authorized by the Board of Directors or the approving authority.
9. The recruitment of new personnel who are related to the company's personnel must be transparent and fair to equally qualified individuals. Company personnel must not interfere or use their influence to assist in the recruitment of individuals related to them.

Anti-corruption

The Company prioritizes anti-corruption and bribery, and supports and promotes awareness among personnel at all levels to combat all forms of corruption and bribery. The Company has established an anti-corruption policy and prohibits the payment of bribes for the Company's business interests, or the giving of gifts, assets, or any other benefits to individuals with duties or businesses related to the organization for the Company's business interests. This is also stipulated in the Company's Code of Business Conduct, which clearly defines guidelines to prevent corruption and unfairness in business operations. All personnel, including employees, agents, affiliated companies, or any individual acting for or on behalf of the Company, regardless of their authority, must adhere to these guidelines as a standard for their work. Furthermore, the Company considers any act of malfeasance to be a severe disciplinary offense, for which personnel shall be punished according to operational regulations and as prescribed by law.

good practice

1. Personnel of the Company and its affiliated companies are prohibited from giving, offering, or promising to give assets or any other benefits to external parties, such as government officials, brokers, agents, business partners, etc., with the intention of inducing such persons to act, refrain from acting, or delay any action that is unlawful or improper to their position, or in exchange for undue privileges.
2. Personnel of the Company and its affiliated companies are prohibited from soliciting or accepting assets or any other benefits for themselves or others that may induce them to perform or refrain from performing duties improperly.
3. In conducting business with various entities, whether government agencies, state enterprises, or private companies, etc., both domestically and internationally, operations must be transparent, fair, and in accordance with the laws of Thailand and the laws of foreign countries with which the Company conducts business.

4. In cases where it is necessary for personnel of the Company and its affiliated companies to be in a position of receiving or giving assets or any other benefits, and there is doubt whether the receipt or giving of gifts, assets, or any other benefits to others violates guidelines, is contrary to good morals and customs, or is illegal in the locality, immediate consultation with the legal department or compliance division is required. If the receipt or giving is deemed inappropriate, it must be returned to the giver or ceased. If it cannot be returned or is inappropriate, it must be submitted to the Office of the President and Company Secretary for safekeeping and subsequent utilization for the benefit of society.
5. In cases where it is necessary to give and receive gifts, assets, or any other benefits, such giving and receiving should be conducted ethically, generally, and not specifically targeted, with a value as prescribed by law. Under no circumstances shall the giving and receiving of gifts, assets, or any other benefits be illegal.
6. Personnel of the Company and its affiliated companies, including family members, are prohibited from soliciting or accepting gifts, assets, or any other benefits from contractors, subcontractors, customers, business partners, or parties involved with the Company's business, under any circumstances that may affect decision-making in performing duties with bias, discomfort, or create a conflict of interest.
7. Personnel of the Company and its affiliated companies are responsible for reporting the giving and receiving of gifts, assets, or any other benefits to the assigned department. The Company will also inform and obtain confirmation from construction material suppliers, contractors, subcontractors, partners, joint ventures, stakeholders, and business partners of the group of companies to strictly comply with the Company's anti-corruption and anti-bribery policy, as well as all relevant laws. They shall act with integrity in all joint business operations, including compliance with foreign anti-corruption laws and all applicable laws.
8. Company personnel must not offer bribes or any similar benefits to other Company personnel or to external parties, especially the giving of gifts, assets, or any 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 customs of that locality.

Whistleblowing and Protection of Whistleblowers

In accordance with good corporate governance principles regarding the role of stakeholders, the Board of Directors has approved the Whistleblowing and Misconduct Complaint Policy to serve as a tool for the Company to be informed of complaints regarding violations of laws, regulations, work rules, and the Company's business ethics, which could lead to damage to the Company's assets and reputation, from both internal employees and all groups of stakeholders. The Company encourages the disclosure of information related to corruption and bribery, and employees or business associates will not be harassed as a result of reporting information in good faith. The guidelines for complaints/whistleblowing are as follows:

Whistleblowing/Complaints

1. Directors, executives, employees, or all groups of stakeholders who witness violations of the Company's business ethics can contact to report clues/complaints to the Chairman of the Audit Committee, or the complaint handling unit, or the Human Resources Department, or their supervisor, or the President.
2. For reporting clues/complaints, please specify the complainant's full name and telephone number, factual details, evidence, and attach any supporting documents (if available). The Company will keep the complainant's information confidential. In cases where the complainant does not disclose their full name, the complaint must include sufficiently clear factual details or evidence demonstrating the corrupt act.
3. **Whistleblowing/complaints shall be made through the designated whistleblowing/complaint channels.** as follows:
 - 3.1 Letter addressed to the Assistant Managing Director, Human Resources and General Administration Department
Ch. Karnchang Public Company Limited
No. 587 Suthisarn Winitchai Road, Ratchadaphisek Sub-district
Din Daeng District, Bangkok 10400
 - 3.2 Report via email to the Assistant Managing Director, Human Resources and General Administration Department at

3.3 Complaint box within the company

Consideration Process under the Whistleblowing/Complaint Policy

Upon receiving reports from directors, executives, employees, or all groups of stakeholders regarding potential misconduct or corruption, the following consideration process is established:

1. The complaint receiver collects facts related to corruption, violations, or non-compliance with ethics.
2. The complaint receiver reports the facts to an independent director, who performs fact-finding to consider the complaint, to be completed within 30 days, by categorizing related issues into areas such as management, knowledge development, fact verification, etc.
3. Implementation Measures: The complaint receiver presents the matter to an independent director for fact-finding and to determine measures to cease 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 deemed appropriate by the Company, and also consider measures to mitigate damages for those affected.
5. Reporting of Results: The complaint receiver is responsible for informing the complainant of the results if the complainant has disclosed their identity. In important cases, the results shall be reported to the Chairman and/or the Board of Directors.

Measures for Protecting Whistleblowers/Complainants

1. Complainants or those cooperating in the fact-finding process may choose not to disclose their identity if they believe such disclosure would lead to insecurity or any harm. However, if they do disclose their identity, it will enable the organization to report progress and clarify facts to be known, or to mitigate damages more conveniently and quickly.
2. The Company will not disclose the full name, address, image, or any other information that could identify the complainant or those cooperating in the fact-finding process, unless required by law.
3. The complaint receiver will keep relevant information confidential/consider safety, by establishing protection measures for employees who complain, and/or those who provide information, and/or cooperate in data verification, will be protected from unfair treatment, such as
Changes in job position, job nature, workplace, suspension, intimidation, interference with work performance, or termination of employment due to the complaint.
4. In cases where the complainant reports misconduct or files a complaint, and those cooperating in the fact-finding process believe they may be unsafe or suffer harm, the whistleblower or complainant and those cooperating in the investigation facts can request the Company to establish appropriate protection measures, or the Company may establish protection measures without the whistleblower or complainant and those cooperating in the fact-finding process having to request them, if it is deemed likely to cause harm or insecurity.
5. Those who suffer damage will receive appropriate and fair compensation through a suitable process.

Penalties

Should there be any violation or misconduct against the business ethics guidelines, disciplinary action will be taken in accordance with the Company's established work regulations, and the individual will be held responsible for compensating the Company or those affected by such actions, and may face legal penalties if the action is unlawful.

Prevention of Misuse of Inside Information

Internal Control and Internal Audit

Effective, accurate, and reliable internal control and internal audit are essential for a public limited company.

Therefore, the company has established a governance policy to ensure a robust internal control system, appropriate

risk management, and continuous monitoring and evaluation. The company is committed to being a company with excellent internal audit, with an Audit Committee overseeing, an efficient internal audit department, and management and employees who prioritize internal control and internal audit.

good practices.

1. The company must establish a robust internal control system by promoting a positive attitude towards internal control among its personnel, conducting appropriate risk assessments to identify risks that may impact objectives, goals, or work success, and ensuring adequate and reliable information and communication systems for both internal and external stakeholders, as well as effective monitoring and evaluation systems to ensure that the internal control system is appropriate, practically implemented, achieves work success, and is continuously adapted to suit changing circumstances.
2. The company must designate a unit directly responsible for risk assessment and management, as well as evaluating internal controls and verifying system compliance, and using the results to improve control measures to suit changing situations, environments, and risk factors. Senior and middle management must cooperate in this regard.
3. The Audit Committee must review and ensure that the internal control system, risk management system, and internal audit system are sufficient, and report audit results to the Board of Directors and shareholders.
4. The company must establish an independent unit directly responsible to the Audit Committee, tasked with performing effective internal audits. Staffed with sufficient, knowledgeable, and competent personnel who adhere to the internal auditor's code of ethics.
5. The company must establish a foundation for all its personnel to have knowledge, understanding, and cooperation in the internal control system and internal audit. There must be accurate, correct, consistent, and prompt reporting of cash receipts and disbursements, and various materials and equipment, as well as strict review and adherence to established systems.
6. All company personnel are responsible for supporting operations and providing accurate and factual information to the internal audit department 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 and Giving Gifts, Assets, or Other Benefits

The company places importance on anti-corruption and anti-bribery, and supports and promotes awareness among personnel at all levels to combat all forms of corruption. It has established an anti-corruption policy and prohibits the payment of bribes for the company's business interests, or the giving of gifts, assets, or any other benefits to individuals with duties or businesses related to the organization for the company's business interests. Furthermore, clear guidelines have been established to prevent corruption and unfairness in business operations, which personnel all levels, including employees, agents, affiliates, or any person acting for or on behalf of the company, regardless of whether they have the authority to do so, must adhere to this as a standard for operations. Furthermore, the company considers any act of corruption in duty to be a severe disciplinary offense, for which personnel shall be punished according to operational regulations and as prescribed by law.

Best Practices

1. Personnel of the company and its affiliates are prohibited from giving, soliciting, or promising to give assets or any other benefits to external parties, such as government officials, brokers, agents, business partners, etc., with the intention of inducing such persons to act, refrain from acting, or delay any action that is unlawful or improper in their official capacity, or in exchange for undue privileges.

2. Personnel of the company and its affiliates are prohibited from soliciting or accepting assets or any other benefits for themselves or others that may induce them to perform or refrain from performing duties improperly.
3. In conducting business with various entities, whether government agencies, state enterprises, or private companies, etc., both domestically and internationally, operations must be transparent, fair, and in compliance with both Thai laws and the laws of foreign countries with which the company conducts business.
4. In cases where company personnel and its affiliates are necessarily in the position of receiving or giving assets or any other benefits, and there is doubt as to whether the receiving or giving of gifts, assets, or any other benefits to others violates the guidelines, is unethical, or is illegal in the locality, immediate consultation with the legal department or compliance unit is required. If the receiving or giving is inappropriate, it should be returned to the giver or ceased. If it cannot be returned or is inappropriate, it should be submitted to the Office of the President and the Company Secretary, to safeguard and utilize such assets for the benefit of society.
5. In cases where it is necessary to give and receive gifts, assets, or any other benefits, such giving and receiving should be conducted ethically, which should be given and received in a general, non-specific manner, with a value as prescribed by law. Under no circumstances shall the giving and receiving of gifts, assets, or any other benefits be illegal.
6. Personnel of the company and its affiliates, including family members, are prohibited from soliciting or accepting gifts, assets, or any other benefits from contractors, subcontractors, customers, business partners, or any parties involved with the company's business, under any circumstances that may affect decision-making in the performance of duties with bias, discomfort, or create a conflict of interest.
7. Personnel of the company and its affiliates are obliged to report the giving and receiving of gifts, assets, or any other benefits that have been given or received to the assigned unit. The company will also inform suppliers of construction materials, contractors, subcontractors, partners, joint ventures, relevant parties, and those conducting business with the group of companies, and obtain their agreement to strictly comply with the company's anti-corruption and anti-bribery policy, as well as all relevant laws. They shall act with 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 offer bribes or any similar benefits to other company personnel or to external parties, especially the giving of gifts, assets, or any other benefits to government officials both in Thailand and abroad, and to officials of international organizations. If it is necessary to give, it must be ensured that such giving does not violate the laws and customs of that locality.

Compliance with laws, regulations, and rules

Respect for Laws and International Human Rights Principles

In Thailand and all countries worldwide, 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 they all adhere to international human rights principles as a common practice. Therefore, the company and all personnel must respect both domestic and international laws, as well as consider and comply with international human rights principles.

Good Practices

1. Company personnel must thoroughly understand the laws directly related to their duties and responsibilities and strictly comply with them. If there are any doubts, legal advice should be sought from the legal department, and no actions should be taken while such doubts persist.
2. In cases where company personnel are required to work abroad, such individuals should study the laws, customs, traditions, and cultures of the destination country prior to travel to ensure that goods, materials, equipment, and documents being carried for the purpose of travel, the purpose of travel, and operations in the destination country are not illegal, and do not contravene the customs, traditions, and culture of the destination country.

3. The company should categorize and compile laws, rules, and regulations issued by government agencies to enable its personnel to appropriately study relevant laws. Orientation and legal training related to business operations should also be provided for the company's board of directors, executives, and employees.
4. The company must strictly adhere to international human rights principles and enhance employees' knowledge and understanding of these principles to integrate them into operations, and must not support any activities that violate international human rights principles.

Information and assets usage and protection

Confidentiality, Data Retention, and Use of Inside Information

Confidential information is non-public information which, if disclosed to the public or falls into the hands of competitors, would

cause severe adverse effects on the Company. For all types of information entrusted by partners and customers to the Company for use, the Company has a duty to keep such information confidential, allowing access only to those who need to know. Therefore, those who manage or possess such information must strictly ensure its security.

Best Practices

1. The Company has established classifications for data confidentiality and methods for Company personnel to understand the level of confidentiality for each classification and the practices for maintaining such confidentiality. Company personnel must maintain the confidentiality of information for which they are responsible, preventing its dissemination to others, including unrelated Company personnel.
2. Company personnel, even after retirement, resignation, or termination of employment with the Company, should still maintain and not disclose any Company secrets.
3. The Company must maintain and keep customer information and trade secrets confidential. Customer secrets must not be disclosed to Company personnel or unrelated third parties, unless disclosure is mandated by law, for the purpose of litigation, or approved by the Company's Board of Directors.
4. Inside information refers to data used in the Company's operations and business administration, which is confidential Company information not yet disclosed to the public. If disclosed, it would impact the Company and its group, particularly affecting the value of shares traded on the Stock Exchange of Thailand. Therefore, Company personnel must keep inside information confidential and must not disclose inside information they become aware of through their duties to others, or use such inside information for their own undue benefit, or cause a reduction in the Company's benefits.
5. Company personnel will be notified and encouraged to refrain from using inside information through the Company's communication channels, especially during significant events such as capital increases or bond issuances.
6. When hiring individuals who have previously worked for business competitors or the government, the Company must research and review any confidentiality agreements such individuals had with those business competitors or the government. The Company must not take any action that would cause such individuals to breach their agreements with business competitors or the government, which could lead to subsequent lawsuits.
7. Information disclosure must be carried out by Company personnel with authorized duties. Individuals without the authority to disclose, when asked for any information for which they are not authorized to disclose, they should advise the inquirer to contact the person responsible for disclosing that information to ensure accuracy and consistency in information provision.
8. Company personnel should retain information for at least 10 years, both in physical document form and as electronic data, for the purpose of retrieving certain types of documents and for retention as required by law. Upon expiration of the retention period, important documents must be destroyed.

Information and IT system security

Non-infringement of Intellectual Property or Copyrights and the Use of Information Systems

The company has established policies and guidelines regarding the non-infringement of intellectual property or copyrights and the use of information systems to prevent problems that could cause damage or harm to the company's reputation. Executives and employees are prohibited from using illegal software and are prohibited from copying copyrighted software for any reason without permission from the software manufacturer. All employees are responsible for helping to protect the company's intellectual property and must not use or allow others to use the company's intellectual property without authorization.

Best Practices

1. The company encourages its personnel to conduct research. The intellectual property rights resulting from such work shall belong to the personnel themselves. However, if any research work is assigned by the company to be conducted, or if it is work that utilizes company data or knowledge acquired from the company, the ownership of the rights to such research shall belong to the company.
2. Company personnel who are responsible for maintaining trade secrets, confidential formulas, or confidential business methods must keep such secrets as secure as possible to prevent disclosure.
3. The company encourages its personnel to use the internet for work-related purposes. Company personnel must not engage in activities that disrupt the computer and internet systems of others in the office. They must not use the company's computer systems to disseminate information that is morally, customarily, or traditionally inappropriate, or that violates the law, such as causing damage to reputation and property, possession of obscene media, forwarding emails that are disruptive, annoying, or advertise business products and services other than those of the company, and sending spam mail, etc.
4. Company personnel must perform duties using properly licensed computer software. If performing duties on a computer outside the office, always check the license and consult with a supervisor beforehand. It is strictly prohibited to install and use improperly licensed computer software in the office.
5. Company personnel must keep their passwords confidential. Do not disclose them to others to prevent unauthorized access to their passwords. Furthermore, they must not use the internet to access unfamiliar websites that could potentially harm the company's computer systems.
6. In cases where company personnel request permission for associate workers or contractor employees to use the company's information systems, the person who is the requester must control the usage by associate workers or contractor employees and shall be responsible for any damage that may occur to the company from the use of such information systems.
7. The company's Information Technology Department will inspect, search, monitor, investigate, and control the use of information systems by all personnel to enhance security and prevent damage that may occur within the company's information systems.

Environmental management

- The Board of Directors has a policy to conduct business based on environmental considerations, committed to complying with laws, regulations, standards, and various requirements, including strict adherence to government policies related to the environment. The company is prepared to seriously develop and continuously improve its internal environmental management processes to ensure the most efficient use of resources and minimize waste from organizational activities that could impact the environment. This also includes providing environmental knowledge and training to employees, and participating in supporting community development activities, to ensure continuous environmental operations and reflect the business's ongoing sustainability.
- Continuously develop and improve the environmental management system in all company activities to reduce pollution and environmental impact, with clear objectives, targets, operational plans, and performance evaluations.
- Provide support for environmental conservation, including disseminating information and cooperating with employees, customers, public and private agencies, as well as the general public, to build a positive image and good understanding of the company's environmental management.

- Rapid and effective response to incidents impacting the environment and community resulting from the company's operations.
- Promote environmental awareness and responsibility among company employees under the environmental management system, as well as campaign for conservation and efficient use of energy and resources. This is achieved through training and knowledge dissemination via communication channels such as internal newsletters, notice boards, and internal announcements to employees to enhance their environmental knowledge and skills.
- Performance results in accordance with social responsibility policies and plans are presented directly to the Board of Directors, and social and environmental operations are disseminated to the company's employees, shareholders, and stakeholders. This information is also disclosed to the public via the company's website and annual information statement/annual report (Form 56-1 One Report).

Responsibility towards the community and society as a whole

The company is an inseparable part of society. Therefore, the company has a responsibility to develop and return profits to the community and society as a whole to ensure its sustainable growth in line with societal development. This is considered a duty and a key policy to prioritize activities that benefit the community and society. The focus is on promoting social, community, and environmental development, preserving religion, conserving natural resources, supporting youth education, and backing public benefit activities for underprivileged communities to become strong and self-reliant.

Best Practices

1. The company is committed to understanding and communicating with society regarding its operational status and facts, demonstrating responsibility towards the community, society, and the environment without concealing discoverable facts. It also cooperates in providing timely information to investors, shareholders, and the general public.
2. The company is committed to serious and continuous social responsibility regarding quality, safety, occupational health, and the environment. It also aims to maximize the utilization of natural resources, recognizing the importance of the environment and the safety of relevant stakeholders. Furthermore, it promotes social activities for environmental preservation and the improvement of community members' quality of life in accordance with sustainable development principles.
3. The company will consider options for utilizing natural resources with the least possible impact on social damage, the environment, and the quality of life of the public. It will also support the reduction of energy and natural resource consumption.
4. The company continuously instills a sense of social and environmental responsibility in personnel at all levels. It prioritizes organizing social and environmental responsibility activities and conducts business with partners who also prioritize and demonstrate social and environmental responsibility.
5. The company must consistently allocate a portion of its profits to activities that contribute to society and the environment. The activities undertaken must be appropriate and genuinely beneficial to the community, society, and the environment. In cases of donations or financial support in various areas, information about the recipient and the purpose of the donation must be verified to ensure effective and genuine charitable use. Furthermore, documentation for every donation is required.

Human rights

The company has established a policy to not be involved in human rights violations, in order to respect human rights, which are the foundation for personnel care and development. This will significantly contribute to building the overall quality and performance of the company. Directors, executives, and employees are required to comply with laws and human rights principles, or human dignity, without discrimination based on race, skin color, gender, language, religion, social status, property, origin, political opinion, or other statuses. This also includes recognizing their duties and responsibilities towards society and other individuals. The guidelines for practice and employee care are as follows:

- 1) The company strictly adheres to laws and human rights principles and does not support activities that violate human rights principles.
- 2) The company establishes fair policies and practices towards employees, without discrimination and providing equal opportunities to employees at all levels. This includes equitable and fair employment/termination, appropriate compensation and welfare for employees, consistent promotion of employee development, focus on workplace safety, and fair provision of various employee benefits. There have been no cases of employment/termination based on gender, race, skin 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) Compensation and Welfare: In addition to basic legal benefits, the company is committed to providing compensation and welfare appropriate and suitable for each case, consistently benchmarked against the overall market conditions.
- 5) Personnel Development: The company has a policy to promote personnel development by providing opportunities for training or further education to enhance capabilities according to the needs of each department, thereby building the organization's competitiveness. It also supports approaches that foster creativity to enable the creation of new innovations.

In the past year 2568, there were no cases or incidents where the company was accused of human rights violations.

Safety and occupational health at work

Safety, Health, and Environment

The Company is committed to the safety and health of its personnel and the community. It aims to promote and instill a consciousness of quality, safety, occupational health, and environmental awareness in the daily lives of Company personnel for the benefit of everyone, including the community and society as a whole. Furthermore, it supports the appropriate use of resources and the reduction of wasteful consumption.

Good Practices

1. The Company promotes safety as a key agenda by establishing quality, safety, occupational health, and environmental requirements and standards with measures no less stringent than those prescribed by law and international standards. Company personnel must study and strictly adhere to relevant laws, policies, requirements, and standards concerning quality, safety, occupational health, and environment.
2. The Company will take all measures to control and prevent various forms of loss resulting from accidents, fires, injuries or work-related illnesses, loss or damage to property, security breaches, improper operations, and various errors that may occur. It will also maintain a safe working environment for Company personnel and regularly conduct security drills. It is the responsibility of management and employees to report accidents and incidents by following established procedures.
3. The Company must arrange for public relations to build understanding and disseminate information to Company personnel, contractor employees, and relevant stakeholders. This is to ensure they are aware of and understand policies, regulations, procedures, practices, and various precautions regarding quality, safety, occupational health, and environment, and can implement them correctly without causing harm to health, property, and the environment.
4. The Company is committed to and actively participates in social and environmental responsibility, including quality, safety, and occupational health, in a serious and continuous manner. This includes maximizing the utilization of natural resources, recognizing the importance of the environment and the safety of relevant stakeholders. Furthermore, it promotes social activities for environmental conservation and the improvement of community quality of life in accordance with sustainable development principles.
5. If any operation is found to be unsafe, or cannot comply with quality, safety, occupational health, and environmental requirements and standards, or if an operation is found to have a severe impact on the environment, Company personnel must temporarily cease operations, to the extent possible, to inform colleagues, supervisors, and

responsible departments for corrective action or future remedial planning, and are strictly prohibited from continuing such operations.

Political Sector Support

The Company is a politically neutral organization, not affiliated with any political party, political group, or politician, both in Thailand and abroad. The Company supports any operations that comply with the governing system within the country and the countries where it invests, and encourages its personnel to exercise their political rights in accordance with the law, so that the Company can conduct business free from pressure from political parties and the public.

Best Practices

1. The Company must remain politically neutral. It shall not use company resources to support political activities of any political party, political group, or politician, whether directly or indirectly. Furthermore, it does not permit political parties to utilize the Company's resources and premises for political activities.
2. The Company encourages its employees to express, participate in, support, and exercise their political rights outside of working hours, using their own resources. Company personnel are prohibited from using their authority, company resources, funds, and the Company's name for fundraising or engaging in political activities.
3. The Company does not support lobbying that does not adhere to appropriate principles and reasons, such as lobbying through personal relationships or offering illegal benefits.

Treatment of Customers and Consumers

The company prioritizes the utmost satisfaction of customers and consumers, who are supporters and users of the company's services. Therefore, the company operates with integrity, ethics, and quality, and places significant importance on its responsibility towards customers and consumers.

Best Practices

1. The company is committed to developing comprehensive, fast, and high-quality services to effectively meet the needs of customers and consumers.

Continuously, the company's personnel must be dedicated to fully meeting the needs of customers and consumers, offering reasonable prices, timely service, quality, unrestricted rights, and fair conditions for service users.

2. The company must not engage in any deceptive acts or mislead customers regarding the quality of products and services. Customer satisfaction surveys for products or services must be conducted for customers and general consumers.

3. The company is committed to developing service safety, recognizing that the safety of customers and consumers is of utmost importance.

The company mandates the display of warning signs or safety inspections at construction sites and various operational premises, as well as strictly and continuously campaigning for and training employees on safety. In the event of an accident arising from construction or service provision to customers or consumers, the company will fully and fairly compensate for the damages incurred.

Treatment of Business Competitors

Trade competitors are external parties with whom the Company must compete in accordance with free-market capitalism in business operations. Such competition must be conducted fairly, without deception or distortion of information, or the use of any other improper methods under the principles of fair competition. On some occasions, the Company may need to cooperate with trade competitors, and such cooperation must be transparent, without concealing any unlawful agreements.

Best Practices

1. The Company has clear and ethical policies and practices that are fair and responsible towards competitors, ensuring transparency, fair competition, and adherence to legal frameworks.

2. The Company maintains a free trade policy and believes that competition is beneficial as it fosters development in service standards and the creation of new innovations to offer to customers.
3. The Company must operate within the framework of fair competition.
4. The Company shall not damage the reputation of its trade competitors through malicious accusations and without factual information.
5. The Company shall not access competitors' confidential information through dishonest or inappropriate means.
6. The Company should support cooperation with trade competitors that benefits consumers. Cooperation between the Company and other companies

Competition must not lead to monopolization of revenue allocation and market share, reduction in the quality of goods and services, or price fixing of goods and services, which would collectively harm consumers. Furthermore, Company personnel must exercise caution when interacting with

competitors and their personnel in all cases, and must not disclose or negligently allow the Company's confidential information to fall into the hands of competitors.

7. In the event of a merger between the Company and a trade competitor, the process must be transparent. Following such a merger, the Company must not use its market power in a manner that harms consumers overall.

Procurement, Sourcing of Products or Services, and Treatment of Business Partners

The company places importance on procurement, which is a crucial process for determining the costs and quality of products or services the company will use in its operations. Therefore, operational procedures are necessary to ensure transparency, auditability, and maximum benefit. Furthermore, the company values its partners as important individuals who assist, provide benefits, and mutually support business operations, starting from the selection process to the details of business conduct. It treats partners equitably based on fair competition and mutual respect.

Best Practices

1. Company personnel who wish to procure products or services must prioritize needs, value for money, price, and quality. Procurement must be conducted transparently, providing information to partners equally, accurately, without bias, and without discrimination against any specific partner. There must be fair competition. The procurement methods must be stringent and align with the situation, and partners should be allowed to test products or services as much as feasible.
2. When dealing with partners, the contact person must retain documents, negotiation records, draft contracts, executed contracts, and contract performance records as evidence for the specified period.
3. The company supports equitable treatment for all partners. Company personnel responsible for procuring products or services should not conduct procurement with excessively short deadlines. Sufficient time should be given to partners for preparation. The terms and conditions in contracts should not be overly exploitative, and a legal advisor should be consulted during contract drafting.
4. Negotiations must be transparent and auditable by management. Company personnel must not solicit or accept benefits from the procurement of products or services. They must maintain neutrality and not become too close to partners, which could allow partners to unduly influence decisions. They must strictly adhere to the regulations concerning conflicts of interest.
5. The company should strictly adhere to contractual terms. If it is found that the company cannot fulfill the contract, or the partner cannot fulfill the contract, or for any other reason that prevents contract fulfillment, if feasible and without causing damage to the company, operations and contact with the partner should be immediately ceased. The supervisor must be informed immediately to seek further solutions.
6. Procurement must be conducted according to the criteria or procedures stipulated in the procurement regulations and in line with the delegated authority. It must be fair to all stakeholders. Decisions must consider the reasonableness of price, quality, and services received, as well as various standards that suppliers of goods or services should possess, such as environmental standards, industrial standards, etc.

7. Procurement personnel must not engage in business that could bring personal benefits, directly or indirectly, by leveraging their position in procurement.
8. Do not use information obtained through procurement for personal gain or the benefit of others.
9. Directors, executives, employees, and third parties associated with the company are prohibited from engaging in bribery. This includes not giving, offering, or promising to give any assets or other benefits, or inducing participation in any direct or indirect actions, which constitute providing benefits in bidding or bid rigging to government agencies, leading to an advantage and receiving certain benefits in the procurement process, contracting, or contract performance, whether before, during bidding, or after signing procurement contracts, or to maintain any other benefits deemed inappropriate according to business ethics. Various forms of corruption include political assistance, charitable donations intended to benefit the company's business, financial support aimed at business advantages for the company, and other expenses that could serve as channels for related individuals to commit corruption, such as gifts, client entertainment expenses, which lead to improper use of power, such as bribing government officials, offering gifts or services, providing cash or cash equivalents, and bid rigging.

Responsibility towards the community and society as a whole

The company is an inseparable part of society. Therefore, the company has a responsibility to develop and return profits to the community and society as a whole, in order for the company to grow sustainably in line with societal development. This is considered a duty and a key policy to prioritize activities that benefit the community and society, focusing on promoting social, community, and environmental development, preserving religion, conserving natural resources, as well as supporting education for youth and public benefit activities for underprivileged communities to become strong and self-reliant communities.

Best Practices

1. The company is committed to understanding and communicating its operational status and facts to society, demonstrating responsibility towards the community, society, and the environment without concealing facts that can be disclosed, as well as cooperating in providing information to investors, shareholders, and the general public in a
Responsive to current situations
2. The company is committed to actively and continuously participating in social responsibility regarding quality, safety, occupational health, and the environment, as well as maximizing the utilization of natural resources. This involves recognizing the importance of the environment and the safety of relevant stakeholders, and promoting social activities for environmental preservation and improving the quality of life for people in the community according to the principles of sustainable development.
3. The company will consider options for utilizing natural resources with the least possible impact on social damage, the environment, and the quality of life of the public, while also supporting the reduction of energy and natural resource consumption.
4. The company continuously instills a sense of social and environmental responsibility in its personnel at all levels, prioritizes the organization of social and environmental responsibility activities, and conducts business with partners who also value and demonstrate social and environmental responsibility.
5. The company must consistently allocate a portion of its profits to activities that contribute to society and the environment. The activities undertaken must be appropriate and genuinely beneficial to the community, society, and the environment. In cases of donations or financial support in various areas, information about the recipient and the purpose of the donation must be verified to ensure that it will be used effectively for charitable purposes and yield tangible results, and supporting documentation for every donation must be maintained.

Treatment of Employees

All company personnel are crucial in supporting the company's business operations. Therefore, the company must prioritize all employees, across all positions and departments, without discrimination. It promotes unity and trust among personnel, discouraging factionalism, encouraging polite interaction, and respecting human dignity. The company creates a good and safe working environment, provides appropriate compensation for performance, offers good welfare benefits to employees, and procures new innovations and technologies to support operations. This is in recognition of all personnel working together for the company's maximum benefit, performing their duties to the best of their abilities with meticulousness, diligence, perseverance, and enthusiasm.

good practices.

1. The company treats all its personnel equally, without discrimination or segregation based on origin, race, gender, age, skin color, religion, disability, status, lineage, educational institution, or any other status not directly related to job performance.
2. The company provides opportunities for all its personnel to fully demonstrate their abilities with appropriate remuneration and creates incentives for performance, in the form of salaries, bonuses, and appropriate operational expenses in accordance with company regulations. Furthermore, it offers opportunities for company personnel to pursue further education at the university level and participate in both short-term and long-term training programs.
3. All company personnel must perform their duties and responsibilities personally with full knowledge and ability, honesty, integrity, and fairness.
adhere to ethics, and not delegate their duties to any individual, directly or indirectly, unless there is a necessity or for convenience and speed in tasks that do not require their specific expertise.
4. Company personnel must operate according to the chain of command, receive orders, and be directly responsible to their supervisors. They must not bypass the chain of command unless absolutely necessary, and should avoid criticizing supervisors and colleagues in a way that could cause damage to those individuals or the company. Furthermore, company personnel should provide opportunities and be open-minded to listen to the opinions of subordinates and colleagues with mindfulness, without prejudice, and listen with reason and rationality.
5. Company personnel may fully utilize the company's resources, labor, premises, and various facilities for their duties, and must not use them for purposes other than performing their duties or for legitimate benefits to which they are entitled.
6. Company personnel must maintain polite manners, dress appropriately for the occasion, and conduct themselves suitably for their job responsibilities, without damaging the company's image.
7. Company personnel may use their name and position to solicit donations for charitable causes organized by the company, but are prohibited from using the company's name or their position within the company to solicit funds privately, regardless of the purpose.
8. Company personnel should cooperate in all activities organized by the company to foster unity and mutual support.
9. Company personnel are prohibited from engaging in actions that cause distress, annoyance, or undermine the morale of others, leading to hostility or disrupting work performance through sexual harassment, whether towards company personnel or external parties conducting business. This includes sexual harassment, flirting, molestation, indecency, and the possession of obscene or indecent images, both verbally and physically.
10. The company promotes the exercise of employee rights according to relevant labor laws. The company will not take any action that obstructs the activities of labor unions (if any), unless such activities violate the law or constitute a serious breach of business ethics or cause serious damage to the company.

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

The company has guidelines to promote adherence to the Good Corporate Governance Handbook and Business Ethics.

By submitting a compliance survey on ethics to all company directors, executives, and employees to continuously evaluate adherence to the company's code of ethics annually. The survey results are then summarized to serve as a standard for strict adherence to the code of ethics. In 2025, 88 executives (from Section Manager to Chief Executive Officer) completed the evaluation, and all 88 submitted their evaluation results back to the Human Resources Department, representing 100%. The overall evaluation results were very good. For employees (from Department Manager to Operations Officer), 1,345 individuals completed the evaluation, and all 1,345 submitted their evaluation results back to the Human Resources Department, representing 100%, and the overall evaluation results were also very good.

The overall evaluation results for company directors, executives, and employees regarding adherence to the company's business ethics are as follows:
can be summarized as follows:

1. Adherence to the Code of Ethics: Understand and adhere to the guidelines stipulated in the company's code of ethics.
2. Business Conduct Guidelines: Strictly comply with laws applicable to the company and commercial business 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 could create conflicts between personal interests and company interests. 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 made public, which could affect the price or trading of the company's securities and related companies.
5. Responsibilities towards Shareholders: Perform assigned duties to the best of one's ability to create added value for the organization, possess the potential to support expansion and continuously develop the business, and increase shareholder value in the long term.
6. Responsibilities towards Executives and Employees: Establish guidelines and practices to always maintain a safe working environment for life and property.
7. Responsibilities towards the Community, Society, and Environment: Cooperate in contributing to the community, society, and environment as opportunities and readiness permit.
8. Information Disclosure and Confidentiality: Efficiently comply with the company's data management policy by disseminating necessary and appropriate information to the public as opportunities arise, and not disclosing company information that has not yet been made public, personal data, or using information obtained from duties for personal gain.
9. Gifts and Entertainment: Establish guidelines for giving gifts and entertainment, avoiding the acceptance of any items or benefits from business partners, contractors, or parties involved with the company's business, except during festivals or customary occasions, provided that the value is deemed appropriate.

In the past year 2025, there were no instances of company directors, executives, or employees violating the business ethics.

Participation in anti-corruption networks

Participation or declaration of intent to join anti- : No
corruption 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 : Yes
corporate governance policy and guidelines, or
board of directors charter

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

In 2025, the Corporate Governance and Risk Management Committee and the Board of Directors reviewed and approved policies regarding the company's vision, mission, values, and strategies, and reviewed the company's corporate governance policy to align with the principles of good corporate governance, which are established annually. This is to ensure that it is up-to-date and enhances the effectiveness of corporate governance by focusing on the roles, duties, and responsibilities of the Board of Directors and executives, in accordance with the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code), to serve as a best practice for the company's corporate governance.

Revision of the Charters of the Board of Directors and Sub-Committees

In 2013, the company began preparing charters for its directors and executives, defining the roles, duties, and responsibilities of the Board of Directors and sub-committees to be appropriate, consistent with current circumstances, and up-to-date. The Board of Directors therefore considered and approved the use of these charters, as well as approving annual revisions to the charters of the sub-committees, which include the Charter of the Board of Directors, the Charter of the Executive Committee, the Charter of the Audit Committee, the Charter of the Nomination and Remuneration Committee, the Charter of the Corporate Governance and Risk Management Committee, and the Charter of the Social and Sustainability Affairs Committee.

Communication of Corporate Governance Policy

The company has prepared a Good Corporate Governance Handbook and a Code of Business Conduct and Best Practices for communication and understanding with the Board of Directors, executives, and employees, to be adhered to as good practices in performing their responsibilities. This includes requiring acknowledgment and adherence to the Corporate Governance Policy, the Code of Business Conduct, and the company's Best Practices Handbook. Furthermore, when new employees join, the company provides them with the handbook to read, understand, and sign for acknowledgment and compliance.

In 2025, the Board of Directors remains committed to ensuring strict adherence to policies and best practices, as well as continuously developing the company's corporate governance, to achieve internationally recognized good corporate governance, especially within the ASEAN region. This is to enable the company to achieve its goals of sustained stability and growth, and to create sustainability for the organization, shareholders, and all stakeholders. The focus will be on

maintaining standards and developing corporate governance, as well as promoting its implementation to become an organizational culture through various activities as follows:

- A Good Corporate Governance Handbook and a Code of Business Conduct and Best Practices have been prepared for employees to read and sign to commit to compliance, a practice that has been in place since 2003 until the present. When new employees join, the company provides them with this handbook to read, understand, and sign for acknowledgment, which has consistently served as a guideline for practice.
- New employee orientation is conducted to provide guidance and foster an understanding of the organizational culture, including good corporate governance, the code of business conduct, and best practices in the organization's business operations.

Implementation of the CG Code for listed companies

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

In 2025, the company has largely complied with the Good Corporate Governance Principles for Listed Companies 2017, with the following exceptions:

1. Term limits for company directors and independent directors. The Board of Directors has not clearly defined term limits for directors. Regarding the continuous term of independent directors not exceeding 9 years, the Board of Directors has considered and believes that appointing independent directors to continue their terms will benefit the company and shareholders, as independent directors serving continuous terms will possess knowledge and experience relevant to the company's business operations and can create greater value for shareholders.
2. The Board of Directors is not yet predominantly composed of independent directors (more than 50%), as independent directors constitute only more than one-third of the entire Board, possessing specialized experience and abilities, and capable of performing their duties independently.
3. The Nomination and Remuneration Committee is not yet composed entirely or predominantly of independent directors. Currently, independent directors constitute 50%.
4. The Board of Directors does not yet include at least one female independent director, as the current number of independent directors already covers various aspects of operations, and the current Board of Directors includes one female director.
5. The Board of Directors acknowledges the signing of the declaration of intent not to participate in corruption by joining the Collective Action Coalition Against Corruption (CAC) project. However, it is deemed appropriate for the Executive Board and/or executives to consult with the Construction Industry Association and companies in the construction contracting business group to ensure suitability for jointly signing the declaration of intent to participate in the Collective Action Coalition Against Corruption project.

Furthermore, in the past year, there have been no instances of corruption or ethical misconduct, no cases of non-executive directors resigning due to corporate governance issues, and no negative reputational issues for the company arising from the Board of Directors' failure to perform its oversight duties.

Overview of compliance with Good Corporate Governance Principles (CG Code) Year 2017 The company's details are as follows:

1.	Recognize the role and responsibilities of the Board as organizational leaders that create sustainable value for the business.	The Board of Directors acknowledges and has studied the CG Code and has assigned The Corporate Governance and Risk Management Committee evaluates performance. in accordance with these principles, to ensure appropriate performance.
2.	Define key objectives and goals of the business for sustainability	The Board of Directors has monitored the implementation of the company's strategies. to create sustainable benefits for shareholders and all stakeholder groups.
3.	Strengthen an effective Board of Directors	The Board of Directors consists of 11 qualified individuals, comprising 3 executive directors, 5 independent directors, and 3 non-executive and non-independent directors, to meet the needs of stakeholders and facilitate independent decision-making.
4.	Recruitment and development of senior executives and human resource management	The company has a process for recruiting and developing the President and senior executives to possess the necessary knowledge, skills, experience, and attributes to drive the organization towards its goals, with an appropriate compensation structure, and has monitored and developed personnel to have suitable knowledge, skills, experience, and motivation.
5.	Promote innovation and responsible business conduct	
6.	Ensure a risk management system is in place and appropriate internal controls	The company has a risk management system for operations in compliance with the law. regulations, shareholder resolutions, as well as established policies or guidelines, and has a process for approving significant operations, such as transactions with a material impact on the company or transactions that may involve conflicts of interest.
7.	Maintain financial credibility and disclosure of information	The company prepares financial reports and discloses important information accurately, sufficiently, timely, and equally through appropriate channels, protecting confidential information and information affecting securities prices, so that the disclosed information can reflect sustainable practices or value creation for the business.
8.	Support participation and communication with shareholders	The Board of Directors prioritizes the fundamental rights of shareholders, such as providing opportunities for shareholders to submit questions and nominate qualified individuals for consideration as directors in advance, and receiving company information quickly, completely, and sufficiently through easily accessible channels.

Other corporate governance performance and outcomes

As the company continuously manages its operations in accordance with good corporate governance principles, recognizing the importance of and its responsibility towards its shareholders and stakeholders, in 2025, the company received corporate governance assessments and various awards from regulatory bodies and organizations as follows:

- Received the 2025 Annual General Meeting of Shareholders quality assessment result from the Thai Investors Association at the level of



Excellent, worthy of emulation

- Received the 2025 Corporate Governance Report of Thai Listed Companies assessment result from the Thai Institute of Directors Association (IOD) at the level of



Outstanding

- Received a sustainability performance assessment result that met the specified criteria and was selected for inclusion in the "SET ESG Ratings 2025" (formerly Thailand Sustainability Investment: THSI) sustainable stock list, with a score of "AA" (80-89 points) from the Stock Exchange of Thailand.

Corporate Governance Structure

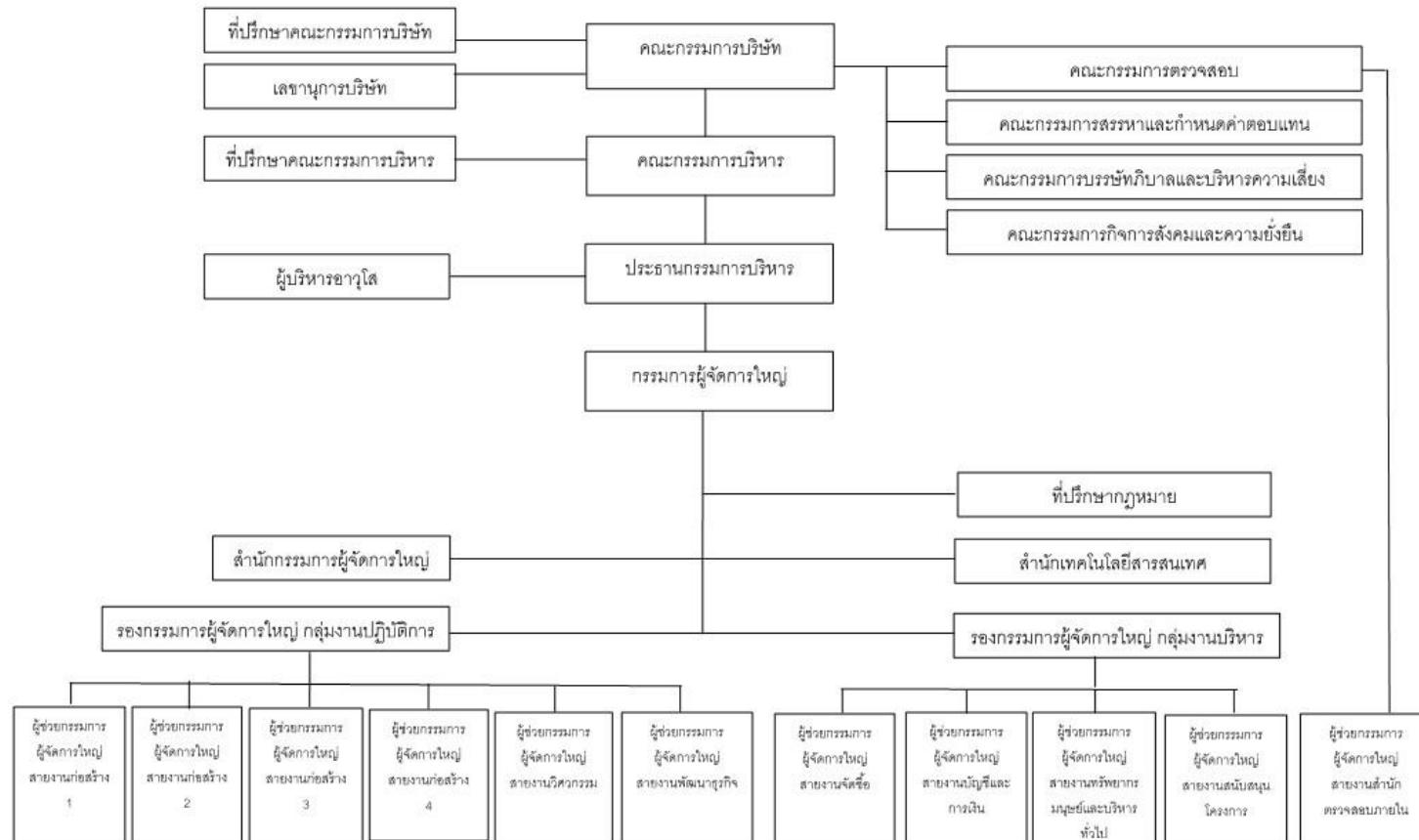
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	10		11		11	
	9	1	10	1	10	1
Executive directors	6		6		3	
	5	1	5	1	3	0
Non-executive directors	4		5		8	
	4	0	5	0	7	1
Independent directors	4		5		5	
	4	0	5	0	5	0
Non-executive directors who have no position in independent directors	0		0		3	
	0	0	0	0	2	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	90.00	10.00	90.91	9.09	90.91	9.09
Executive directors	60.00		54.55		27.27	
	50.00	10.00	45.45	9.09	27.27	0.00
Non-executive directors	40.00		45.45		72.73	
	40.00	0.00	45.45	0.00	63.64	9.09
Independent directors	40.00		45.45		45.45	
	40.00	0.00	45.45	0.00	45.45	0.00
Non-executive directors who have no position in independent directors	0.00		0.00		27.27	
	0.00	0.00	0.00	0.00	18.18	9.09

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	66		68		69	
	68	49	69	50	70	51

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 Gender: Male Age : 80 years Highest level of education : Bachelor's degree Study field of the highest level of education : Philosophy, Politics & Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>10 Oct 1994</p>	<p>Leadership, Strategic Management, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. Plew Trivisvavet Gender: Male Age : 80 years Highest level of education : Honorary degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes 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 ^(**) : 2,711,142 Shares (0.160054 %) <p><u>Indirect shareholding details</u></p> <p>Mrs. Saikasem Triwitsawawet Spouse</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>10 Oct 1994</p>	<p>Corporate Management, Engineering, Leadership, Strategic Management, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Vitoon Tejatussanasoontorn Gender: Male Age : 85 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>30 Apr 1999</p>	<p>Commerce, Accounting, Audit, Governance/ Compliance, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. Don Pramudwinai Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Department of International Relations Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>17 Apr 2024</p>	<p>Sustainability, Corporate Management, Strategic Management, Public Administration, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. Pavich Tongroach Gender: Male Age : 79 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 Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>12 Oct 2007</p>	<p>Corporate Social Responsibility, Strategic Management, Audit, Governance/ Compliance, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. Patarut Dardarananda Gender: Male Age : 67 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys 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 Gender: Female Age : 51 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 Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>1 Jul 2015</p>	<p>Strategic Management, Governance/ Compliance, Corporate Social Responsibility, Risk Management, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. Narong Sangsuriya Gender: Male Age : 81 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>10 Oct 1994</p>	<p>Engineering, Strategic Management, Governance/ Compliance, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>7 Oct 2020</p>	<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 Gender: Male Age : 58 years Highest level of education : Doctoral degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 3,177,484 Shares (0.187584 %) <p><u>Indirect shareholding details</u></p> <p>Miss Walainut Triwissawawet Spouse</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>28 Apr 2006</p>	<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 TRIVISAVET Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No 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 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a 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 board of directors who resigned / vacated their position during the year

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 companys 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)		3	8	5	3	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	11	100.00
15. Public Administration	1	9.09

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No

	2023	2024	2025
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	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 directors and the Management : Have

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

1. The current Board of Directors comprises 3 executive directors, 5 independent directors, and 3 non-executive directors who are not independent directors which is in line with the proportion stipulated by the Securities and Exchange Commission, namely, at least one-third of the total number of directors must be independent directors, and there must be no fewer than 3 independent directors, to ensure checks and balances and the ability to express opinions independently.
2. The Chairman of the Board is an independent director, has no relationship with the management, and is not the same person as the President and CEO.
3. The Board of Directors possesses diversity in gender, profession, educational qualifications, and specialized experience, which is essential and beneficial for the company's business operations, and maintains an appropriate balance among directors.
4. The agenda for Board of Directors meetings is determined through joint consideration between the Chairman of the Board, who is an independent director, and the President and CEO, who is an executive director.
5. The Board of Directors has established a policy regarding the minimum quorum for Board of Directors meetings, whereby at least two-thirds of the total number of directors must be present when the Board of Directors votes. Any director who may have a conflict of interest or a stake in any agenda item must refrain from expressing opinions and casting votes on that agenda item.

Information on the roles and duties of the board of directors

Board charter : Have

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

1. Composition of the Board of Directors The Board of Directors' structure must comprise at least one-third (1/3) of the total directors as independent directors, but not less than 3 persons. Independent directors must be independent and fully qualified according to the criteria for independent directors.

as stipulated in the Notification of the Capital Market Supervisory Board No. Tor Jor. 28/2551 Re: Application for and Granting of Approval for Offering Newly Issued Shares.

("Notification Tor Jor. 28/2551") and has a policy that the Chairman of the Board shall be an independent director and shall not be the same person as the director.

Chief Executive Officer

2. Qualifications of Directors must be individuals with knowledge, ability, and experience beneficial to business operations, possessing integrity, honesty, business ethics, and sufficient time to fully perform duties for the company. They must meet all qualifications and not possess any prohibited characteristics under the Public Limited Company Act and the Securities and Exchange Act, and must not exhibit characteristics indicating a lack of suitability to be entrusted with managing a public company 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 laws, objectives, and the company's Articles of Association, as well as legally valid resolutions of the shareholders' meeting, with honesty and integrity.

4. Term of Office and Election of Directors At every annual general meeting, at least one-third (1/3) of the total directors shall retire from office, and directors who retire by rotation may be re-elected.

5. Meetings The organization of Board of Directors' meetings shall comply with legal principles and the company's Articles of Association.

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

Roles, Duties, and Responsibilities of the Board of Directors

1) To establish the company's policies and operational direction, and to oversee the management's operations to ensure compliance with established guidelines and policies, as well as to implement an effective and efficient internal control system, and to intend to conduct business with continuous.

2) To perform duties in accordance with laws, objectives, and the company's Articles of Association, as well as resolutions of the shareholders' meeting, with honesty and integrity.
and to diligently safeguard the company's interests.

3) To be responsible for preparing and approving the company's financial statements and various financial reports at the end of each accounting period, ensuring their accuracy and true and fair representation of the company's financial position, in compliance with generally accepted accounting standards, and audited by the company's auditor, for submission to the shareholders' meeting at the annual general meeting for consideration and approval.

4) To prioritize the company's information disclosure duties in accordance with the Stock Exchange of Thailand's regulations regarding criteria and procedures for information disclosure and any operations 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 company's business under the supervision of the Board of Directors or the Chief Executive Officer, or may delegate authority to such persons with powers 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 enable the delegate to approve transactions in which the delegate, or any person who may have a conflict of interest, a vested interest, or other conflicts of interest with the company or its subsidiaries.

6) To consider and approve capital increases and the issuance of debentures, for submission to the shareholders' meeting for further approval.

7) To consider and approve operating expenses exceeding the authority of the Chief Executive Officer, by submitting them for approval at the subsequent Board of Directors' meeting.

However, the aforementioned powers do not include actions related to connected transactions and the acquisition or disposal of significant assets of listed companies, in accordance with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. The company must comply with the rules, regulations, and bylaws of the Stock Exchange of Thailand concerning such matters. Furthermore, the aforementioned powers do not include other matters that the company's Articles of Association require approval from a shareholders' meeting resolution.

Approval Authority of the Board of Directors

- 1) To approve the appointment of a natural person or legal entity to act as the share registrar.
- 2) To approve the closing of the share register and suspension of share transfers.
- 3) To approve the management of all company affairs within the scope of laws, objectives, and the company's Articles of Association, and in accordance with the resolutions of the General Meeting of Shareholders and to have the authority to perform any acts as specified in the Memorandum of Association or related thereto.
- 4) To approve the assignment of one or more persons to perform any task on behalf of the Board of Directors.
- 5) To approve the appointment of any individual or group of individuals to conduct the company's business under the supervision of the Board of Directors, or to delegate authority to grant such persons authority and within the timeframe deemed appropriate by the Board of Directors. The Board of Directors may revoke, withdraw, change, or amend such authority.
- 6) To have the authority to approve the sale or mortgage of any of the company's real estate, or to lease any of the company's real estate for more than three years, or to grant, compromise, or file a lawsuit, or to submit any dispute to arbitration.
- 7) To approve interim dividend payments to shareholders from time to time when the company deems it has sufficient profits to do so, and to report such payments to the next shareholders' meeting.
- 8) To approve the election of the Executive Committee to conduct one or more types of business.
- 9) To approve remuneration and gratuities or other forms of compensation for the Executive Committee.
- 10) To approve the appointment of directors authorized to sign on behalf of the company.

Roles, Duties, and Responsibilities of the Chief Executive Officer

- 1) To have the authority and duty to control and oversee all company affairs in accordance with the resolutions and policies of the Board of Directors, and Delegated Executive Committee
- 2) To have the authority to approve, appoint, remove, employ, impose disciplinary actions, determine salaries, bonuses, gratuities, welfare benefits, and other remuneration, including expenses and facilities for company officers or employees holding positions below the level of Department Manager (excluding Deputy Managing Directors, Assistant Managing Directors, and Department Managers or equivalent) and may further delegate authority to working groups, committees, executive boards, groups of individuals, or executives as appropriate.
- 3) The Chief Executive Officer may delegate authority to the company's executive-level employees, Deputy Managing Directors, Assistant Managing Directors, Department Manager or equivalent to perform duties on behalf of the Chief Executive Officer for specific matters (e.g., purchasing, hiring, payment orders) as deemed appropriate.
- 4) To have the authority to issue, amend, supplement, and revise regulations, orders, and rules concerning the company's operations, such as the recruitment, appointment, removal, and discipline of employees and workers, the determination of salaries and other payments, including various welfare and benefits.

- 5) To be responsible for preparing and approving the company's balance sheet, financial statements, and profit and loss accounts for submission to the Board of Directors.
- 6) To study the feasibility of new projects and to have the authority to consider and approve various projects as assigned by the Executive Committee and/or the Board of Directors.
- 7) In the event that the Chief Executive Officer is unable to perform duties, the Chief Executive Officer shall appoint an acting person to perform duties on a temporary basis, whereby the Deputy Chief Executive Officer shall serve as the acting person with powers and duties equivalent to those of the Chief Executive Officer, and/or appoint any other person.
to perform duties on behalf of.
- 8) To have the authority to appoint any individual or group of individuals to conduct the company's business under the supervision of the Chief Executive Officer, or to delegate authority to such persons to act as deemed appropriate by the Chief Executive Officer, and to have the authority to change, amend, cancel, or revoke such authority.
those matters.

Powers and Duties of the Management

- 1) To conduct feasibility studies for various investment projects.
- 2) To screen the company's management and make recommendations regarding various investment projects for submission to the Executive Committee for consideration and approval.
- 3) To provide advice, consultation, and policy guidelines to special working groups and executives.
- 4) To perform other duties as assigned by the Chief Executive Officer, the Board of Directors, or the Executive Committee from time to time.

Roles, Duties, and Responsibilities of the Chairman of the Board

- 1) To oversee management in setting business direction, provide advice, and supervise, control, and monitor operations through
Executive Committee and Chief Executive Officer
- 2) To establish the company's policies in conjunction with the Board of Directors, by considering and setting business objectives together with
Management
- 3) To lead meetings, serving as chairman for both Board of Directors' meetings and shareholders' meetings, to control and
to ensure that meetings are efficient and effective by encouraging all directors to participate in discussions and express their opinions independently.
- 4) To foster good relationships between the Board of Directors and the management.
- 5) To support and serve as a good example in adhering to principles of good corporate governance and ethics.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

Review to ensure accurate and sufficient financial reporting, the presence of internal control systems and internal audit systems, consider the independence of the internal audit unit, and approve the appointment, transfer, or dismissal of the head of the internal audit unit or any other unit responsible for internal audit. Additionally, review to ensure the company complies with securities and exchange laws, SET regulations, and business-related laws.

Reference link for the charter

-

Executive Committee

Role

- Others
- Establish business plans, budgets, and manage the company's various operations as assigned by the Board of Directors.

Scope of authorities, role, and duties

The Executive Committee is responsible for establishing policies, supervising, providing recommendations and advice to the President and management, establishing business plans, budgets, and various management authorities of the company as assigned by the Board of Directors. It monitors and follows up on the implementation of the company's policies and various plans to ensure efficiency, studies the feasibility of new projects, and reports the company's operational results to the Board of Directors for acknowledgement.

Reference link for the charter

-

The Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

The Nomination and Remuneration Committee is responsible for establishing criteria for the appropriate selection of company directors, considering and nominating suitable individuals for appointment as company directors, establishing criteria and considering the remuneration of company directors to be appropriate, transparent, and in accordance with established principles for submission to shareholders, evaluating the performance of the President and CEO according to established criteria, and considering the President and CEO's remuneration in line with the performance evaluation results.

Reference link for the charter

-

The Corporate Governance and Risk Management Committee

Role

- Risk management
- Corporate governance

Scope of authorities, role, and duties

Corporate Governance: Establish policies and operational guidelines for the company's good corporate governance, including business ethics, and present them to the Board of Directors for consideration and approval. Oversee that the company's operations and the performance of the Board of Directors, management, and company personnel comply with good corporate governance principles. Evaluate and review the company's good corporate governance practices and present them to the Board of Directors for consideration and approval. Supervise and promote the continuous and appropriate implementation of good corporate governance policies in line with the company's business.

Risk Management: Establish policies and operational frameworks for the company's risk management, including providing advice to the Board of Directors and management on risk management. Oversee and support the successful implementation of the company's risk management, focusing on prioritizing and considering risks in each factor for appropriate decision-making. Consider significant risks of the company that are consistent with its business operations, and continuously monitor, evaluate, and improve operational plans to mitigate risks appropriately in line with business conditions. Regularly report the results of risk assessment and risk mitigation operations to the Board of Directors for their information.

Reference link for the charter

-

The Corporate Social Responsibility and Sustainability Committee

Role

- Sustainability development

Scope of authorities, role, and duties

Establish policies regarding the implementation of social and environmental responsibility projects (CSR activities) and prioritize the formulation of operational policies that will lead the business towards more concrete sustainability, in order to ensure that the company's business operations grow steadily and sustainably and can generate maximum returns for stakeholders across all sectors, while considering environmental, social, and governance (ESG) responsibilities.

Reference link for the charter

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Information on each subcommittee

List of audit committee⁽¹⁾

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. Vitoon Tejatussanasoontorn^(*) Gender: Male Age : 85 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</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	24 Jun 1999	Commerce, Accounting, Audit, Governance/ Compliance, Risk Management
<p>2. Mr. Pavich Tongroach Gender: Male Age : 79 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</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	13 Oct 2014	Corporate Social Responsibility, Strategic Management, Audit, Governance/ Compliance, Sustainability
<p>3. Mr. Patarut Dardarananda Gender: Male Age : 67 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</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	16 Nov 2021	Engineering, Risk Management, Strategic Management, Audit, Governance/ Compliance

Additional explanation :

(**) Directors with expertise in accounting information review*

Remark: ⁽¹⁾ A 3-year term of office

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. Plew Trivisvavet Gender: Male Age : 80 years Highest level of education : Honorary degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>24 Nov 1994</p>
<p>2. Ms. Supamas Trivisvavet Gender: Female Age : 51 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</p>	<p>Vice-chairman of the executive committee</p>	<p>1 Jul 2015</p>
<p>3. Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>1 Aug 2022</p>

List of committee members	Position	Appointment date of executive committee member
<p>4. Mr. Narong Sangsuriya</p> <p>Gender: Male</p> <p>Age : 81 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>	Member of the executive committee	24 Nov 1994
<p>5. Mr. ANUKOOL TUNTIMAS</p> <p>Gender: Male</p> <p>Age : 58 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>	Member of the executive committee	3 Sep 2007
<p>6. Mr. NATTAVUT TRIVISAVET</p> <p>Gender: Male</p> <p>Age : 45 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>	Member of the executive committee	1 Jun 2022

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees⁽²⁾

Remark: ⁽²⁾ Term of office for 3 years. Note: The Board of Directors Meeting No. 2/2567 on April 17, 2567 resolved to appoint Mr. Don Pramudwinai as Chairman of the Nomination and Remuneration Committee, replacing Mr. Vitoon Techathasasoonorn, who was reassigned to Member of the Nomination and Remuneration Committee, effective from April 17, 2567 onwards.

List of subcommittees who resigned / vacated their position during the year

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 : 45 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>	<p>President</p> <p>(The highest-ranking executive)</p>	1 Aug 2022	Accounting, Finance, Engineering, Leadership, Governance/ Compliance
<p>2. Mr. PHONGSARIT TANTISUVANITCHKUL</p> <p>Gender: Male</p> <p>Age : 53 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>	<p>Vice Chairman of the Executive Board</p>	1 Aug 2022	Engineering, Strategic Management, Risk Management, Governance/ Compliance

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Sittidej Trivisvavet Gender: Male Age : 72 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</p>	<p>Senior Executive Vice President: Administration Group</p>	<p>16 Feb 2016</p>	<p>Construction Materials, Procurement, Risk Management</p>
<p>4. Mr. Pornnarong Siriyothin Gender: Male Age : 75 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</p>	<p>Executive Vice President: Construction 1</p>	<p>16 Feb 2016</p>	<p>Engineering, Project Management, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mr. Prapon Chanpradubfa Gender: Male Age : 70 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</p>	<p>Executive Vice President: Construction 2</p>	<p>16 Feb 2016</p>	<p>Engineering, Project Management, Risk Management</p>
<p>6. Mr. Pairat Prom-in Gender: Male Age : 67 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</p>	<p>Executive Vice President: Construction 3</p>	<p>16 Feb 2016</p>	<p>Engineering, Project Management, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>7. Mr. Thammanoon Surarat Gender: Male Age : 81 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</p>	<p>Executive Vice President: Construction 4</p>	<p>16 Feb 2016</p>	<p>Engineering, Project Management, Risk Management</p>
<p>8. Mr. Watchara Sanghattawattana Gender: Male Age : 67 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</p>	<p>Executive Vice President: Engineering</p>	<p>25 Jul 2011</p>	<p>Engineering, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>9. Mr. ANUKOOL TUNTIMAS Gender: Male Age : 58 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</p>	<p>Executive Vice President: Human Resource and General Administration</p>	<p>28 Apr 2006</p>	<p>Law, Human Resource Management, Strategic Management, Risk Management, Governance/ Compliance</p>
<p>10. Mr. Pichai Cheybumroong Gender: Male Age : 64 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</p>	<p>Executive Vice President: Purchasing</p>	<p>16 Feb 2016</p>	<p>Engineering, Procurement, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>11. Ms. Rinrada Tangtrongkid^(*) Gender: Female Age : 64 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</p>	<p>Executive Vice President: Accounting and Finance</p>	<p>16 Feb 2016</p>	<p>Accounting, Finance, Risk Management</p>
<p>12. Mr. Wiboon Ungapipathanachai Gender: Male Age : 70 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</p>	<p>Executive Vice President: Internal Audit Office</p>	<p>16 Feb 2016</p>	<p>Internal Control, Accounting, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
13. Mr. Keerati Luangchookiat Gender: Male Age : 51 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	Executive Vice President: Business Development	1 Jan 2018	Engineering, Risk Management, Business Administration
14. Mr. Sombat Trivisvavet Gender: Male Age : 53 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	Executive Vice President: Operation Support	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 diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

The policy for considering the remuneration of executive directors and executives is in accordance with the criteria set by the Board of Directors. Specifically, the remuneration is appropriate and at a level sufficient to attract and retain high-quality executive directors and senior executives. Its rate is comparable to companies in the same industry or

business type, and it is linked to the company's performance and the results of each executive director's and executive's performance evaluation through the performance management system.

Regarding the remuneration of the President and CEO, the Company has established a remuneration policy for the President and CEO, whereby the Nomination and Remuneration Committee considers the President and CEO's remuneration to be consistent with the company's performance, both in the short and long term, and the President and CEO's individual performance, for submission to the Board of Directors for annual consideration.

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

The Committee considered and approved the proposal as submitted by the Nomination and Remuneration Committee.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	144,899,042.00	149,421,568.00	151,329,554.00
Total remuneration of executive directors (baht)	83,545,142.00	85,747,368.00	87,051,254.00
Total remuneration of executives (baht)	61,353,900.00	63,674,200.00	64,278,300.00

(1) Monetary compensation In 2025, the Company paid compensation consisting of salaries, bonuses, remuneration, position allowances, and meeting allowances to 14 members of the Board of Directors and executives, totaling 151,329,554 Baht.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	9,522,550.00	9,671,550.00	9,777,642.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

(2) Remuneration and other benefits for executive directors - None -

Remuneration and other benefits for executives - Provident Fund: The company has established a provident fund, which serves as long-term compensation upon an employee's termination of employment or retirement. Executives

contribute at a rate of 10-15% of their salary based on years of service, and the company contributes at the same rate to the fund, with a maximum contribution not exceeding 10% of wages. In 2025, the company contributed 9,777,642 Baht to the provident fund for 14 executives.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

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

List of the company secretary

General information	Email	Telephone number
1. Mrs. Thipwaree Athagrisna	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 Ungapipathanachai	wiboon.a@ckplc.com	0-2275-0026

List of the head of the compliance unit

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

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Sawanya Trivisvavet	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 NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	12,447,000.00	Types of non-audit service : Tax consulting services and other accounting support Details of non-audit service : Tax advisory services concerning international tax reform - Pillar Two income tax calculation rules, and other accounting support services. Amount paid during the fiscal year 800,000.00 baht Amount to be paid in the future 500,000.00 baht Total non-audit fee 1,300,000.00 baht	1. Mrs. WILAI SUNTHORNWANEE Email: wilai. sunthonwanee@th.ey.com Telephone number: 0- 2264-0777 License number: 7356 2. Mrs. CHONLAROS SUNTIASVARAPORN Email: chonlaros. suntiasvaraporn@th.ey. com Telephone number: 0- 2264-0777 License number: 4523 3. Mr. NATTHAWUT SANTIPET Email: natthawut. santipet@th.ey.com Telephone number: 0- 2264-0777 License number: 5730

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

In 2025, the Board of Directors reviewed the vision, mission, values, and strategies to establish the company's policies and operational direction in compliance with laws, objectives, and company regulations, as well as resolutions of the shareholders' meeting. It also oversees and ensures that the management implements the established policies efficiently and effectively. This is to protect the company's interests and maximize economic value, as well as to create wealth and stability for shareholders, based on the principles of good corporate governance. The Board of Directors monitors and ensures that the established policies and strategies are implemented in business operations to leverage synergy for the group's stable and sustainable growth. The Board of Directors has delegated the responsibility of scrutinizing various matters through sub-committees directly responsible for those matters, which then report to or seek approval from the Board of Directors, as the case may be.

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. Vitoon Tejatussanasoontorn	Director	30 Apr 1999	Commerce, Accounting, Audit, Governance/ Compliance, Risk Management
Mr. Pavich Tongroach	Director	12 Oct 2007	Corporate Social Responsibility, Strategic Management, Audit, Governance/ Compliance, Sustainability
Mr. PHONGSARIT TANTISUVANITCHKUL	Director	7 Oct 2020	Engineering, Strategic Management, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
Mr. NATTAVUT TRIVISVAVET	Director	1 Jun 2022	Accounting, Finance, Engineering, Leadership, Governance/ Compliance

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Nomination of Independent Directors

The Nomination and Remuneration Committee shall nominate directors with appropriate qualifications in terms of skills and experience beneficial to the company, and who fully meet the qualifications of independent directors. The company has revised its definition of independent directors to be more stringent than the definition set by the Securities and Exchange Commission and the Stock Exchange of Thailand, as follows:

Qualifications of Independent Directors

1. Holding shares not exceeding 0.5 percent of the total voting shares of the company, its parent company, subsidiary, associated company, or major shareholder.
or the company's controlling person, including shares held by related parties.
2. Not being or having been a director involved in management, an employee, a staff member, a consultant receiving a regular salary, or a controlling person of the company, its parent company, subsidiary, associated company, same-level subsidiary, major shareholder, or controlling person of the company, unless such status has ceased for such characteristics for at least two years prior to the appointment date. However, these prohibited characteristics do not include cases where the independent director was a government official or a consultant to a government agency that is a major shareholder or controlling person of the company.
3. Not being a person related by blood or by legal registration as a parent, spouse, sibling, or child, including the spouse of a child, of an executive, major shareholder, controlling person, or a person proposed to be an executive or controlling person of the company or its subsidiary.
4. Not having or having had a business relationship with the company, its parent company, subsidiary, associated company, major shareholder, or controlling person of the company in a manner that may impede their independent judgment, and not being or having been a significant shareholder or controlling person of a party having a business relationship with the company, its parent company, subsidiary, associated company, major shareholder, or controlling person of the company, unless such characteristics have ceased for at least two years prior to the appointment date. Business relationships as mentioned above, including normal commercial transactions for business operations, such as leasing or subleasing real estate, transactions related to assets or services, or providing or receiving financial assistance through lending or borrowing, guarantees, or providing assets as collateral for debts, as well as other similar behaviors,

which result in the company or the counterparty having a debt obligation to the other party of at least three percent of the company's net tangible assets or twenty million baht or more, whichever amount is lower.

The calculation of such debt obligations shall be in accordance with the method for calculating the value of connected transactions, as stipulated by the Notification of the Capital Market Supervisory Board regarding rules for connected transactions by analogy. However, when considering such debt obligations, it shall include debt obligations incurred during

one year prior to the date of having a business relationship with the same person.

5. Not being or having been an auditor of the company, its parent company, subsidiary, associated company, major shareholder, or controlling person of the company, and not being a significant shareholder, controlling person, or partner of an audit firm that has auditors of the company, its parent company, subsidiary, or associated company. major shareholder or controlling person of the affiliated company, unless such characteristics have ceased for at least two years prior to the appointment date.

6. Not being or having been any professional service provider, including legal or financial advisors, who received service fees exceeding two million baht per year from the company, its parent company, subsidiary, associated company, major shareholder, or controlling person of the company, and not being significant shareholder, controlling person, or partner of that professional service provider, unless such characteristics have ceased for at least two years prior to the appointment date.

7. Not being a director appointed as a representative of the company's directors, major shareholders, or shareholders who are related to
Major shareholder

8. Not operating a business of the same nature that significantly competes with the company's or its subsidiary's business, or not being a significant partner.

in a partnership, or is a director involved in management, an employee, a staff member, a consultant receiving a regular salary, or holds more than one percent of the total voting shares of another company that operates a similar business and has significant competition with the company's or its subsidiary's business.

9. Having no other characteristics that prevent them from providing independent opinions on the company's operations.

Business or professional relationships of independent directors over the past year

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

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 through the nomination committee : Yes

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

Number of directors from major shareholders

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

Rights of minority shareholders on director appointment

The Company has established processes and channels to enable minority shareholders to participate in the Company's management. This includes providing opportunities for minority shareholders to propose agenda items for the Annual General Meeting of Shareholders and to nominate qualified individuals for consideration and appointment as company directors prior to the shareholders' meeting. The Company has clearly and thoroughly announced the details and criteria for such considerations to shareholders through the channels of the Stock Exchange of Thailand and on the Company's website from October 1, 2024, to December 31, 2024. This initiative aims to build confidence among minority shareholders in exercising their right to propose matters concerning significant changes within the Company and their right to elect independent directors to safeguard their interests. At the recent Annual General Meeting of Shareholders for the year 2025, no shareholders proposed agenda items for the Annual General Meeting of Shareholders or nominated qualified individuals for consideration and appointment as company directors.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

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
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List of directors	Participation in training in the past financial year	History of training participation
<p>1. Mr. ASWIN KONGSIRI (Chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<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"> • 2025: Sustainability and ESG Risk Outlook Course 2025, ERM-Siam Co., Ltd. • 2024: Internal Anti-Corruption Guideline Program 2024, Training Design Company Limited • 2024: SET ESG Professionals Forum 2024, the Stock Exchange of Thailand • 2022: Principles on the Application of Personal Data Protection Law and Use of Documents, Chandler MHM Company Limited • 2021: Chairman Forum 2021 by IOD : Chairing a Virtual Board Meeting • 2018: Board Matters and Trends (BMT 6/2018), Thai Institute of Directors Association • 2018: Collective Action Against Corruption Conference 1/2018 • 2018: Independent Director Forum 1/2018: Tough Boardrooms Situations - Independents Share Lessons Learned • 2017: Director Certification Program (DCP 11/2001), Thai Institute of Directors Association • 2001: Chairman 2000 Course (Class 5/2001), Thai Institute of Directors Association

List of directors	Participation in training in the past financial year	History of training participation
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"> • 2025: ESG Risk: Executive Training Program on Trends in ESG Disclosure and Implementation through Sustainable Operations 2025, ERM-Siam Co., Ltd. • 2025: Presentation on Sustainability Trends and ESG Risks 2025, ERM-Siam Co., Ltd. • 2024: Climate Risk Assessment Task (Kick-off), ERM-Siam Co., Ltd. • 2024: Internal Anti-Corruption Guideline Program, Training Design Company Limited • 2017: Thailand Energy Academy Course for Management, Class 10/2017, Thailand Energy Academy (TEA) • 2007: Capital Market Academy Leadership Program, Capital Market Academy (CMA 4/2007) • 2004: Finance for Non-Finance Directors (FND 13/2004), Thai Institute of Directors Association

List of directors	Participation in training in the past financial year	History of training participation
<p>3. Mr. Vitoon Tejatussanasoontorn (Director, Independent director)</p>	<p>Participating</p>	<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"> • 2025: ESG Risk: Executive Training Program on Trends in ESG Disclosure and Implementation through Sustainable Operations 2025, ERM-Siam Co., Ltd. • 2025: Hot Issue for Directors Program: The Evolving Role of Audit Committee in Fostering Trust and Transparency 3/2025, the Stock Exchange of Thailand • 2024: Guidelines for Preventing Internal Corruption, Training Design Company Limited • 2017: Nomination Director Event 1/2017 on Nomination Committee Best Practice Guideline, Thai Institute of Directors Association • 2016: Directors Compensation Survey 2016, Thai Institute of Directors Association • 2011: Role of Compensation Committee Program (RCC 12/2011), Thai Institute of Directors Association • 2009: Audit Committee Program (ACP 27/2009), Thai Institute of Directors Association • 2007: IOD Chartered Directors, Thai Institute of Directors Association, Class 1/2007

List of directors	Participation in training in the past financial year	History of training participation
4. Mr. Don Pramudwinai (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2012: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: Sustainability and ESG Risk Outlook Course 2025, ERM-Siam Co., Ltd. • 2024: Guidelines for Preventing Internal Corruption, Training Design Company Limited
5. Mr. Pavich Tongroach (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2014: Financial Statements for Directors (FSD) • 2010: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: Presentation on Sustainability Trends and ESG Risks 2025, ERM-Siam Co., Ltd. • 2024: ESG Risks and Assessment of Climate Risks and Possibilities of CKPower, ERM-Siam Co., Ltd. • 2024: Guidelines for Preventing Internal Corruption, Training Design Company Limited

List of directors	Participation in training in the past financial year	History of training participation
<p>6. Mr. Patarut Dardarananda (Director, Independent director)</p>	<p>Participating</p>	<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"> • 2025: ESG Risk: Executive Training Program on Trends in ESG Disclosure and Implementation through Sustainable Operations 2025, ERM-Siam Co., Ltd. • 2025: ESG Risk: Executive Training Program on Trends in ESG Disclosure and Implementation through Sustainable Operations 2025, ERM-Siam Co., Ltd. • 2025: Hot Issue for Directors Program: The Evolving Role of Audit Committee in Fostering Trust and Transparency 3/2025, the Stock Exchange of Thailand • 2024: Guidelines for Preventing Internal Corruption, Training Design Company Limited • 2024: Presentation on ESG Risks and Assessment of Climate Risks and Possibilities of CKPower 2024, ERM-Siam Co., Ltd.
<p>7. Ms. Supamas Trivisvavet (Director)</p>	<p>Participating</p>	<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"> • 2025: ESG Risk: Executive Training Program on Trends in ESG Disclosure and Implementation through Sustainable Operations 2025, ERM-Siam Co., Ltd. • 2024: Guidelines for Preventing Internal Corruption, Training Design Company Limited

List of directors	Participation in training in the past financial year	History of training participation
		<ul style="list-style-type: none"> • 2024: Guidelines for Preventing Internal Corruption, Training Design Company Limited • 2017: : Workshop for Emerging Leaders on the Rule of Law & Policy Program 2017, in association with the Institute for Global Law and Policy, Harvard Law School, Thailand Institute of Justice (Public Organiz • 2017: Executive Program on the Rule of Law and Development (RoLD), Class 1/2017, Thailand Institute of Justice (Public Organization) • 2016: Capital Market Academy Leadership Program (CMA 22/2016), Capital Market Academy • 2013: Company Secretary Forum (R-CSF 1/2013), Thai Institute of Directors Association • 2011: Special Seminar Program (RSS 1/2011), Thai Institute of Directors Association • 2010: Board Reporting Program (BRP 33/2010), Thai Institute of Directors Association • 2010: Company Secretary Program (CSP 37/2010), Thai Institute of Directors Association • 2010: Current Issue Seminar Program (R-CIS 2/2010), Thai Institute of Directors Association • 2010: Effective Minute Taking (EMT 16/2010), Thai Institute of Directors Association • 2008: Developing Corporate Governance Policy Program 2008, Thai Institute of Directors Association

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. Narong Sangsuriya (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: Sustainability and ESG Risk Outlook Course 2025, ERM-Siam Co., Ltd. • 2024: Guidelines for Preventing Internal Corruption, Training Design Company Limited
9. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2012: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: ESG Risk: Executive Training Program on Trends in ESG Disclosure and Implementation through Sustainable Operations 2025, ERM-Siam Co., Ltd. • 2024: Guidelines for Preventing Internal Corruption, Training Design Company Limited • 2007: Finance for Non-Finance Directors Program (FND 35/2007), Thai Institute of Directors Association • 2007: Understanding the Fundamental of Financial Statements Program (UFS 9/2007), Thai Institute of Directors Association

List of directors	Participation in training in the past financial year	History of training participation
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"> • 2025: Sustainability and ESG Risk Outlook Course 2025, ERM-Siam Co., Ltd. • 2024: Climate Risk Assessment Task (Kick-off), ERM-Siam Co., Ltd. • 2024: SAP Info Day for CH. Karnchang Group 2024, SAP • 2022: : Director Leadership Certificate Program (DLCP 6/2022), Thai Institute of Directors Association • 2021: Strategic Board Master Class (SBM 11/2021), Thai Institute of Directors Association • 2016: Boards that Make a Difference Program (BMD 1/2016), Thai Institute of Directors Association • 2014: Director Certification Program Update (DCPU 2/2014), Thai Institute of Directors Association • 2009: Role of the Compensation Committee Program (RCC 9/2009), Thai Institute of Directors Association • 2007: Corporate Governance and Social Responsibility Program (CSR 1/2007), Thai Institute of Directors Association • 2007: Finance for Non-Finance Directors Program (FND 38/2007), Thai Institute of Directors Association

List of directors	Participation in training in the past financial year	History of training participation
11. Mr. NATTAVUT TRIVISVAVET (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2022: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: Presentation on Sustainability Trends and ESG Risks 2025, ERM-Siam Co., Ltd. • 2025: Sustainability Trends and ESG Risks Program 2025, ERM-Siam Co., Ltd. • 2024: Internal Anti-Corruption Guideline Program, Training Design Company Limited • 2024: SAP Info Day for CH. Karnchang Group 2024, SAP • 2013: Company Secretary Program (CSP 51/2013), Thai Institute of Directors Association

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

3. Performance Evaluation of the Board of Directors, Sub-Committees, and Senior Management

(3.1) Board of Directors' Performance Evaluation

The Board of Directors has a policy to conduct performance evaluations for the Board of Directors as a whole, sub-committees, and individual directors at least once a year. The Board also arranges for the CEO's performance evaluation annually according to the criteria set by the Nomination and Remuneration Committee. This is to allow the Board of Directors to collectively review performance and issues from the past year and to improve the effectiveness of the Board's operations. Furthermore, the Board has stipulated a review of evaluation topics to ensure they are appropriate and consistent with roles, duties, responsibilities, and align with good corporate governance practices.

The evaluation criteria are calculated as a percentage of the full score for each item. The evaluation forms for the Board of Directors and the CEO are returned to the Company Secretary for overall processing and score summarization, with the following scoring criteria for each level:

Evaluation Criteria	Excellent	Very Good	Good	Fair
Score (Percentage)	90-100	80-89	70-79	0-69

(3.1.1) Overall Board of Directors' Self-Assessment

The overall self-assessment of the Board of Directors is evaluated under 6 topics: 1) Board Structure and Qualifications, 2) Board Roles, Duties, and Responsibilities, 3) Board Meetings, 4) Director Performance, 5) Relationship with Management, and 6) Director Self-Development and Executive Development. In 2025, the company distributed performance evaluation forms for the Board of Directors to each director to assess the overall performance of the entire Board. The evaluation results are then presented to the Board for consideration of operational improvements. The overall average score for the Board of Directors' evaluation is 99.28%, which is considered excellent. The opinions of the majority of directors are summarized as follows:

1) Structure and Qualifications of the Board

The majority of the Board of Directors is of the opinion that the structure and qualifications of the company's directors are excellent and appropriate for the nature of the company's business. The Board of Directors comprises individuals with sufficient knowledge, capabilities, and diverse experience, performing their duties effectively as a whole. The Board of Directors has appointed five sub-committees: 1. The Audit Committee, responsible for assisting in corporate governance, including considering the appropriateness and reasonableness of various transactions to maximize benefits for the company. 2. The Nomination and Remuneration Committee, responsible for considering criteria and processes for transparently and fairly selecting qualified individuals to serve as company directors, free from the influence of any single person. 3. The Corporate Governance and Risk Management Committee, responsible for setting policies and operational directions for the company's good corporate governance, as well as risk management. 4. The Social and Sustainability Committee, responsible for establishing guidelines and policies for the company's social and environmental operations. 5. The Executive Committee, responsible for overseeing and advising management and performing other duties as assigned by the Board of Directors.

2) Roles, Duties, and Responsibilities of the Board

3) Board Meetings

The majority of the Board of Directors is of the opinion that Board meetings are excellent. The company provides the meeting schedule along with the annual agenda to directors in advance, which helps all directors allocate time to attend every meeting. The number of meetings and the agenda are appropriate, enabling the Board to perform its duties efficiently and oversee the company's successful business operations. Furthermore, directors receive meeting documents in advance and have sufficient time to study the information to prepare for meetings. The meeting documents contain sufficient information for all directors to make decisions. The Board can request additional necessary information to support decisions that benefit the company. Moreover, the meeting atmosphere fosters creative expression of opinions and is not dominated by any single individual, allowing all directors to fully discuss important issues in the meeting.

4) Director Performance

The majority of the Board of Directors is of the opinion that the performance of the company's directors is excellent. They prepare and study information sufficiently before each meeting and attend meetings regularly. Directors express opinions independently, are impartial in considering various matters, and have the freedom to make decisions and cast votes, including providing beneficial opinions for the company's operations. They understand which issues are important and dedicate appropriate time to consider them, and accept differing opinions without causing any Conflict

5) Relationship with Management

The majority of the Board of Directors is of the opinion that the relationship with management is excellent. Directors can discuss matters with the directors

frankly with the CEO and maintain a good relationship with management. The CEO can seek advice from the Board of Directors when necessary, and the Board does not interfere with management's duties. Furthermore, the Board of Directors has participated in appropriate problem-solving consideration in cases where management's performance does not align with the operational plan and budget.

6) Director Self-Development and Executive Development

The majority of the Board of Directors is of the opinion that the self-development of directors and executive development are excellent. Directors understand their roles, duties, and responsibilities as company directors, possess sufficient knowledge and understanding of the company's business, and diligently seek information or monitor important news regarding economic conditions, industry regulatory changes, and competitive landscape. This helps ensure efficient performance of director duties. All directors receive training to understand their responsibilities as company directors. When new directors are appointed, the Board ensures that relevant departments provide documents or briefings to help new directors understand the business and their duties. The Board has also established a succession plan to ensure continuity in senior executive positions within the company.

The steps and process for performance evaluation are as follows:

1. The Nomination and Remuneration Committee reviews the performance evaluation form to ensure its accuracy, completeness, and compliance with criteria set by regulatory bodies
2. The Company Secretary sends the performance evaluation forms for the Board of Directors to each director for the overall performance evaluation of the entire Board.
3. The Secretary of the Nomination and Remuneration Committee summarizes and reports the evaluation results to the Nomination and Remuneration Committee.
4. The Nomination and Remuneration Committee reports the evaluation results to the Board of Directors for acknowledgment and to implement improvements for greater operational efficiency.

(3.1.2) Individual Director Performance Evaluation

The Chairman of the Board of Directors evaluates the performance of all directors, a process that has been in place since 2013, following the criteria set by the Nomination and Remuneration Committee. This evaluation is used to determine guidelines for improving and developing the directors' performance. The individual performance evaluation of directors is divided into 6 topics: 1) Director Qualifications, 2) Director Roles, Duties, and Responsibilities, 3) Board Meetings, 4) Director Performance, 5) Relationship with Management, and 6) Director Self-Development. The average score for individual director performance evaluations is 97.08%, which is considered excellent. The steps and process for performance evaluation are summarized as follows:

1. The Nomination and Remuneration Committee reviews the performance evaluation form to ensure its accuracy, completeness, and compliance with the criteria set by regulatory bodies.
3. The Secretary of the Nomination and Remuneration Committee summarizes and reports the evaluation results to the Nomination and Remuneration Committee.
4. The Nomination and Remuneration Committee reports the evaluation results to the Board of Directors for acknowledgment and to implement improvements for greater operational efficiency.

(3.1.3) Sub-Committee Performance Evaluation

The Board of Directors has arranged for the performance evaluation of all five sub-committees: the Executive Committee, the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Risk Management Committee, and the Social and Sustainability Committee. The evaluation results are used to determine guidelines for improving and developing the sub-committees' performance for greater efficiency. The performance

evaluation of the sub-committees is divided into 6 topics: 1) Committee Structure and Qualifications, 2) Committee Roles, Duties, and Responsibilities, 3) Committee Meetings, 4) Committee Performance, 5) Relationship with the Board, and 6) Committee Self-Development. The evaluation results for all five sub-committees are summarized as follows:

Sub-Committee Performance Evaluation	Average Score (Percentage)	Categorized as
Executive Committee	99.50	Excellent
Audit Committee	100.00	Excellent
Nomination and Remuneration Committee	98.90	Excellent
Corporate Governance and Risk Management Committee	100.00	Excellent
Social and Sustainability Committee	100.00	Excellent

1) Structure and Qualifications of the Board

The evaluation results are excellent. All sub-committee members agree that the total number of directors in each sub-committee is appropriate for the company's business nature, contributing to the overall efficiency of the Board's functions. The committees comprise individuals with sufficient diverse knowledge and experience to ensure overall effective and highly productive performance. Furthermore, the sub-committees assist in overseeing the company's internal controls, transparently and fairly recruiting qualified individuals to serve as company directors, free from the influence of any single person, and setting appropriate and competitive remuneration to retain good, capable directors. They have also established policies and operational directions for the company's good corporate governance, business ethics, and appropriate risk management, as well as overseeing and advising management to maximize benefits for the company's business operations under good corporate governance.

2) Roles, Duties, and Responsibilities of the Board

The evaluation results are excellent. The summary of the sub-committee evaluations is as follows:

- Executive Committee: Provides policy direction, oversight, advice, and consultation to the CEO and management. It sets business plans, budgets, and various management authorities of the company as assigned by the Board of Directors. It monitors the implementation of the company's policies and plans to ensure efficiency, studies the feasibility of new projects, and reports the company's operational results to the Board of Directors for acknowledgment.
- Audit Committee: Ensures that financial statements are prepared in accordance with generally accepted accounting standards. It oversees internal audit work to ensure appropriate and effective audit systems. It considers that related party transactions with conflicts of interest are conducted according to established procedures and are maximally beneficial to the company. It oversees the company's compliance with securities and exchange laws and other relevant laws. It proposes the appointment, remuneration, and appropriate evaluation of auditors.
- Nomination and Remuneration Committee: Establishes appropriate criteria for director recruitment, considers and nominates qualified individuals for appointment as company directors, sets criteria for considering director remuneration to be appropriate, transparent, and in accordance with established guidelines to be presented to shareholders. It evaluates the CEO's performance according to specified criteria and considers the CEO's remuneration in line with performance evaluation results.
- Corporate Governance and Risk Management Committee: Monitors movements, progress, and trends in good corporate governance practices. It promotes the development and recommends good corporate governance policies

for the company, tracks the results of the company's good corporate governance evaluations, considers policies and plans related to risk management, oversees and reviews the company's overall risk management, including strategies used for risk management, risk reporting, and actions to reduce risks to the Board of Directors.

- Social and Sustainability Committee: Monitors movements and progress of the company's social and environmental responsibility projects (CSR activities). It promotes the development and establishment of company business policies focused on stable, sustainable growth and maximizing returns for stakeholders in all sectors, while considering environmental, social, and governance (ESG) responsibilities and striving for tangible sustainability.

3) Board Meetings

The evaluation results are excellent. The company informs directors of the annual meeting schedule and agenda for sub-committee meetings in advance, which helps directors allocate time to attend every meeting. The number of meetings for each sub-committee is appropriate, contributing to efficient performance of duties and enabling oversight for the company's successful business operations. The meeting agendas are appropriate, allowing the committees to perform their duties effectively. Furthermore, all directors receive meeting documents in advance and have sufficient time to study the information to prepare for meetings. The information in the meeting documents is sufficient for each committee's decision-making, and additional necessary information can be requested to support decisions that yield maximum benefit for the company. The atmosphere in all committee meetings fosters creative expression of opinions among all directors, is not dominated by any single individual, and allows directors to fully discuss important issues.

4) Director Performance

The evaluation results are excellent. Each director prepares and studies information sufficiently before every meeting, and all directors attend Board meetings regularly. They can express opinions freely, are impartial in considering various matters, and have the freedom to make decisions and cast votes, without being unduly influenced. Directors provide beneficial opinions for the company's operations, understand which issues are important, and dedicate appropriate time to consider them without wasting time on less important matters, and accept differing opinions without any conflict.

5) Relationship with Management

The evaluation results are excellent. All sub-committees can frankly discuss matters with the CEO and maintain good relationships with management. The CEO can seek advice from any sub-committee when necessary, but the Board will not interfere with management's duties, allowing them to fully manage according to their assigned responsibilities. The Board will participate in appropriately resolving issues when performance does not align with the operational plan and budget.

6) Director Self-Development and Executive Development

The evaluation results are excellent. All sub-committees understand their roles, duties, and responsibilities and possess sufficient knowledge and understanding of the company's business operations to ensure maximum efficiency in their duties as directors. Each director diligently seeks information, monitors important news regarding economic conditions and relevant industries of the company. Directors regularly study changes in various regulations, market conditions, and competition. All directors attend training courses related to their duties to continuously understand and develop their performance. In each meeting, all directors prepare and study information sufficiently before attending, and all directors attend meetings regularly, able to express opinions freely, impartially, and independently in decision-making without being unduly influenced. All directors provide beneficial opinions for the company's operations and understand which issues are important, dedicating appropriate time to consider them without wasting time on less important matters, and accepting differing opinions without conflict.

The steps and process for performance evaluation are as follows:

1. Sub-committees prepare performance evaluation forms according to the principles of good corporate governance of the Thai Institute of Directors Association and the operational guidelines of the sub-committees.
2. The Secretary of the sub-committee summarizes and reports the performance evaluation results of the sub-committees and implements improvements for greater operational efficiency.
3. The Secretary of the Nomination and Remuneration Committee summarizes and reports the performance evaluation results of the sub-committees.
to the Nomination and Remuneration Committee
4. The Nomination and Remuneration Committee reports the performance evaluation results to the Board of Directors for acknowledgment and to implement improvements for greater operational efficiency.

(3.2) Performance Evaluation of the CEO and Senior Management

(3.2.1) CEO Performance Evaluation

Independent directors evaluate the CEO's performance annually, a process that has been ongoing since 2012, according to the criteria set by the Nomination and Remuneration Committee. The Board of Directors has assigned the Nomination and Remuneration Committee to consider and propose appropriate remuneration and other benefits for the CEO. Key Performance Indicators (KPIs) used to evaluate the CEO's performance are based on the aforementioned annual performance evaluation results and presented to the Board of Directors for approval. The CEO's performance evaluation is divided into 3 categories: 1) Progress of Plans and Achievement of Business Objectives, 2) Performance Measurement, and 3) CEO Impact Measurement. The average score for the CEO's performance evaluation is percentage 97.22 which are excellent. The independent directors' opinions are summarized as follows:

1) Progress of Plans and Achievement of Business Objectives

In Category 1: Progress of Plans and Achievement of Business Objectives, independent directors evaluated the CEO's performance by considering operations in three main areas: financial performance for 2025, where the company set indicators for financial returns (revenue / EBITDA / net profit), related financial efficiency indicators (e.g., readiness to raise capital from the capital market, adjusting the company's financial structure to support new projects), the company's operations to achieve goals based on work success, sustainability performance indicators according to the sustainability strategy framework (C-K-S-A-T-I), and personnel and technology development. The company's performance in all three areas met the targets assessed by the company under various conditions that occurred during the year. Particularly in personnel and technology development, the CEO continuously monitors and promotes personnel development for creating new innovations, while also encouraging the adoption of modern and beneficial technologies for the company's business operations, along with updating risk management to align with international standards and current situations.

2) Performance Measurement

In Category 2: Performance Measurement, independent directors evaluated the CEO's performance based on 10 topics, which include:

- 1) Leadership
- 2) Strategy Formulation
- 3) Strategy Implementation
- 4) Financial Planning and Performance
- 5) Relationship with the Board
- 6) External Relationships
- 7) Management and Personnel Relationships
- 8) Succession Planning
- 9) Product and Service Knowledge
- 10) Personal Attributes

The evaluation results for Category 2: Performance Measurement, show an average score of 97.22%, which is considered excellent.

3) CEO Development

In Category 3: CEO Development, independent directors evaluated the CEO's performance based on strengths that the CEO should maintain, such as being a visionary individual with comprehensive knowledge, capabilities, and experience in various fields, along with all necessary skills required by the company. The CEO demonstrates a commitment to self-development, makes sound decisions during crises, prioritizes and promotes personnel development and innovation, and can boost employee morale at all levels. Furthermore, the CEO maintains good relationships with the Board of Directors, internal and external personnel, possesses strong communication skills and interpersonal relations, and effectively implements the vision, mission, values, strategies, and policies set by the Board of Directors, particularly regarding the company's Good Corporate Governance (CG Code), which significantly helps build confidence among shareholders, investors, and stakeholders. The CEO also continuously monitors and assesses the organization's risk levels quarterly and in a timely manner, which greatly contributes to reducing and maintaining key risks at a moderate level, even amidst unfavorable domestic economic and political conditions.

The independent directors recommend that the CEO develop leadership enhancement and external relationships to be more efficient and effective, to further develop into an organizational leader, coupled with planning for succession in key positions, taking into account various internal and external organizational conditions effectively. Furthermore, they support and promote the company's operations to consider environmental, social, and governance (ESG) responsibilities and strive for tangible sustainability.

(3.2.2) Senior Management Performance Evaluation

The CEO evaluates the performance of senior management annually and presents it to the Executive Committee for approval. The overall evaluation results are good, with satisfactory performance. The performance evaluation of senior management measures performance based on the following key issues:

- 1) Leadership
- 2) Strategy Implementation
- 3) Planning with the CEO and Financial Performance
- 4) Relationship with the CEO
- 5) External Relationships
- 6) Management and Personnel Relationships
- 7) Product and Service Knowledge
- 8) Personal Attributes

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

Performance Evaluation of the Board of Directors. The Board of Directors has a policy to conduct performance evaluations of the Board of Directors as a whole, sub-committees, and individual directors at least once a year. Furthermore, the Board of Directors arranges for the performance evaluation of the President and CEO according to the criteria set by the Nomination and Remuneration Committee annually. This is to enable the Board of Directors to collectively review the performance and issues from the past year and to improve the effectiveness of the Board's operations. In addition, the Board of Directors has stipulated that evaluation topics be reviewed to ensure they are appropriate and consistent with their roles, duties, responsibilities, and in line with good corporate governance practices. The evaluation criteria are calculated as a percentage of the full score for each item. The evaluation forms for the Board of Directors and the President and CEO will be returned to the Company Secretary for overall processing

and score summarization. The scoring criteria for each level are as follows: Evaluation Score Criteria (Percentage) 90-100 Excellent, 80-89 Very Good, 70-79 Good, 0-69 Fair.

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	99.28	100
	Self-assessment	97.08	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	99.50	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	100	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
The Nomination and Remuneration Committee	Group assessment	98.90	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
The Corporate Governance and Risk Management Committee	Group assessment	100	100
	Self-assessment	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Cross-assessment (assessment of another director)	None	None
The Corporate Social Responsibility and Sustainability Committee	Group assessment	100	100
	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

Performance evaluation of the President

The Independent Directors conduct an annual performance evaluation of the President, a practice that has been continuously implemented since 2012, in accordance with the criteria set by the Nomination and Remuneration Committee. The Board of Directors has assigned the Nomination and Remuneration Committee to consider and propose appropriate remuneration and other benefits for the President. The Key Performance Indicators (KPIs) used to assess the President's performance are based on the aforementioned annual performance evaluation results and are presented to the Board of Directors for approval. The President's performance evaluation is divided into 3 categories: 1) Progress of work plans and achievement of business objectives, 2) Performance measurement, and 3) CEO performance measurement. The average score for the President's performance evaluation is 98.06%, which is excellent. The opinions of the Independent Directors can be summarized as follows:

1) Progress of work plans and achievement of business objectives

For the evaluation in Category 1: Progress of work plans and achievement of business objectives, the Independent Directors assessed the President's performance by considering operations in three main areas: financial performance for 2024, where the company set financial return indicators (revenue / EBITDA / net profit), related financial efficiency indicators (e.g., readiness to raise capital from the capital market, restructuring the company's finances to support new project implementation), the company's operations to achieve targets based on work success, sustainability performance indicators according to the sustainability strategy framework (C-K-S-A-T-I), and personnel and technology development. The company's performance in all three areas met the targets assessed by the company under various conditions that occurred during the year. Particularly in personnel and technology development, the President continuously monitored and promoted personnel development for creating new innovations, while also encouraging the adoption of modern and beneficial technologies for the company's business operations, along with updating risk management to align with international standards and current situations.

2) Performance measurement

For the evaluation in Category 2: Performance Measurement, the Independent Directors assessed the President's performance based on 10 topics, which include:

- 1) Leadership
- 2) Strategy formulation
- 3) Strategy implementation
- 4) Financial planning and performance

- 5) Relationship with the Board of Directors
- 6) External relations
- 7) Management and personnel relations. KPI is the number of reasonable and resolved complaints.
- 8) Succession planning
- 9) Knowledge of products and services
- 10) Personal attributes. KPI is at least 1 ESG training program.

The evaluation result for Category 2: Performance Measurement, achieved an average score of 98.06%, which is excellent.

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 : 6
past year (times)
Date of AGM meeting : 11 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	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)	6	/	6	1	/	1		/	
2. Mr. Plew Trivisvavet (Director)	6	/	6	1	/	1		/	

Names of Board members	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)
3. Mr. Vitoon Tejatussanasontorn (Director, Independent director)	6	/	6	1	/	1		/	
4. Mr. Don Pramudwinai (Director, Independent director)	6	/	6	1	/	1		/	
5. Mr. Pavich Tongroach (Director, Independent director)	6	/	6	1	/	1		/	
6. Mr. Patarut Dardarananda (Director, Independent director)	6	/	6	1	/	1		/	
7. Ms. Supamas Trivisvavet (Director)	6	/	6	1	/	1		/	
8. Mr. Narong Sangsuriya (Director)	6	/	6	1	/	1		/	
9. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	6	/	6	0	/	1		/	
10. Mr. ANUKOOL TUNTIMAS (Director)	6	/	6	1	/	1		/	

Names of Board members	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)	6	/	6	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. ASWIN KONGSIRI (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. Plew Trivisvavet (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. Vitoon Tejatussanasoontorn (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Mr. Don Pramudwinai (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. Pavich Tongroach (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. Patarut Dardarananda (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Ms. Supamas Trivisvavet (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. Narong Sangsuriya (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	6/6 (100.00%)	0/1 (0.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
10. Mr. ANUKOOL TUNTIMAS (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
11. Mr. NATTAVUT TRIVISVAVET (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	90.91%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

All 11 directors attended every meeting in person, while Mr. Nattawut Treewisawavet participated in 2 meetings via electronic media.

Remuneration of the board of directors

Types of remuneration of the board of directors

2. Remuneration for the Board of Directors and the President & CEO

(2.1) Monetary Remuneration

The company has considered providing appropriate remuneration to the Board of Directors and the President & CEO. The remuneration for the Board of Directors must be approved by the shareholders, and the Board of Directors approves the remuneration for the President & CEO.

Criteria for Determining Remuneration for the Board of Directors and the President & CEO is

- 1) It is appropriate and consistent with the scope of duties and responsibilities of each director, such as being the Chairman of the Board, Chairman of various sub-committees, and a member of the Executive Committee, Audit Committee, Nomination and Remuneration Committee, Corporate Governance and Risk Management Committee, and Social and Sustainability Committee, who will receive additional remuneration based on their position.
- 2) The remuneration is at a level that can attract and retain highly competent and qualified directors and the President & CEO to perform their duties effectively for the company, in order to lead the organization towards its short-term and long-term goals.
- 3) The components of remuneration are clear, transparent, and easy to understand.
- 4) The Nomination and Remuneration Committee is responsible for reviewing and screening remuneration to ensure it is appropriate and competitive, at a level comparable to the same industry, and sufficient to attract and retain qualified directors and the President & CEO whose qualifications align with the company's business objectives.

However, the Nomination and Remuneration Committee and the Board of Directors conducted a survey of directors' remuneration for 2025.

Based on the performance of the company's directors, comparative data with other companies in the same industry with similar business size and characteristics, as well as the results of the survey on directors' remuneration by the Thai Institute of Directors Association. The details of remuneration for the Board of Directors and the President & CEO for the year ending December 31, 2025, are summarized as follows:

(1) The total remuneration for directors comprises remuneration, meeting allowances, per diems, and bonuses. The total remuneration for the company's directors in 2025 amounts to 19,746,300 Baht, which is in line with the resolution of the Annual General Meeting of Shareholders for 2025, approving total directors' remuneration not exceeding 20,376,300 Baht, consisting of a director's bonus for 2024 not exceeding 10,376,300 Baht, and directors' remuneration for 2025 not exceeding 10,000,000 Baht, with details as follows:

(1.1) Remuneration and Position Allowance

(1.1.1) Directors' Remuneration

- Remuneration for Board of Directors members	200,000	Baht per year per person
- Remuneration for Audit Committee members	200,000	Baht per year per person
- Remuneration for Executive Committee members	100,000	Baht per year per person
- Remuneration for Nomination and Remuneration Committee members	100,000	Baht per year per person
- Remuneration for Corporate Governance and Risk Management Committee members	100,000	Baht per year per person
- Remuneration for Social and Sustainability Committee members	100,000	Baht per year per person

(1.1.2) Position Allowance

- Chairman of the Board of Directors	550,000	Baht per year
- Chairman of the Executive Committee	300,000	Baht per year
- Chairman of the Audit Committee	200,000	Baht per year
- Chairman of the Nomination and Remuneration Committee	100,000	Baht per year
- Chairman of the Corporate Governance and Risk Management Committee	100,000	Baht per year
- Chairman of the Social and Sustainability Committee	100,000	Baht per year

(1.2) Meeting Allowance Paid according to the number of attendances at Board of Directors meetings or various sub-committee meetings. The meeting allowance for Board of Directors and Executive Committee meetings is 20,000 Baht per person per meeting, and for all other sub-committees, it is 10,000 Baht per person per meeting.

(2.2) Other Remuneration -None-

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, Independent director)			2,028,759.00		N/A
Board of Directors (Chairman of the board of directors)	120,000.00	1,908,759.00	2,028,759.00	No	
2. Mr. Plew Trivisvavet (Director)			2,378,759.00		N/A
Board of Directors (Director)	120,000.00	1,358,759.00	1,478,759.00	No	
Executive Committee (The chairman of the executive committee)	240,000.00	400,000.00	640,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	100,000.00	120,000.00	No	
The Corporate Governance and Risk Management Committee (Member of the subcommittee)	40,000.00	100,000.00	140,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Mr. Vitoon Tejatussanasoontorn (Director, Independent director)			2,178,759.00		N/A
Board of Directors (Director)	120,000.00	1,358,759.00	1,478,759.00	No	
Audit Committee (Chairman of the audit committee)	40,000.00	400,000.00	440,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	100,000.00	120,000.00	No	
The Corporate Governance and Risk Management Committee (Member of the subcommittee)	40,000.00	100,000.00	140,000.00	No	
4. Mr. Don Pramudwinai (Director, Independent director)			1,212,736.00		N/A
Board of Directors (Director)	120,000.00	732,736.00	852,736.00	No	
The Nomination and Remuneration Committee (The chairman of the subcommittee)	20,000.00	200,000.00	220,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Corporate Social Responsibility and Sustainability Committee (Member of the subcommittee)	40,000.00	100,000.00	140,000.00	No	
5. Mr. Pavich Tongroach (Director, Independent director)			1,572,506.00		N/A
Board of Directors (Director)	120,000.00	972,506.00	1,092,506.00	No	
Audit Committee (Member of the audit committee)	40,000.00	200,000.00	240,000.00	No	
The Corporate Social Responsibility and Sustainability Committee (The chairman of the subcommittee)	40,000.00	200,000.00	240,000.00	No	
6. Mr. Patarut Dardarananda (Director, Independent director)			1,572,506.00		N/A
Board of Directors (Director)	120,000.00	972,506.00	1,092,506.00	No	
Audit Committee (Member of the audit committee)	40,000.00	200,000.00	240,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Corporate Governance and Risk Management Committee (The chairman of the subcommittee)	40,000.00	200,000.00	240,000.00	No	
7. Ms. Supamas Trivisvavet (Director)			1,904,455.00		N/A
Board of Directors (Director)	120,000.00	1,164,455.00	1,284,455.00	No	
Executive Committee (Vice-chairman of the executive committee)	240,000.00	100,000.00	340,000.00	No	
The Corporate Social Responsibility and Sustainability Committee (Member of the subcommittee)	40,000.00	100,000.00	140,000.00	No	
The Corporate Governance and Risk Management Committee (Member of the subcommittee)	40,000.00	100,000.00	140,000.00	No	
8. Mr. Narong Sangsuriya (Director)			1,884,455.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	120,000.00	1,164,455.00	1,284,455.00	No	
Executive Committee (Member of the executive committee)	240,000.00	100,000.00	340,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	100,000.00	120,000.00	No	
The Corporate Governance and Risk Management Committee (Member of the subcommittee)	40,000.00	100,000.00	140,000.00	No	
9. Mr. PHONGSARIT TANTISUVANITCHKUL (Director)			1,624,455.00		N/A
Board of Directors (Director)	120,000.00	1,164,455.00	1,284,455.00	No	
Executive Committee (Vice-chairman of the executive committee)	240,000.00	100,000.00	340,000.00	No	
10. Mr. ANUKOOL TUNTIMAS (Director)			1,764,455.00		N/A
Board of Directors (Director)	120,000.00	1,164,455.00	1,284,455.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	240,000.00	100,000.00	340,000.00	No	
The Corporate Social Responsibility and Sustainability Committee (Member of the subcommittee)	40,000.00	100,000.00	140,000.00	No	
11. Mr. NATTAVUT TRIVISAVET (Director)			1,624,455.00		N/A
Board of Directors (Director)	120,000.00	1,164,455.00	1,284,455.00	No	
Executive Committee (Member of the 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	1,320,000.00	13,126,300.00	14,446,300.00
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. The Nomination and Remuneration Committee	80,000.00	500,000.00	580,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
5. The Corporate Governance and Risk Management Committee	200,000.00	600,000.00	800,000.00
6. The Corporate Social Responsibility and Sustainability Committee	160,000.00	500,000.00	660,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	7,720,000.00	3,440,000.00	3,320,000.00
Other monetary remuneration (Baht)	0.00	14,054,667.00	16,426,300.00
Total (Baht)	7,720,000.00	17,494,667.00	19,746,300.00

Remunerations or benefits pending payment to the board of directors

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

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors 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

(1) The authority to appoint directors, executives, or other significant positions in subsidiaries to perform duties in such positions must receive approval from the Board of Directors' meeting. The number of appointments shall be in proportion to the shareholding in those companies, in order to fully control and determine the management direction of subsidiaries and associated companies, ensuring transparency and auditability.

(2) The oversight of internal control systems for subsidiaries or associated companies stipulates that individuals appointed as directors in such subsidiaries or associated companies have a duty to act in the best interests of those subsidiaries or associated companies. It is also stipulated that appointed individuals must receive approval from the Board of Directors before casting votes or exercising voting rights on significant matters, at the same level of approval required if the Company itself were undertaking the action. This includes defining the scope of authority, duties, and responsibilities of directors and executives representing the Company in such companies, regarding the control or participation in setting policies crucial to business operations.

(3) Ensuring that subsidiaries disclose material information accurately and promptly. The Company has mechanisms to oversee the disclosure of financial status and operating results, transactions between such companies and related parties, the acquisition or disposal of assets, or any other significant transactions of such companies, ensuring completeness and accuracy, and applying principles related to information disclosure and transactions of the aforementioned nature in the same manner as the Company's principles. In cases where subsidiaries and associated companies plan to expand investments or explore the feasibility of new projects, the subsidiaries and associated companies must present investment plans, project development timelines, and progress reports on the stages and details of the investment plans, so that the Company can closely assess the project's feasibility, spending plans, and monitor progress, including significant problems and obstacles that may arise from project development. Furthermore, the operating results of subsidiaries and associated companies must be reported to the Board of Directors' meeting every quarter.

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

The company has no significant agreements with other shareholders regarding the management of its subsidiaries and associates (shareholders agreement) that would materially affect the group's operations or management, or involve any distribution of returns beyond the normal proportion of shareholding.

Subsidiary Board Structure

As of December 31, 2025, the board of directors of the subsidiary comprises the following qualified individuals:

1.	Mr. Plew Trivisvavet	
2.	Ms. Supamas Trivisvavet	Director
3.	Mr. Nattawut Trivisvavet	Director
4.	Ms. Rinrada Tangtrongchit	Director

2. Ch. Karnchang-Tokyu Construction Co., Ltd.

1.	Mr. Plew Trivisvavet	
2.	Ms. Kajornwit Sae-Jia	Director
3.	Ms. Supamas Trivisvavet	Director
4.	Mr. Narong Saengsuriya	Director
5.	Mr. Pongsaris Tantisuvannichkul	Director
6.	Mr. Mitsuhiro Terada	Director
7.	Mr. Hideo Miyakawa	Director
8.	Mr. Pruet Boonkasemsanti	Director
9.	Ms. Rinrada Tangtrongchit	Director
10.	Mr. Masakazu Konishi	Director
11.	Mr. Yoshihiro Akada	Director

3. Ch. Karnchang (Laos) Co., Ltd.

1.	Mr. Plew Trivisvavet	Director
2.	Mr. Rat Santanap	Director
3.	Mr. Anukul Tantimas	Director
4.	Mr. Nattawut Trivisvavet	Director
5.	Mr. Sombat Trivisvavet	Director
6.	Mr. Thammanoon Surarat	Director

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

1. Prevention of Conflicts of Interest

The Board of Directors has appropriately considered transactions that may involve conflicts of interest, connected transactions, or inter-company transactions under a good ethical framework. This consideration is subject to scrutiny by the Audit Committee, and compliance with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission is ensured. Information regarding such potential conflict of interest transactions is also disclosed

to the public. The company has established policies, operational procedures, and approval processes for transactions that may involve conflicts of interest, for directors, executives, employees, and relevant parties to adhere to. The guidelines for preventing conflicts of interest are as follows:

(1.1) Compliance with the regulations prescribed by the Stock Exchange of Thailand. For connected transactions, such transactions must be presented to the Audit Committee for consideration and opinion before being submitted to the Board of Directors for approval, in accordance with good corporate governance principles.

(1.2) Disclosure of information regarding transactions that may involve conflicts of interest, connected transactions, or inter-company transactions in accordance with

the criteria prescribed by the Securities and Exchange Commission and the Stock Exchange of Thailand, as disclosed in the Annual Information Form/Annual Report (Form 56-1 One Report), as well as the disclosure of such inter-company transactions in the financial statements as required by accounting standards.

(1.3) In considering transactions that may involve conflicts of interest, the Board of Directors carefully considers whether such transactions are primarily for the best interests of the company and its shareholders as a whole. Directors with a vested interest will not participate in the meeting and will abstain from voting on that agenda item. However, during the past year 2025, there have been no reported instances of directors, executives, or employees of the company engaging in actions that conflict with interests. The company has disclosed this information in its Business Code of Conduct and Good Practices, which has been distributed to all directors, executives, and employees, and is also published on the company's website. www.ch-karnchang.co.th

Number of cases or issues related to conflict of interest

	2023	2024	2025
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 : Yes
inside information to seek benefits over the past year

2. Use of inside information for personal gain

(2.1) Policies and procedures for supervising directors, executives, and employees

The company has established a policy to prevent the use of inside information for personal gain, thereby preventing the use of such information for trading the company's securities. Directors, executives, and employees in positions or departments responsible for or with access to inside information are informed of the relevant announcements from the Securities and Exchange Commission, which stipulate that directors and executives have a duty to report changes in securities holdings to the SEC Office in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) and as specified in Notification No. Sor Jor 6/2567. Such reports must be submitted within 3 business days from the date of change in securities holdings, except in cases where the value of each transaction is less than 3 million

baht, in which case it can be reported within 3 business days from the date the accumulated value of transactions reaches 3 million baht, or upon completion of 6 months from the date of the first transaction, whichever comes first. The company secretary must also be informed to record the changes and summarize the number of securities held by each director and executive for presentation to the Board of Directors at the next meeting. Furthermore, penalties for non-compliance or violation of these regulations have also been communicated. Directors, executives, and employees have acknowledged and strictly adhered to the policies and relevant laws regarding the use of inside information. These guidelines have been approved by the Board of Directors.

(2.2) Measures concerning the preservation of inside information

(2.2.1) Not to use inside information for personal gain or for the benefit of others.

(2.2.2) Define and restrict individuals who can access inside information. Those with access rights must not disclose such information to others until it has been publicly disclosed according to various criteria.

(2.2.3) Disclose information material to the company's performance through the Stock Exchange of Thailand's channels for general public knowledge before disclosing it to any specific group of investors.

(2.2.4) Insiders should refrain from trading securities or wait until the public has received and had time to evaluate the information.

as appropriate

(2.3) Preservation and prevention of the use of inside information

(2.3.1) The company has policies and procedures to prevent the use of inside information by directors, executives, and employees to prevent cases where directors, executives, and employees use inside information for personal gain or for the benefit of others. The company's employment regulations prohibit employees from disclosing company secrets to external parties or using their positions within the company to seek undue benefits for themselves or others. Violation of these regulations is considered a disciplinary offense.

(2.3.2) The company has a system for controlling the use of company information by implementing information security systems, such as systems to prevent unauthorized access to company information by assigning appropriate levels of access to company information for employees at various levels according to their responsibilities.

(2.3.3) The company prohibits executives who have received inside information from taking any action that violates Section 241 of the Securities Act. The company operates in accordance with good corporate governance principles, recognizing the importance of and its responsibility towards shareholders and stakeholders, to enhance confidence among shareholders, investors, and all relevant parties. This is coupled with general practices for preventing the improper use of inside information by related persons, which include the Board of Directors, executives, and employees in departments related to the information (including spouses and minor children).

The company has established guidelines for all directors, executives, and employees to implement measures to prevent the improper use of inside information, as follows:

(a) Should avoid or refrain from trading the company's securities during the 30-day period prior to the disclosure of quarterly financial statements and

annual financial statements, and within 24 hours after the disclosure of such financial statements.

(b) In the event of knowing any undisclosed information that may affect the company's securities price, one must not trade the company's securities until 24 hours have passed since all such information has been publicly disclosed.

(c) Executives who know or should know that the company will disclose material information that may affect the market price of

the company's securities, buying or selling securities from the date of knowing or should have known until the end of the day following the date of disclosure and dissemination of information. However, in the past year 2025, it was not found that directors, executives, and employees of the company used the company's inside information for stock trading, and there was no trading of securities during the period designated by the company for refraining from trading. Summary of the results of monitoring compliance with the policy and methods to prevent the use of inside

information as per the report on changes in securities holdings of directors and executives in the company and its subsidiaries for the year 2025 under topic 1.3.4 (b).

The company has disclosed such information in its Business Ethics and Good Practices, which has been distributed to all directors, executives, and employees, and is also published on the company's website. www.ch-karnchang.co.th

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

	2023	2024	2025
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

(3.1) Directors, executives, and employees at all levels of the Company should operate with fairness, honesty, and transparency in conducting business with various agencies, and their operations must comply with laws, policies, regulations, announcements, or correct operational procedures.

(3.2) Promote and support fair and honest treatment of business partners, and adhere to commitments to the Company's stakeholders.

(3.3) Promote and support the cultivation of awareness among directors, executives, and employees to refrain from corruption and to recognize the penalties for corrupt practices.

(3.4) Promote and support directors, executives, and employees not to accept, agree to accept, or provide entertainment, gifts, and any other expenses that are excessive or inappropriate for individuals doing business with the Company.

(3.5) The Company provides training to employees to educate them on anti-corruption policies and practices.

Furthermore, the Company has established supervision and control mechanisms to prevent corruption by defining clear and stringent operational procedures, and the internal audit unit is responsible for verifying actual operations. To

prevent corruption, the Company has consistently conducted business with honesty, ethics, and a stance against corruption and bribery in all forms, and is committed to operating professionally and fairly, and adhere to integrity, as well as support and promote awareness among personnel at all levels regarding anti-corruption. The Company has clearly established policies, policy implementation guidelines, measures, and preventive approaches against corruption, including channels for whistleblowing, complaints, whistleblower protection measures, and penalties. These matters are part of the Company's good corporate governance policy, which is disclosed on the Company's website, and have been communicated and trained to employees to provide knowledge about the policies and practices

in anti-corruption, and ensure the implementation of policies and the review of policy suitability by the Board of Directors at least annually.

The Board of Directors has assigned the management to monitor participation in studying the guidelines for signing a declaration of intent not to be involved in corruption, by joining the Collective Action Coalition Against Corruption (CAC) project of the Thai private sector, which involves numerous details that need to be further implemented. Furthermore, the Thai Contractors Association has signed a Memorandum of Understanding on cooperation in preventing and suppressing corruption with the Anti-Corruption Organization (Thailand) to strengthen collaboration in supporting and promoting anti-corruption measures. This includes guidelines for jointly building a network to prevent and suppress corruption, involving both public and private sectors, to serve as a united front for inspection, monitoring, implementation, and improvement of related anti-corruption efforts. Therefore, the Company is currently in the process of consulting with the Thai Contractors Association and companies in the construction contracting business group to determine the suitability of jointly signing the declaration of intent for the Collective Action Coalition Against Corruption (CAC) project of the Thai private sector. And currently, it is in the process of consulting with the Thai Contractors Association and companies in the construction contracting business group to determine the suitability of jointly signing the declaration of intent for the Collective Action Coalition Against Corruption (CAC) project of the Thai private sector.

In the past year 2568 (2025), no cases of internal corruption were found, and the Company committed no offenses related to corruption or ethical misconduct.

The Company has disclosed details of its policies and operations to prevent involvement in corruption on its website. www.ch-karnchang.co.th

Number of cases or issues related to corruption

	2023	2024	2025
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 : Yes
 procedures over the past year

It is noted that during the year 2568, there were no reported complaints or instances of internal corruption, nor any violations of policies and guidelines pertaining to corporate governance.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

In the past year 2025, the company has monitored compliance with good corporate governance principles, which cover:

- 1) Employee care and non-discrimination
- 2) Combating unfair competition
- 3) Environmental, health, and safety management within the organization
- 4) Information security

The monitoring results indicated that the company has fully implemented the guidelines for each issue, and there were no issues or situations that led to non-compliance with the aforementioned policies.

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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Vitoon Tejatussanasoontorn (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. Pavich Tongroach (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. Patarut Dardarananda (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

For the year 2025, the Audit Committee held a total of 4 meetings with the company's auditors and attended one meeting with the auditors without management present. The Audit Committee ensured that the preparation of financial statements complied with generally accepted accounting standards, oversaw internal audit work to ensure appropriate and effective audit systems, and considered transactions with conflicts of interest to ensure they were conducted according to established procedures and were maximally beneficial to the company. Furthermore, the Committee oversaw the company's compliance with securities and exchange laws and other relevant laws, proposed the appointment, determined remuneration, and appropriately evaluated the auditors. It reviewed to ensure the company's financial reporting was accurate and sufficient, and that the company had appropriate and effective internal control and internal audit systems. The Committee also considered the independence of the internal audit unit and approved the consideration of remuneration for such personnel. The results of the Audit Committee's performance evaluation are presented in section 3.1.3, "Performance Evaluation of Sub-Committees for the Past Year."

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Plew Trivisvavet (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Ms. Supamas Trivisvavet (Vice-chairman of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. PHONGSARIT TANTISUVANITCHKUL (Vice-chairman of the executive committee)	12	/	12	12/12 (100.00%)
4 Mr. Narong Sangsuriya (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mr. ANUKOOL TUNTIMAS (Member of the executive committee)	12	/	12	12/12 (100.00%)
6 Mr. NATTAVUT TRIVISVAVET (Member of the executive committee)	12	/	12	12/12 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

In the year 2025, the Executive Committee held a total of 12 meetings. It performed its duties of setting policies, supervising, providing recommendations and advice to the President and management, establishing business plans, budgets, and various management authorities of the company as assigned by the Board of Directors, monitoring the implementation of the company's policies and plans to ensure efficiency, studying the feasibility of new projects, and reporting the company's operational results to the Board of Directors for acknowledgment, as well as performing other duties as stipulated in the charter. Furthermore, all laws and regulations related to the company's business operations were fully and correctly complied with.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Ch. Karnchang Public Company Limited is committed to being a sustainable leader in the regional construction business, recognizing that key factors promoting and developing sustainable business growth must encompass environmental management, green construction (environmentally friendly), climate change, and biodiversity conservation.

This policy covers all operations, production, business facilitation, and the operations of business partners in the value chain, from planning, design, procurement, construction, and services, to waste management and post-use products. It also extends to direct and indirect business partners, as well as other stakeholders.

Ch. Karnchang Public Company Limited has therefore established this policy, revised from Chapter 8 of the Code of Conduct regarding environmental practices, and the Environmental and Energy Policy, to serve as a guideline for effective and efficient implementation, as follows:

1. Environmental Management Ch. Karnchang conducts its business based on legal requirements and environmental standards, complying with all issues from local to global levels, considering the control of environmental impacts from business operations such as pollution, resource and energy depletion, and environmentally friendly planning and design, from material selection and construction processes to project handover. Furthermore, it considers the impacts of climate change and biodiversity.

2. Green Construction Ch. Karnchang supports environmentally friendly construction (green construction), such as the design/construction of green buildings, the selection of safe and energy-efficient materials or those that reduce greenhouse gas emissions, avoiding the use of construction materials that may emit Volatile Organic Compounds (VOCs), not using construction materials containing asbestos, avoiding the use of construction materials with hazardous components, using construction materials with Life Cycle Assessment (LCA) results, sustainable supply chain management, environmentally friendly procurement, as well as guidelines for reusing or recycling construction materials to reduce raw material consumption and waste.

3. Climate Ch. Karnchang conducts its business in line with the goals of the Paris Agreement, aiming for net-zero carbon emissions by 2065, including the sustainable use of natural resources, energy, and water through eco-efficiency and circular economy operations, reducing pollution, and minimizing the generation of wastewater and both hazardous and non-hazardous waste, with the least amount of waste going to landfills. The company discloses greenhouse gas emission data, assesses climate change risks, identifies the impacts of these risks on related businesses, and outlines approaches for managing climate change-induced risks.

4. Biodiversity Ch. Karnchang is committed to conserving biodiversity and ecosystems, avoiding and mitigating impacts on biodiversity from business operations, creating a net positive natural impact, prioritizing the protection of biodiversity, and assessing biodiversity impacts from Ch. Karnchang's equipment, processes, and business procedures.

5. Environmental Reporting Ch. Karnchang establishes an environmental management system as an integral part of its business operations, including continuous monitoring and reporting of development performance and management system audits, to enhance environmental performance, ensure transparency, and accountability in data reporting, as well as engaging in discussions with stakeholders regarding performance in line with their expectations.

6. Material Issues Ch. Karnchang assesses and defines material issues for sustainable development (Materiality) related to environmental management, energy conservation, climate, environmentally friendly construction, and biodiversity, while also establishing key performance indicators and strategies to achieve operational goals.

7. Communication, Participation, and Training Ch. Karnchang enhances knowledge communication, supports participation, and instills awareness regarding sustainable environmental management, energy conservation, climate, environmentally friendly construction, and biodiversity. It promotes the development of consciousness and social responsibility among employees, including the valuable and sustainable use of resources. Furthermore, it provides training for employees, contractors, customers, business partners, and relevant stakeholders, such as training on efficient resource and waste management, guidelines for reducing energy and water consumption, and the reuse or recycling of construction materials to reduce raw material consumption and waste. Communication channels are also established to receive feedback, suggestions, and complaints from employees for continuous improvement of environmental management.

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Sustainability management goals

- Does the company set sustainability management goals : No
- United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, 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 : Yes

- Key Commitments (Pollution/Waste/Resources) - Elaborate on the awareness of the importance that promotes and develops sustainable business growth, including air pollution management, waste management, and resource utilization management.
- Key Commitments (Water Management) - Elaborate on water management by reducing water consumption and improving water use efficiency.

Information on impacts on stakeholder management in business value chain

Business value chain

Ch. Karnchang considers and analyzes its business value chain, which illustrates the relationships of key stakeholders in activities related to business operations from upstream to downstream. Ch. Karnchang is committed to creating value in its services and products to meet the needs of stakeholders across all sectors. The company's value chain comprises 5 main activities: partner selection and procurement of construction materials; engineering design and construction; construction operations; project delivery; and post-construction management.

Business value chain diagram

กิจกรรมหลัก	การคัดเลือกผู้รับและจัดหาวัสดุก่อสร้าง	การออกแบบทางวิศวกรรมและ การก่อสร้าง	การดำเนินการก่อสร้างโครงการ	การส่งมอบโครงการก่อสร้าง	การจัดการหลังการก่อสร้างแล้วเสร็จ
ผู้มีส่วนได้ส่วนเสีย	<ul style="list-style-type: none"> • ผู้ค้า/ผู้รับเหมาก่อสร้าง 	<ul style="list-style-type: none"> • ผู้ค้า • พนักงาน • ภาครัฐและหน่วยงานที่เกี่ยวข้อง • คู่แข่ง 	<ul style="list-style-type: none"> • ลูกค้า • ชุมชนและประชาชน • พนักงาน • ภาครัฐและหน่วยงานที่เกี่ยวข้อง 	<ul style="list-style-type: none"> • ลูกค้า 	<ul style="list-style-type: none"> • ชุมชนและประชาชน • พนักงาน • ภาครัฐและหน่วยงานที่เกี่ยวข้อง • ผู้ถือหุ้น นักลงทุน และ นักวิเคราะห์
คำอธิบาย	<ul style="list-style-type: none"> • ช.กวางช้าง มีกระบวนการคัดเลือกผู้ค้าอย่างโปร่งใสและดำเนินการสั่งซื้อวัสดุก่อสร้างหรือเครื่องจักรตามมาตรฐานและปริมาณที่เหมาะสมกับโครงการก่อสร้าง 	<ul style="list-style-type: none"> • ช.กวางช้างดำเนินการศึกษาความเป็นไปได้และวางแผนการดำเนินงานก่อสร้าง • การออกแบบวิศวกรรม • การก่อสร้าง • การควบคุมและตรวจสอบการก่อสร้างให้เป็นไปตามเกณฑ์ที่กฎหมายกำหนด • ไม่ละเมิดทรัพย์สินทางปัญญา 	<ul style="list-style-type: none"> • ดำเนินการก่อสร้างโครงการที่ได้รับมอบหมาย เช่น โครงการก่อสร้างระบบขนส่งมวลชน ท่าอากาศยาน พลังงาน น้ำประปา เป็นต้น 	<ul style="list-style-type: none"> • ส่งมอบโครงการก่อสร้างที่มีคุณภาพและตรงต่อความต้องการของลูกค้าโดยเป็นไปตามข้อกำหนดและเงื่อนไข 	<ul style="list-style-type: none"> • ดำเนินการจัดการขยะและของเสียที่เกิดขึ้นจากการก่อสร้างและส่งมอบให้แก่บริษัทที่กำจัดหรือหน่วยงานที่เกี่ยวข้อง • สื่อสารความสัมพันธ์ของงานและจัดสรรผลประโยชน์แก่ผู้ถือหุ้นอย่างเป็นธรรมเท่าเทียม และโปร่งใส
กิจกรรมสนับสนุน	<ul style="list-style-type: none"> - การบริหารโครงสร้างพื้นฐานองค์กร - การบริหารทรัพยากรบุคคล - การจัดหาซื้อจัดจ้าง - การประยุกต์ใช้เทคโนโลยี 				

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>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Ensured management of safety and occupational health in operations. • Received appropriate compensation and benefits. • Employees possess equal rights. • Achieved professional advancement, job security, and safety, and received appropriate capability development through knowledge and skill enhancement. 	<ul style="list-style-type: none"> • Effectively manage occupational health and safety. • Provide appropriate and fair compensation. • Comply with labor laws, considering human rights principles and employee needs, and establish grievance channels for employees in cases of unfair treatment. • Prioritize the development of work potential, implement performance appraisal plans, and collaboratively set employee career advancement goals. 	<ul style="list-style-type: none"> • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Customers 	<p>Management and administration of operational safety and occupational health are in place, along with measures to control potential environmental impacts. Efficient personnel and sufficient</p>	<ul style="list-style-type: none"> • Manage engineering operations, adhering to principles of efficient cost management, delivering quality work according to standards and within the stipulated timeframe. • 	<ul style="list-style-type: none"> • Visit • Press Release • Social Event • Online Communication • Internal Meeting • External Meeting • Complaint Reception • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>resources are available for operations. Tools, machinery, and equipment that are sufficiently efficient for operations are available. Experience and expertise in efficient operations are present to deliver quality work within the specified timeframe.</p>	<p>Establish stringent and effective safety and occupational health management plans, regularly inspect and assess operational risks, and promote training to enhance awareness of safety and occupational health among employees and partners. • Provide training and skill development for employees, conduct performance evaluations to improve efficiency, and comply with the specifications and requirements of tenders and contracts. • Utilize safe and efficient tools, machinery, and equipment. • Possess a team with expertise and experience in construction operations. • Establish a systematic project management system, keep data</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>up-to-date, and maintain accurate and complete technical details and construction costs. • Improve work processes to reduce environmental impact by applying environmentally friendly technologies and methods, and regularly assess and report environmental impacts.</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Shareholders 	<ul style="list-style-type: none"> Compliance with laws in a correct, transparent, and verifiable manner, and good corporate governance Treating all shareholders, investors, and analysts equally The company has good operating results and financial status, is stable, and operates according to its set goals, including allocating due benefits according to law, such as fair dividend payments. The information received is accurate and complete 	<p>Comply with laws, regulations, and various enforcement methods to ensure that the treatment of shareholders, investors, and analysts is in accordance with good corporate governance principles. Provide information equally, accurately, completely, clearly, efficiently, and timely. Have clear guidelines or policies for the transparent allocation of benefits.</p>	<ul style="list-style-type: none"> Visit Press Release Social Event Online Communication External Meeting Annual General Meeting (AGM) Complaint Reception Satisfaction Survey
<ul style="list-style-type: none"> Suppliers 	<ul style="list-style-type: none"> Payments for goods and services are made in full and on time as scheduled. Utilize goods and services from partners/subcontractors on an ongoing basis. 	<ul style="list-style-type: none"> Treat all partners fairly and equally, maintain transparent bidding standards, and have auditable processes. Communicate the evaluation of partners' goods and services appropriately, and promote and support partners in considering sustainability. 	<ul style="list-style-type: none"> Visit External Meeting Training / Seminar Others <ul style="list-style-type: none"> Purchase/Employment Contract Document Report

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Media 	<p>Received clear, pertinent, and accurate information from the company. Received equal information with other stakeholder groups.</p>	<p>Communicate information effectively, usefully, promptly, accurately, and in a timely manner. Treat all media groups equitably with other stakeholder groups.</p>	<ul style="list-style-type: none"> • Visit • Press Release • Online Communication • External Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> • No adverse impacts should arise from construction, both in terms of pollution, such as air, dust, noise, and surface water quality, as well as impacts on quality of life and daily living, for instance, preventing accidents or negative consequences arising from the use of machinery and the transportation of large equipment. • In the event of any construction-related impacts, prompt corrective action must be taken to restore normalcy as quickly as possible. 	<p>Efficiently conduct construction operations, implement measures to inspect tools and machinery, and assess potential impacts on the public. Engage in discussions with community members to monitor and inquire about impacts resulting from construction activities. Promptly resolve issues, inquire about the needs of community members, jointly establish common practices, support preventive activities, foster understanding with the community, and jointly improve the quality of life for community members, for example, by organizing community relations activities to develop the skills of community members.</p>	<ul style="list-style-type: none"> • Social Event • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Preparation of Environmental Impact Assessment Report

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> Compliance with laws and regulations Execution in accordance with appropriate procedures and timelines 	<ul style="list-style-type: none"> Comply with laws, regulations, and various enforcement measures to ensure accuracy, completeness, clarity, efficiency, and adherence to established procedures. Appropriately plan operations in advance. 	<ul style="list-style-type: none"> Visit Online Communication External Meeting
<ul style="list-style-type: none"> Competitors 	<p>Treat competitors fairly and ethically, in accordance with the law.</p> <p>Do not damage the reputation of other companies through malicious accusations, access information or secrets of companies within the same industry through dishonest or unlawful means, or implement discriminatory trade policies.</p>	<p>Conduct business within the legal framework, operate ethically, maintain transparency and accountability, and not infringe upon intellectual property rights.</p>	<ul style="list-style-type: none"> Online Communication

Diagram of the stakeholder analysis in the business value chain

ผู้มีส่วนได้ส่วนเสีย	ความคาดหวังและข้อกังวลของผู้มีส่วนได้ส่วนเสีย	แนวทางการปฏิบัติของผู้มีส่วนได้ส่วนเสีย	ช่องทางกรณีสื่อผู้มีส่วนได้ส่วนเสีย
1. ลูกค้า • เจ้าของโครงการภาครัฐ • เจ้าของโครงการภาคเอกชน • บริษัทในกลุ่มฯ การช่าง	<ul style="list-style-type: none"> มีการดูแลและบริหารเรื่องความปลอดภัยและอาชญากรรมในการดำเนินงาน และมีมาตรการควบคุมผลกระทบที่อาจส่งผลกระทบต่อสิ่งแวดล้อม มีบุคลากรที่มีประสิทธิภาพและทรัพยากรเพียงพอในการปฏิบัติงาน มีเครื่องมือ เครื่องจักร อุปกรณ์ที่มีประสิทธิภาพของชิ้นงานการปฏิบัติงาน มีประสบการณ์และความเชี่ยวชาญในการดำเนินงานอย่างมีประสิทธิภาพเพื่อส่งมอบงานที่มีคุณภาพได้ในระยะเวลาที่กำหนด 	<ul style="list-style-type: none"> บริหารงานด้านวิศวกรรมโดยยึดหลักการบริหารต้นทุนที่มีประสิทธิภาพ สัมทบงานที่มีคุณภาพตามมาตรฐานและตรงตามกำหนดเวลา สร้างแผนการดูแลและบริหารความปลอดภัยและอาชญากรรมที่เข้มงวดและประสิทธิภาพ และมีการตรวจสอบและประเมินความเสี่ยงในการดำเนินงานอย่างสม่ำเสมอ รวมถึงส่งเสริมการฝึกอบรมเพื่อเพิ่มความรู้ความเข้าใจในเรื่องความปลอดภัยและอาชญากรรมของพนักงานและลูกค้า ให้การฝึกอบรมและพัฒนาทักษะของพนักงาน และดำเนินการประเมินผลการดำเนินงานเพื่อปรับปรุงประสิทธิภาพ รวมถึงต้องปฏิบัติตามแบบและข้อกำหนดของภาคอุตสาหกรรมและสัญญา ใช้เครื่องมือเครื่องจักร และอุปกรณ์ที่มีคุณภาพปลอดภัยและมีประสิทธิภาพ มีทีมงานที่มีความเชี่ยวชาญและประสบการณ์ในการดำเนินงานก่อสร้าง สร้างระบบการบริหารจัดการโครงการที่เป็นระบบและทำให้ที่อยู่ทันสมัย และรักษาชื่อเสียงความดีและความน่าเชื่อถือของลูกค้าและครอบครัว ปรับปรุงกระบวนการทำงานเพื่อลดผลกระทบต่อสิ่งแวดล้อม โดยประยุกต์ใช้เทคโนโลยีและวิธีการที่เป็นมิตรต่อสิ่งแวดล้อม และประเมินผลและรายงานผลกระทบต่อสิ่งแวดล้อมอย่างสม่ำเสมอ 	<ul style="list-style-type: none"> รายงานเอกสารและหลักฐานต่าง ๆ ตามข้อกำหนด การประชุมร่วมกับเจ้าของโครงการ การจัดกิจกรรมฝึกอบรม จัดอาสา หรือกิจกรรมอื่น ๆ ร่วมกับ โทรศัพท์ เว็บไซต์ อีเมล จดหมาย

ผู้มีส่วนได้ส่วนเสีย	ความคาดหวังและข้อกังวลของผู้มีส่วนได้ส่วนเสีย	แนวทางการปฏิบัติของผู้มีส่วนได้ส่วนเสีย	ช่องทางกรณีสื่อผู้มีส่วนได้ส่วนเสีย
2. ผู้ถือหุ้น นักลงทุน และพนักงาน	<ul style="list-style-type: none"> การปฏิบัติงานตามกฎอย่างถูกต้อง โปร่งใส ตรวจสอบได้ และมีมาตรฐานที่ดูแลกิจการที่ดี การปฏิบัติงานที่ยุติธรรม นักลงทุน และ นักบริหารที่สุจริต ยึดมั่นต่อหลักคุณธรรม บริษัทมีผลประโยชน์และฐานะทางการเงินที่ดี มีความมั่นคงและดำเนินกิจการได้แบบยั่งยืนภายใต้วิสัยทัศน์ที่ชัดเจนและโปร่งใสภายใต้ความถูกต้อง เช่น การจ่ายปันผลอย่างโปร่งใส ข้อมูลที่ได้รับความถูกต้องและครบถ้วน 	<ul style="list-style-type: none"> ปฏิบัติตามกฎหมาย กฎเกณฑ์และวิธีบังคับต่าง ๆ เพื่อให้การปฏิบัติงานที่ยุติธรรม นักลงทุน และ นักบริหารที่สุจริต ยึดมั่นต่อหลักคุณธรรมในการกำกับดูแลกิจการที่ดี ให้ข้อมูลอย่างเท่าเทียม มีความถูกต้อง ครบถ้วน ชัดเจน มีประสิทธิภาพ และทันต่อเหตุการณ์ มีแนวทางหรือนโยบายในการจัดสรรผลประโยชน์อย่างชัดเจนและโปร่งใส 	<ul style="list-style-type: none"> การประชุมสามัญผู้ถือหุ้น (Annual General Meeting : AGM) การประชุมกับนักวิเคราะห์ (Analyst Meeting) กิจกรรม Roadshow, Conference Meeting Company Visit การเข้าร่วมกิจกรรมที่จัดขึ้นโดยตลาดหลักทรัพย์แห่งประเทศไทย (SET) แบบแสดงรายการข้อมูลประจำปี/รายงานประจำปี (56-1 One Report) รายงานการพัฒนาระบบยั่งยืน (SD Report) เอกสารสรุปผลการดำเนินงาน (Company Presentation) โทรศัพท์ Conference Call Video Conference หนังสือพิมพ์และสื่อประชาสัมพันธ์ เว็บไซต์ : www.ch-jamchong.co.th อีเมล : ck-@cdplc.com

ผู้มีส่วนได้ส่วนเสีย	ความคาดหวังและข้อกังวลของผู้มีส่วนได้ส่วนเสีย	แนวทางการปฏิบัติของผู้มีส่วนได้ส่วนเสีย	ช่องทางกรณีสื่อผู้มีส่วนได้ส่วนเสีย
3. พนักงาน	<ul style="list-style-type: none"> ได้รับการดูแลและบริหารเรื่องความปลอดภัยและอาชญากรรมในภาคดำเนินงาน ได้รับผลตอบแทนและสวัสดิการที่เหมาะสม พนักงานมีสิทธิความเท่าเทียมกัน ได้มีความก้าวหน้าในการประกอบอาชีพ มีความมั่นคง และมีความปลอดภัยในการทำงาน ได้รับความรู้ ความสามารถ โดยการพัฒนาความรู้ทักษะ อย่างเหมาะสม 	<ul style="list-style-type: none"> ดำเนินการด้านอาชญากรรมและความปลอดภัยอย่างมีประสิทธิภาพ ให้ผลตอบแทนที่เหมาะสมและเป็นธรรม ปฏิบัติตามกฎหมายแรงงานโดยคำนึงถึงหลักสิทธิมนุษยชนและความต้องการของพนักงาน จัดให้มีช่องทางร้องเรียนสำหรับพนักงานในกรณีที่ได้รับความไม่เป็นธรรม ให้ความสำคัญต่อการพัฒนาศักยภาพในการทำงาน มีแผนการประเมินผลงานและใช้เป็นเป้าหมายความก้าวหน้าของพนักงานอย่างสม่ำเสมอ 	<ul style="list-style-type: none"> การประชุมผู้บริหารทบทวนงาน กิจกรรมการอบรมสัมมนา อีเมล หนังสือเวียน ป้ายประชาสัมพันธ์ การตั้งคณะกรรมการพนักงาน การแจ้ง ผ่าน Microsoft Team การจัดกิจกรรมและมอบรางวัลเป็นรางวัลต่าง ๆ เช่น ความปลอดภัย ความยั่งยืน สัมทบการร่วมมือกัน
4. คู่ค้า	<ul style="list-style-type: none"> ชำระค่าสินค้าและค่าจ้างครบถ้วนตรงตามเวลาที่นัดหมายไว้ ใช้สินค้าและบริการของคู่ค้า ผู้รับเหมาร่วมอย่างปลอดภัย 	<ul style="list-style-type: none"> ปฏิบัติตามสัญญาที่ผูกพันในสัญญาเป็นเงื่อนไข มีมาตรฐานในการประกวดราคาอย่างโปร่งใส มีกระบวนการพิจารณาตรวจสอบได้ สื่อสารการประเมินผลการใช้สินค้าและบริการของคู่ค้าอย่างเหมาะสม ส่งเสริมและสนับสนุนคู่ค้าให้ดำเนินเรื่องความยั่งยืน 	<ul style="list-style-type: none"> รายงานเอกสารการสั่งซื้อ/ส่งจ้างสัญญา การจัดประชุมกับผู้รับเหมาร่วมและเจ้าหน้า การจัดกิจกรรมฝึกอบรม จัดอาสา หรือกิจกรรมอื่น ร่วมกับ โทรศัพท์ อีเมล
5. สื่อมวลชน	<ul style="list-style-type: none"> ได้รับข้อมูลจากบริษัทอย่างชัดเจนตรงประเด็น และข้อมูลมีความถูกต้อง ได้รับข้อมูลที่เท่าเทียมกันกับผู้มีส่วนได้ส่วนเสียกลุ่มอื่น 	<ul style="list-style-type: none"> สื่อสารข้อมูลที่โปร่งใสเป็นประโยชน์ รวดเร็ว ถูกต้องและทันต่อเหตุการณ์ ปฏิบัติตามสื่อมวลชนทุกกลุ่มอย่างเท่าเทียมกันกับผู้มีส่วนได้ส่วนเสียกลุ่มอื่น 	<ul style="list-style-type: none"> รายงานเผยแพร่ข้อมูลข่าวสารขององค์กรผ่านข่าวประชาสัมพันธ์บนบทความข่าว ให้สัมภาษณ์และตอบปัญหาเพื่อแลกเปลี่ยนความคิดเห็น อีเมล โทรศัพท์

ผู้มีส่วนได้ส่วนเสีย	ความคาดหวังและข้อกังวลของผู้มีส่วนได้ส่วนเสีย	แนวทางการปฏิบัติของผู้มีส่วนได้ส่วนเสีย	ช่องทางกรณีสื่อผู้มีส่วนได้ส่วนเสีย
6. ชุมชนและประชาชน	<ul style="list-style-type: none"> ไม่ได้รับผลกระทบใด ๆ ที่อาจเกิดขึ้นจากก่อสร้างในพื้นที่และเกาะ เช่น อากาศ ฝุ่นละออง เสียง คุณภาพน้ำใต้ดิน รวมถึงผลกระทบทางด้านคุณภาพชีวิตและการดำเนินชีวิตประจำวัน เช่น ไม่มีทัศนียภาพที่สวยงามหรือผลกระทบในทางลบอื่นใดจากการใช้เครื่องจักรและการขนส่งอุปกรณ์ขนาดใหญ่ หากเกิดผลกระทบใด ๆ จากการก่อสร้างต้องแจ้งดำเนินการแก้ไขให้เป็นที่พอใจโดยเร็วที่สุด 	<ul style="list-style-type: none"> ดำเนินการก่อสร้างอย่างมีประสิทธิภาพ มีการตรวจสอบเครื่องมือและเครื่องจักร รวมทั้ง ผลกระทบที่อาจเกิดขึ้นต่อประชาชน มีการพบปะพูดคุยกับประชาชนในชุมชน เพื่อติดตามสอบถามถึงผลกระทบที่ได้รับจากการดำเนินการก่อสร้าง ดำเนินการแก้ไขปัญหารวดเร็ว ตอบแทนความต้องกรของประชาชนในชุมชน ร่วมกันแก้ปัญหาที่เกิดขึ้นและความเข้าใจในชุมชน และร่วมพัฒนาคุณภาพชีวิตของประชาชนในชุมชน เช่น จัดกิจกรรมชุมชนสัมพันธ์เพื่อพัฒนาทักษะของประชาชนในชุมชน 	<ul style="list-style-type: none"> จัดทำรายงานผลกระทบสิ่งแวดล้อม กิจกรรมชุมชนสัมพันธ์ ติดต่อร้องเรียน ณ สำนักงานโครงการก่อสร้าง Facebook ของโครงการก่อสร้าง โทรศัพท์ เว็บไซต์ของสำนักงานโครงการ การจัดประชุมผ่านหัวหน้างาน ป้ายประชาสัมพันธ์ การจัดกิจกรรมฝึกอบรม จัดอาสา หรือกิจกรรมอื่น ๆ ร่วมกับ
7. ภาครัฐและหน่วยงานที่เกี่ยวข้อง	<ul style="list-style-type: none"> การปฏิบัติตามกฎหมายอย่างถูกต้อง ดำเนินการตามขั้นตอนและระยะเวลาที่เหมาะสม 	<ul style="list-style-type: none"> ปฏิบัติตามกฎหมาย กฎเกณฑ์และวิธีบังคับต่าง ๆ เพื่อให้มีความถูกต้อง ครบถ้วน ชัดเจน มีประสิทธิภาพ และเป็นไปตามระเบียบขั้นตอน วางแผนการดำเนินการอย่างเหมาะสม 	<ul style="list-style-type: none"> ประชุมกับหน่วยงานของรัฐ อีเมล โทรศัพท์
8. คู่แข่ง	<ul style="list-style-type: none"> ปฏิบัติตามคู่แข่งอย่างถูกต้องและมีจริยธรรมทางกฎหมาย ไม่ทำลายชื่อเสียงของคู่แข่งหรือกล่าวหาว่าไม่เท่าเทียมเข้าถึงข้อมูลหรือความลับของบริษัทที่อยู่ในกลุ่มอุตสาหกรรมเดียวกันด้วยวิธีการไม่สุจริตและไม่ชอบธรรมด้วยกฎหมาย หรือเป็นนโยบายที่ผิดกฎหมายการค้า 	<ul style="list-style-type: none"> ดำเนินการสุจริตตามกรอบแห่งกฎหมาย มีจริยธรรม มีความโปร่งใสและตรวจสอบได้ รวมถึงไม่ละเมิดทรัพย์สินและสิทธิที่ทางปัญญา 	<ul style="list-style-type: none"> การประชุมผ่านสมาคมอุตสาหกรรมก่อสร้างไปรษณีย์ การประชุมกับสื่อมวลชนและหน่วยงานอื่นที่มีความเกี่ยวข้อง

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

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

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

Corporate sustainability report : Have data
 Reference link for corporate sustainability report : <https://sustainability.ch-karnchang.co.th/en/document/viewer/17/environmental-management-policies-green-building-practices-climate-action-and-sustainable-biodiversity-conservation>
 Page number of the reference link : 8

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
 standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes the importance and understands that risk management plays a crucial role as part of good corporate governance processes, which is a fundamental basis that helps the Company achieve its organizational objectives, succeed, and grow sustainably. By identifying and managing risks appropriately, the Company can make more effective decisions, build confidence in achieving goals amidst changing business environments, and prevent potential losses arising from various uncertainties. Therefore, the Company has established a risk management policy and framework with the objective of managing risks in accordance with the COSO ERM 2017 (The Committee of Sponsoring Organizations of the Treadway Commission (COSO)) standard practices and integrating them at all levels. It also promotes risk management as a responsibility of all departments to control appropriate activities and manage risks to an acceptable level, aiming to achieve objectives and focus on resource management, provide various support, cultivate risk awareness, and foster an effective risk management culture. All executives and employees shall comply with the Company's risk policy and risk management manual, including reporting risk management results, to fulfill the organization's goals and missions, with defined roles and responsibilities as follows:

1. Board of Directors Responsible for overseeing risk management and promoting an effective organizational culture, adhering to best practices, and possessing the ability to make appropriate and reasonable decisions within the framework of the organization's objectives.

2. Corporate Governance and Risk Management Committee Appointed by the Board of Directors to support the overall oversight of the company's risks, ensuring compliance with the established risk management framework and guidelines, and reviewing operational processes and risk management systems for suitability and effectiveness.

3. Risk Management Committee Comprises senior executives from each business line.

Meetings are held quarterly to identify and assess new risks, including considering the relationships from the impact of each risk. Additionally, the success of risk management is monitored by reviewing the action plans of the working teams responsible for various risk factors and the reliable results of performance indicators from implementing those plans.

The risk management results are then presented to the committee.

The Corporate Governance and Risk Management Committee approves and reports to the Board of Directors quarterly for close monitoring and to ensure that risks are maintained at an acceptable level.

4. Risk Management Team Responsible for advising executives and employees on implementing risk management processes correctly according to the defined framework, and preparing periodic corporate risk management reports for submission to the Corporate Governance Committee.

Governance and Risk Management, and coordinating the integration of risk management processes with strategic planning.

5. Operational Risk Management Working Team Comprises department managers, section managers, and project managers, responsible for analyzing risks within their respective business lines and meeting to approve the risk assessment results of all business lines before presenting them to the Risk Management Committee meeting.

6. Business Unit Comprises supervisors and employees at all levels within the business unit, responsible for identifying, assessing, and managing risks within their own units as part of their operations. Adherence to the corporate risk management policy includes establishing guidelines and manuals for risk management and ensuring sufficient resources are provided to apply the risk management policy for maximum benefit.

Reference link to risk management policy and plan : <https://sustainability.ch-karnchang.co.th/en/document/viewer/45/risk-management-policy>

Page number of the reference link : 1-4

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 Risk from intense competition in bidding

Related risk factors : Strategic Risk
• Competition risk

ESG risk factors : No

Risk characteristics

1. Competition for bidding on projects from government agencies, state enterprises, or private companies has increased, as competitors in the same market have developed their capabilities, work experience, and track record, which can reduce restrictions on bidding for construction projects.
2. Setting bidder qualifications too high or too low results in increased competition.
3. Increased competition from foreign competitors, due to the government's requirement to use certain foreign techniques that Thai contractors have never performed or have no experience with.
4. The company lacks construction technology that can be utilized in projects.

Risk-related consequences

1. The company is unable to bid on projects within its target.

Risk management measures

1. The company collaborates with both domestic and international partners who meet the performance criteria specified by the project owner in targeted projects, or forms joint ventures with foreign companies that possess technical and technological capabilities as specified by the government, in order to assure clients and co-investors that the company has sufficient potential to participate in project bidding.
2. The company provides comments to the government sector on the Terms of Reference regarding qualifications through the procurement process.

Risk 2 The company's operations are not continuous or are interrupted.

Related risk factors :

Operational Risk

- Climate change and disasters
- Pandemic risk
- Other : Domestic unrest, state of war

ESG risk factors : Yes

Risk characteristics

1. Natural disasters, domestic unrest, states of war, or epidemic outbreaks are risks beyond control, leading to operational impacts.

Risk-related consequences

1. Headquarters' operational sites and construction projects sustained damage.
2. Company operations in various aspects experienced delays or disruptions.
3. Partners/service providers/stakeholders cannot be contacted, provide services, or deliver work.

Risk management measures

1. Develop and implement a Business Continuity Plan (BCP) to ensure all company departments are prepared in advance to cope with various crises or emergencies that may arise, thereby mitigating the impact of operational or service disruptions and building confidence among stakeholders that the company can operate continuously, even when facing severe events that could lead to operational cessation.
2. Business Continuity Plan drills are conducted to prepare for emergencies.

Risk 3 Cyber threats

Related risk factors :

Operational Risk

- Information security and cyber-attack
- System disruption risk

ESG risk factors : Yes

Risk characteristics

1. Unauthorized attempts to access networks and databases from both internal and external sources, the use of insecure or unreliable devices connected to the system, and the installation of unlicensed or untraceable software can lead to critical data damage or loss resulting from computer viruses or malware.

Risk-related consequences

1. Critical company data is lost, damaged, and/or leaked.
2. Leading to increased operational costs due to the rectification of damaged information systems.
3. Causing the company's operating systems to be delayed or disrupted.
4. The company's image and reputation are tarnished due to distorted information.

Risk management measures

1. Define procedures for the maintenance and monitoring of computer and network systems, and continuously develop security systems. Furthermore, control access to equipment and network connections, requiring authorization from authorized personnel and verification before system access.
2. Invest in hardware and software used within the organization, such as:
 - 2.1 Implement and upgrade Firewall systems to continuously control the detection and prevention of network intrusions.
(Intrusion Detection and Prevention Systems) and update Anti-Virus systems to enhance virus eradication efficiency and automated malware.

2.2 Improve the SAP SERVER system and plan for new equipment maintenance service agreements every 5 years to avoid operational disruptions caused by damaged, expired, or unsupported hardware in the future.

3. Design data backup and recovery plans (Backup Data & Recovery) to prevent the loss and/or damage of critical data.

4. Inspect for the use of pirated software installed on company computers to prevent the embedding of malware that could affect the network system and cause database damage.

5. Organize training to provide knowledge and raise security awareness regarding the impacts and prevention methods for cyber threats, and regularly disseminate news and warnings about cyber threats through internal communication channels to employees and management.

Risk 4 Changes in domestic and international laws and regulations

Related risk factors :

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

1. The construction business is involved with various laws that change according to regulations set by government agencies and state enterprises, such as laws on bidding participation, employment contracts, labor laws, occupational safety, health, and environmental laws, and complaints arising from violations, etc.
2. Subsidiaries investing abroad will adhere to the laws of the host country as a guideline. The company and its personnel may be affected by disputes and legal proceedings.
3. Preparation of financial information that does not comply with generally accepted accounting standards.
4. Personnel failing to perform duties with integrity and violating regulations and laws.

Risk-related consequences

1. The company is fined or faces legal action.
2. The company's image, reputation, and credibility are damaged.

Risk management measures

1. Study and monitor amendments to laws, regulations, and various rules related to operations both domestically and internationally.
2. Organize training and provide knowledge to employees. with the aim that executives and employees are aware of amendments to laws, regulations, and various rules related to operations.
3. Monitor and provide training on changing accounting standards. Procure recognized experts to provide consultation and audit financial statements.
4. Establish integrity as part of employee competency.
5. Establish policies and guidelines to prevent and combat corruption, bribery, or acceptance of bribes.

Risk 5 Volatility of construction material prices

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources

Financial Risk

- Other : Problems Affecting Construction Project
Cost
Management

ESG risk factors : No

Risk characteristics

1. Changes in construction material prices due to economic fluctuations, such as adjustments in the prices of steel, cement, oil, transportation costs, and labor, among others.
2. Lack of long-term planning for construction material usage, leading to an inability to determine appropriate quantities and procurement timings.
3. Impacts from exchange rate fluctuations constitute a problem affecting construction project cost management.

Risk-related consequences

1. Construction costs were higher than anticipated.
2. The company's profit declined and did not meet the established targets.

Risk management measures

1. Manage the stock quantity of construction materials, such as structural steel and imported construction materials, for procurement into stock during periods of price volatility.
2. Plan for advance procurement of construction materials for items required in large quantities, entering into forward purchase agreements for materials to mitigate price fluctuations.
3. Study the trends of relevant construction material prices during the bidding phase, and continuously monitor construction material price data during construction, using historical data to analyze trends and forecast market prices.
4. Plan cash inflows and outflows in both Thai Baht and foreign currencies to manage sufficient cash levels.
5. Determine appropriate timing and amount for entering into forward foreign currency purchases.
6. Manage construction contracts in 2 ways, consisting of:
 - 6.1) In cases where construction contracts include price adjustments for construction work based on an escalation formula (Escalation Factor, K), such K-value will be in the form of a calculation that varies with changing production costs. While it may not fully cover increased raw material and labor costs, it will accommodate unforeseen increases in raw material and labor prices, thereby having a limited impact on construction costs.
 - 6.2) For construction contracts with a fixed amount or Lump-sum work, where the contract does not specify or cannot determine a K-value. This is mostly used for Turnkey Projects, where an allowance for construction material costs is already included in the total project value.

Risk 6 Interest rate volatility

Related risk factors :

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 risk factors : Yes

Risk characteristics

1. Economic volatility leads to changes in interest rates, which directly impacts financial management, resulting in elevated borrowing costs and an increased risk of default.

Risk-related consequences

1. The company's operational costs exceed the allocated budget.

Risk management measures

1. Manage the loan structure appropriately in line with the budget and current financial market conditions, such as managing fixed interest rates and floating interest rates according to economic conditions.
2. Manage appropriate funding channels, such as loans (Loans), issuance of convertible debentures (Convertible Debenture), infrastructure funds (Infrastructure Fund), warrants (Warrant), and capital increase (Capital), etc.

Risk 7 Foreign exchange rate volatility

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

1. The Group's revenue and some construction costs are denominated in foreign currencies. Consequently, fluctuations in exchange rates against the Thai Baht, which vary according to economic conditions, can impact operational performance, potentially causing it to deviate from established targets.

Risk-related consequences

1. The company's operational costs exceeded the allocated budget.

Risk management measures

1. Matching foreign currency income and expenses (Matching Cost) refers to depositing foreign currency income into a Foreign Currency Deposit (FCD) account. When a project incurs foreign currency expenses, the company will use funds from the FCD account to settle such expenses. The company will consider, in conjunction with the client during the contract negotiation phase, planning and determining the payment method and currency for work performed to align with the volume and the payment plan for trade creditors using foreign currency for the purchase and sale of goods and services, to maintain an appropriate level.

2. Forward Contracts are a method of foreign currency management. The Accounting and Finance department will collect data from construction projects or any other relevant units throughout the construction period or any

period with foreign currency obligations. They will plan and summarize the required volume and consider key factors, including the company's foreign currency cash flow volume, market volatility, foreign exchange rates, interest rates, and domestic and international economic trends, to determine the appropriate timing and volume for entering into contracts with commercial banks to ensure sufficient foreign currency for use and to manage the financial cost of exchange rates at an appropriate level.

Risk 8 Risk from unsafe working conditions

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

1. The company's construction projects are characterized by high-risk operations, which carry a significant potential for accidents, resulting in injuries and fatalities to individuals and damage to property within the construction site and for those residing in the surrounding project area.

Risk-related consequences

1. Construction work delayed or interrupted
2. Company receives complaints and claims for damages
3. Company's image and reputation are damaged
4. Accidents occur to personnel and property at the construction site

Risk management measures

1. The project adheres to safety procedures, following guidelines from laws on safety, occupational health, and working environment, as well as other relevant laws. The employer also mandates external experienced companies (Outsource) to audit compliance with safety procedures.
2. Regularly conducting training or refresher courses on safety for employees, contractors, and on-site personnel, such as basic safety for new employees, confined space work, work at height, crane operation, etc. Safety Talk meetings are mandated before commencing work to reinforce adherence to safety procedures, with an emphasis on wearing personal protective equipment and protective gear against hazards from using construction tools.
3. Establishing daily/monthly work plans to inspect the condition of machinery, high-voltage electrical systems, construction equipment, and fire extinguishing equipment to assess operational readiness and safety during use, by affixing stickers to indicate inspection status and confirm readiness before use.
4. Strict inspection of licenses and machinery conditions according to legally stipulated timelines, such as inspecting the condition and operational readiness of derricks and cranes by licensed engineers (P.J.1 - P.J.2), and certificates of specialized machinery operation training, etc.
5. Management of project and surrounding area safety, including project information signs, safety warning signs, defining boundaries for obstacle placement, and lighting in hazardous areas. Notice boards are installed to disseminate safety information. Registration points are established to control personnel and vehicle access to the construction site, etc.

Risk 9 Risk from Economic Slowdown and Geopolitical and War Issues (Economic Recession, Geopolitical and War Risk)

Related risk factors : Strategic Risk

- Government policy
- Policies or international agreements related to

business operations

- Economic risk
- Other : Geopolitical problems and war

ESG risk factors : Yes

Risk characteristics

1. Global international conflicts, an economic slowdown, inflation issues, and higher interest rates.

Risk-related consequences

1. Government investment plans are delayed, making it impossible to bid for projects.
2. Construction costs for imported components have increased, such as specialized machinery, specialized construction materials, etc.
3. Impacts from foreign currency exchange rates.

Risk management measures

1. Continuously monitor market conditions, economic trends, and significant events to adjust strategic plans in line with current market directions and economic conditions, such as considering investment plans in new markets, maintaining the company's liquidity level, and delaying investments in areas that do not generate economic benefits.
2. Control construction costs within budget, such as monitoring price movements of construction materials, machinery, and system equipment that rely on foreign suppliers, evaluating delivery plans, insurance costs, tax rates, establishing contingency plans for sourcing alternative suppliers with equivalent qualifications, and alternative transportation methods to ensure construction work is completed on schedule.
3. Matching foreign currency revenues and expenses (Matching Cost) and foreign exchange forward contracts (Forward Contract).

Risk 10 Construction sites pose environmental risks that impact surrounding communities.

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Safety, occupational health, and working environment
- Other : Environmental impact of construction

ESG risk factors : Yes

Risk characteristics

1. Residents and communities surrounding the project area were affected by the construction, including noise, air, water, and waste pollution. This was compounded by inadequate community relations management and insufficient coordination with local officials.

Risk-related consequences

1. Impacts on the environment and the health of residents in communities surrounding the construction project area.
2. Construction is delayed or halted.
3. The company is subject to legal action.
4. The company's image and reputation are damaged.

Risk management measures

1. Implement environmental care measures by the company's safety department and authorized external experts to ensure the company complies with current laws and regulations, such as
 - 1.1 Air and environmental quality inspection in the project construction area, by measuring temperature, relative humidity, oxygen levels, carbon dioxide, sound levels, dust levels, and vibration levels, etc.
 - 1.2 Measures to mitigate construction problems and environmental impacts, such as designating vehicle wheel washing points at entry/exit areas, organizing project site cleaning activities, posting warning signs at hazardous construction points, etc.
2. Disseminate and publicize information to communities in the construction areas for all projects that may affect neighboring communities, as well as monitor and resolve reported complaints, and distribute informational pamphlets within the community.

Risk 11 Risk from Greenhouse Gas Emission Reduction Regulations (Climate Regulation and Climate Action Risk)

Related risk factors : Strategic Risk

- Changes in technologies
- ESG risk

Operational Risk

- Impact on the environment
- Other : Risk from Greenhouse Gas Emission Reduction Regulations (Climate Regulation and Climate Action Risk)

ESG risk factors : Yes

Risk characteristics

1. Legal changes aimed at fostering cooperation for environmental preservation impact business operations, necessitating alignment with new practices to capitalize on the benefits derived from these changes. Non-compliance may result in a lack of economic benefits and limited opportunities to access funding.

Risk-related consequences

1. Construction cost management and financial costs increased due to policies
2. Tariff barriers

Risk management measures

1. Enhance efficiency in production processes, such as
 - 1.1 Reduce waste generation from construction processes by controlling construction designs and production, selecting appropriate construction materials and determining suitable quantities for use, to align with stock management to ensure sufficient usage throughout the project lifecycle, reducing unnecessary purchases or leftover stock that cannot be used for other tasks.
 - 1.2 Construction machinery and vehicles are regularly inspected. Furthermore, rental machinery and vehicles with relatively low usage age are procured to reduce fuel consumption, reduce maintenance costs, and enhance operational safety of machinery.
2. studying the development of new energy consumption technologies that can be applied to the company, such as various types of vehicles.
3. Organize activities to reduce energy consumption at the head office, project construction sites, and project offices.

4. Procurement of alternative energy, such as solar panels (solar energy), as a supplement to help reduce electricity consumption in construction project office areas, as well as measures to optimize paper usage for maximum cost-effectiveness.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

- Has a Business Continuity Management (BCM) system or a Business Continuity Plan (BCP) to cope with significant risks such as fire, natural disasters, terrorism, etc., and
- Has a BCM system or plan BCP of the company covers public health risks such as epidemics, infectious diseases, etc.

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 : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Ch. Karnchang has classified partners into 3 categories: Critical Tier 1 Supplier, Non-Critical Tier 1 Supplier, and Critical Non-Tier 1 (partners not directly doing business with the company). This enables the company to effectively analyze and define operational strategies and assess risks associated with partners, by establishing selection criteria as follows:

Critical Tier 1 Supplier • Direct partners with high order value • Partners with continuous long-term contracts • Partners with specialized expertise that cannot be replaced • Partners supplying critical raw materials Note: High order value: Total order value over 5 years exceeding 500 million Baht. Critical raw material partners: Categorized into rebar, structural steel, concrete, cement, and fuel. Partners with specialized expertise that cannot be replaced: Including designers / consulting engineers / materials and equipment with specific qualifications as specified by the client.

Critical Non-Tier 1 (partners not directly doing business with the company) • Partners supplying goods specified in the contract as having special specifications.

Non-Critical Tier 1 Supplier • General direct partners with moderate usage volume or low contract value and medium or low risk.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	98.00	100.00	100.00

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 : Yes
acknowledge compliance with the supplier code of
conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Additional explanation for research and development (R&D) expenses over the past 3 years

The Company and its subsidiaries do not have explicit expenses for research and development of technology and innovation in accordance with the guidelines of the National Science and Technology Development Agency (NSTDA). However, the Company has supported and promoted the development of its personnel to be capable of studying and researching new knowledge, engaging in experimental development, and utilizing scientific and technological knowledge to create new products or processes, or to improve existing products or production processes. This achieves the objectives of the personnel development policy, leading to new technologies and innovations in operations. Furthermore, as the Company has continuously provided human resource development, such expenses are included in the personnel development policy.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

Ch. Karnchang Public Company Limited is committed to being a sustainable leader in the construction business in the region. Recognizing the importance of promoting and developing the business for sustainable growth, as well as creating long-term value for the business and generating value or benefits for customers or relevant stakeholders, promoting creativity, organizational innovation development, and supporting innovation for society and the environment are crucial. These are also driving factors for the organization's success while maintaining competitiveness, helping the organization develop and differentiate itself from others, and simultaneously creating value for society and the environment. Furthermore, the company recognizes the importance of extending technology and innovation to the public to enhance society's innovative capabilities, build business networks, increase product value, production capacity, infrastructure, and develop human resources, all within the framework of business innovation for society and the environment, with the following components:

Item 1 Establish guidelines for developing business innovation for society and the environment, including the allocation of appropriate resources and budget to promote innovation.

Item 2 Promote the development of potential and creativity of personnel and stakeholders (including relevant communities) to enable them to create, select, and apply innovation in products, services, and work processes appropriately and sustainably, as well as promote the development of personnel's potential within the organization to be able to invent and apply innovation, and drive the development of knowledge and its extension into innovation, which is considered the creation of an innovation culture.

Item 3 Oversee the innovation management process to comply with relevant laws and regulations of the country.

Item 4 Support activities and create an atmosphere that promotes creativity and enthusiasm to develop ideas into innovative works and knowledge management, as well as promote the exchange of resources and knowledge in innovation development between internal and external organizational units.

Item 5 Mandate the evaluation of the effectiveness of the innovation management process, including monitoring and reporting operational results to relevant executives and committees, to provide recommendations, improvements, and continuous support for operations in line with business innovation guidelines for society and the environment.

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 : No
from innovation development?

Non-financial benefits

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

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