



ESG Performance Report for Listed Companies in 2024

KCE ELECTRONICS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 24 March 2025



ESG Performance

Company Name : KCE ELECTRONICS PUBLIC COMPANY LIMITED

Symbol : KCE

Market : SET

Industry Group : Technology

Sector : Electronic Components

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management, Air Quality Management

The company recognizes the importance of Environmental Sustainability and is committed to conducting its business in accordance with the principles of Sustainable Development to minimize environmental impact while creating value for the economy and society. As part of this commitment, the company operates with environmental responsibility through the following key practices:

- Energy Reduction and Greenhouse Gas Emission Control – Enhancing energy efficiency in production processes, reducing electricity and fuel consumption, and increasing the use of renewable energy sources.
- Efficient Resource Utilization – Adopting circular economy principles by minimizing raw material usage and promoting recycling.
- Waste and Hazardous Chemical Management – Reducing waste in accordance with the 3Rs principles: Reduce, Reuse, and Recycle, and minimizing hazardous chemical usage in compliance with international regulations such as RoHS and REACH.
- Sustainable Water Management – Implementing advanced technologies for high-quality wastewater treatment and promoting water recycling for reuse in production processes.
- Legal and Regulatory Compliance – Adhering to national and international environmental laws and regulations, as well as complying with environmental management standards such as ISO 14001 and ISO 50001.
- Air Pollution Control – Installing air pollution treatment systems and conducting regular air quality monitoring.
- Stakeholder Engagement – Educating and training employees on environmental responsibility awareness, collaborating with business partners to use eco-friendly materials, and developing a Green Supply Chain.

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

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

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

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 — Energy management

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

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), The Greenhouse Gas Protocol, IPCC Guidelines for National Greenhouse Gas Inventories, ISO 14064 - Greenhouse gases

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Management Approach:

- Establish energy management policies and strategies to ensure the highest efficiency in energy usage.
- Implement energy management practices based on the ISO 50001.
- Conduct energy audits by analyzing current energy usage and identifying areas for improvement to reduce energy consumption.
- Plan energy consumption by setting energy goals and developing an action plan for achieving those goals.
- Implement and optimize energy usage by improving production processes for higher energy efficiency and adopting high-efficiency technologies to save energy.
- Monitor and evaluate performance by tracking operational outcomes and measuring progress against set targets, adjusting strategies if targets are not met.
- Maintain, inspect, repair, and improve equipment to ensure it operates with maximum efficiency.
- Invest in renewable energy technologies, such as solar, wind, and biomass energy.
- Promote training for employees to enhance understanding and raise awareness about energy management and the use of efficient technologies, encouraging their involvement in reducing energy consumption.

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 : Yes
management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2022 : purchased electricity for consumption 151,666,129.00 Kilowatt-Hours	2030 : Reduced by 10%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

From operations in 2024, the total energy consumption was 569,515 gigajoules, with 93% derived from electricity usage and 7% from non-renewable fuels, including natural gas and diesel/gasohol. The electricity consumption per unit of production was 7.44 kWh per square foot, which represents a 4% increase compared to the base year of 2022. This increase was due to a 10% rise in the production of High Density Interconnect (HDI) PCBs in 2024 compared to 2023, which involved more complex circuit designs, leading to higher electricity and fuel usage. Additionally, the Company continued to be affected by the global economic slowdown, which resulted in not operating at full production capacity. Some production processes still required electricity for cooling and/or heating systems to support machinery and chemicals, as well as the warehouse. However, the Company has managed production efficiently, planning to halt certain machines or operations at

specific times to reduce energy consumption as much as possible, along with implementing energy-saving projects in both production processes and infrastructure systems.

Regarding renewable energy use, in 2024, the Company produced 3,883 MWh of electricity from its Solar Roof, accounting for 2.6% of total electricity consumption, which resulted in an electricity cost saving of 14.3 million baht. In 2024, the Company has installed an additional 576 kWp Solar Cell system on the rooftops of the Drill center building and garages, bringing the total installed solar capacity to 3.5 MWp

Energy Management Projects for 2024:

- **Laser Direct Imaging (LDI) Technology Replacement Project**

The Company has implemented a project to replace Photo Imaging (CBT) machines with Laser Direct Imaging (LDI) technology for Inner Layer & Outer Layer Imaging and Solder Mask Exposure processes. A total of 10 machines have been installed to enhance operational efficiency, reduce waste, and lower energy consumption. This transition has resulted in a reduction of electricity consumption by 1,303 MWh, cost savings of THB 5.9 million, and a reduction of greenhouse gas emissions by 568 tonCO₂e.

- **Pressure Compressed Air High – Low Project**

The Company has implemented the installation of a pressure regulator to separate the compressed air system into two levels: High Pressure and Low Pressure. This optimization ensures appropriate usage and prevents unnecessary energy consumption. As a result, one air compressor (500 Hp, 373 kW) has been decommissioned, leading to a reduction in electricity consumption by 174 MWh, cost savings of THB 0.8 million, and a reduction in greenhouse gas emissions by 480 tonCO₂e.

- **Solar Roof Phase 4 Project**

The Company has implemented the Solar Roof Phase 4 project with a capacity of 576 kWp to generate electricity for the Drill Center building and parking area. This initiative aims to increase the share of renewable energy usage. The system generates 180 MWh of electricity, resulting in cost savings of 0.8 million THB and a GHG emission reduction by 161 tonCO₂e.

- **Automatic Ball Cleaning for Chiller System Project:**

The Company has installed an Automatic Ball Cleaning system for two chillers. This system continuously circulates cleaning balls to keep condenser tubes clean, thereby enhancing cooling efficiency. As a result, it extends the lifespan of the chillers, reduces maintenance costs, and eliminates the need for chemical cleaning, making it safe for both the environment and users. This initiative has led to a reduction in electricity consumption by 63 MWh, cost savings of 0.3 million THB, and a GHG emission reduction of 28 tonCO₂e.

- **Other Projects:**

- Replacement of Cooling Tower Fan Blades with Fiberglass-Reinforced Plastic (FRP) materials.
- Reduction of air leaks from machinery within the building.
- Reduction of ambient temperature in the compressed air room.

Projects collectively contribute to electricity reduction by 573 MWh, saving 2.6 million THB in electricity costs and reducing GHG emissions by 276 tonCO₂e

Energy Management of Subsidiaries:

Energy Management Projects of Subsidiary) in 2024

KCE Technology (KCET)

- Inverter Installation for AHU Drill Plant 2 (18 kW):

KCET has installed an 18 kW inverter for the Air Handling Unit (AHU) at Drill Plant 2 to regulate airflow and control humidity levels. This improvement enhances energy efficiency, resulting in a reduction in electricity consumption by 0.96 MWh, cost savings of 0.3 million THB, and a GHG emission reduction of 44 tonCO₂e.

- Laser Direct Imaging (LDI) Technology Replacement Project:

KCET has installed five Laser Direct Imaging (LDI) machines, similar to those used by KCE, for the Inner and Outer Imaging processes. This upgrade has resulted in a reduction in electricity consumption by 190MWh, cost savings of 0.85 million THB, and a GHG emission reduction of 87 tonCO₂e. Additionally, the company plans to fully replace UV Exposure technology with LDI by 2025

- Standby Mode Shutdown for FAC and M/C on Holidays:

KCET has implemented a project to shut down standby machinery and utility systems during holidays by deactivating excess equipment and optimizing the operation of utility systems to match actual demand. This initiative has resulted in energy savings of 1,800 MWh, cost savings of 6.5 million THB, and a GHG emission reduction of 818 tonCO₂e.

Thai Laminates Manufacturer (TLM) in 2024

- Improvement of Hot Press Efficiency

TLM has improved the efficiency of the hot press machine by enhancing the thermal insulation, resulting in a reduction in natural gas consumption by 33 MMBTU. Additionally, solar-powered street lighting has been installed around the factory,

leading to a reduction in electricity consumption by 8,800 kWh. These initiatives have resulted in combined savings of 51,000 THB in natural gas and electricity costs and a GHG emission reduction of 6 tonCO₂e.

- Installation of High-Efficiency Air Compressor 110 kW VSD, IE5 Motor

TLM has achieved a reduction in electricity consumption for compressed air production by 72 MWh, resulting in cost savings of THB 288,000. This has also led to a GHG emission reduction of 33 tonCO₂e.

- High-efficiency IE 4 motors

TLM has replaced existing motors with high-efficiency IE4 motors for the Chiller water supply pump, cooling tower facility, and screw air compressor, upgrading from IE2 motors. This transition has resulted in a reduction in electricity consumption by 164 MWh, cost savings of 0.6 million THB, and a GHG emission reduction of 75 tonCO₂e

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	256,117,250.00	227,953,302.00	245,126,368.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	249,911,483.00	220,616,969.00	237,947,927.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	6,205,767.00	7,336,333.00	7,178,441.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	49,915.66	45,345.79	52,794.82

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

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	7.14000000	7.45000000	7.44000000

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	926,116,819.00	996,204,855.00	890,273,404.00
Percentage of total electricity expense to total expenses (%) ^(**)	5.70	6.77	6.65
Percentage of total electricity expense to total revenues (%) ^(**)	4.93	5.97	5.85
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	180,494.41	198,170.85	191,745.29

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

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	332,804.00	317,712.00	262,608.00
Gasoline (Litres)	11,274.00	13,583.00	12,495.00
Natural gas (Standard Cubic Feet)	111,791,227.00	77,583,306.00	83,266,583.00

Additional explanation : Not include external fuel consumption

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	168,835.00	257,877.00	276,345.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00898700	0.01545714	0.01816812

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
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 Approach:

- **Efficient Water Usage Planning:** Water usage is analyzed at each stage of the production process to identify and reduce areas of water wastage.
- **Water Recycling System:** Wastewater is treated and then introduced into the recycling system using Ion-Exchange filtration technology. The treated water is then reused in the production process. Additionally, wastewater is treated using high-resolution filtration technologies such as Microfiltration and Reverse Osmosis before being reused in cooling systems, air treatment systems, and sanitary systems.
- **Reducing Water Consumption:** The Company employs technologies that help minimize the amount of water required in the production process.
- **Building a Water Conservation Culture within the Organization:** Employees are educated on the importance of efficient water use and are encouraged to inspect for leaks or unnecessary water usage.
- **Proper Wastewater Treatment:** The Company utilizes the Metal Precipitation wastewater treatment system, which can separate heavy metals and hazardous chemicals. Additionally, a biological wastewater treatment system is used before the water is discharged back into the industrial park.
- **Compliance with Standards and Regulations:** The Company adheres to laws and regulations regarding water usage and wastewater discharge, as well as the ISO 14001 standard. Wastewater discharge is regularly monitored to ensure it meets the required quality standards before being released back into the industrial park.

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	2022 : Water withdrawal 2,611,591.00 Cubic meters	2030 : Reduced by 10%

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

According to the 2024 performance results, the total tap water consumption amounted to 2.4 million cubic meters, with the water usage per production unit rising to 0.092 cubic meters per square foot. This increase is attributed to the higher production of HDI products, which involve more complex production processes and require more water compared to standard multilayer products. The Company also faced the impact of the global economic slowdown, resulting in less-than-full production capacity. However, water usage remained necessary for cleaning machinery as part of the regular maintenance cycle to maintain production quality.

As for the recycling of water used in the production process, the Company successfully achieved its target of over 40%,

with a recycling rate of 41% of the total water used in production. The amount of treated wastewater amounted to 1.92 million cubic meters, which is 80% of the volume, in compliance with legal requirements.

Water Efficiency Improvement Projects for 2024

The Company prioritizes efficient water management and reducing dependence on external water sources by enhancing internal water usage efficiency based on the 3Rs principle.

1. **Water Reduce** : Implementing High-Efficiency Technologies and Innovations to Reduce Water Usage
 - The system is equipped with a timer that halts the operation of machinery when there is no input board fed into the machine within the specified time. This causes the machinery to stop, and the water supply system is also halted.
 - Machinery is equipped with a cascade water recycling system
2. **Water Reuse** : Improving Water Efficiency
 - The rejected RO water is reused for washing in the production process that requires high hardness water for cleaning, thus reducing the need for chemicals to adjust the water hardness for washing purposes.
3. **Water Recycle** : Reusing Treated Water with Advanced Technology
 - The water used for cleaning the electronic circuit boards is passed through a water recycling system and reused in the production process.
 - The treated wastewater is passed through a water recycling system and reused for cleaning and flushing toilets, cooling towers, and wet scrubber air treatment systems

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	4,456,993.00	4,069,327.00	4,176,146.00
Water withdrawal by third-party water (cubic meters)	4,456,993.00	4,069,327.00	4,176,146.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	868.64	809.49	899.45
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.24	0.24	0.27

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

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	3,632,318.00	3,255,462.00	3,341,101.00
Wastewater discharged to third-party water (cubic meters)	3,632,318.00	3,255,462.00	3,341,101.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	824,675.00	813,865.00	835,045.00

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	977,313.00	971,886.00	971,633.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.04389700	0.04878304	0.05489947
Intensity of total water consumption (Cubic meters / m ²)	0.08800000	0.08900000	0.09200000

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	118,911,878.00	109,004,188.00	115,459,632.00
Total water withdrawal expense from third-party water (Baht)	94,731,430.00	86,862,045.00	92,070,572.00
Total water withdrawal expense from other sources (Baht)	24,180,448.00	22,142,143.00	23,389,060.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.73	0.74	0.86
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.63	0.65	0.76
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	23,175.19	21,683.75	24,867.46

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
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

Currently, the global volume of waste continues to increase, particularly driven by industrial growth, urban expansion, and changes in consumer behavior. In the PCB manufacturing industry, which involves the use of various chemicals, metals, and materials, the Company emphasizes the importance of efficient waste management to mitigate environmental impacts, including water, soil, and air pollution. This approach also helps to reduce resource depletion, lower waste disposal costs, and promote the recycling and reuse of materials.

Management Approach:

- Environmental management in accordance with the ISO 14001:2015 standard, environmental policies, and relevant laws.
- Source Reduction of waste by improving production processes or machinery to increase efficiency, thereby reducing raw material loss. This includes designing products and processes to reduce raw material usage or selecting materials with minimal environmental impact.
- Application of Circular Economy concepts and the 3Rs principles:
 - **Reduce** Minimize the use of unnecessary resources and enhance production processes to improve efficiency. Analyze the sources and causes of waste generation to develop plans for reducing waste volumes.
 - **Reuse** Promote the use of materials or products that can be reused to extend their lifecycle.
 - **Recycle** Promote the recycling of waste to transform it into new resources that can be utilized.
- Develop procedures for managing and disposing of various types of waste.
- Segregate waste to ensure proper disposal or treatment using appropriate and correct methods.
- Select, inspect, and monitor waste disposal/treatment facilities that meet standards and are properly authorized by government authorities.

Promote employee awareness regarding waste reduction, waste segregation, and proper disposal practices

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	2022 : non-hazardous waste 20,948,000.00 Kilograms	2030 : Reduced by 10%	<ul style="list-style-type: none">• Reuse• Recycle• Landfilling• Incineration with energy recovery

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

In 2024, the total waste generated amounted to 15,289 tons, of which 83% was diverted from disposal (recycle/recovery, reuse), while 17% was waste directed to disposal. The disposal methods included landfilling (12%), covering used drill backup boards, biological sludge, and general waste. The Company remains committed to the 3Rs principle (Reduce, Reuse, Recycle) and continues to explore recyclable materials and innovative technologies to further minimize waste directed to disposal.

The waste intensity per production unit stood at 0.81 kg per square foot, remaining stable compared to the 2022 baseline year but showing a 4% increase from 2023. This increase was primarily due to a 10% growth in High-Density Interconnect (HDI) production, which requires higher raw material and auxiliary material consumption compared to standard multilayer production due to its complexity. However, the Company has implemented process improvements, including the adoption of Laser Direct Imaging (LDI) technology, which has helped reduce waste generated in the Inner Layer production process. Additionally, the Company continues to enforce resource efficiency measures across all operations and actively promotes employee engagement initiatives to reduce office waste and enhance waste segregation for recycling, minimizing waste directed to disposal.

Waste Management Initiatives in 2024:

The Company has implemented a program that encourages employee participation in waste management by applying the 3Rs (Reduce, Reuse, Recycle) concept to manage office waste. This supports the efficient use of resources, creates a positive environmental impact, and helps reduce waste within the office.

- **“Zero Waste Office” Campaign**

Employees are encouraged to use both sides of paper, which is then segregated and sent to an external facility for recycling.

- **“Calendars Reuse” Campaign**

The Company collects old desk calendars annually and donates them to be transformed into Braille materials for the visually impaired.

- **“Reusable Bag Donation” Campaign**

This initiative encourages the use of reusable bags to reduce the consumption of new plastic or paper bags, helping to decrease plastic waste generated from single-use bags. It also helps reduce costs by allowing employees to donate reusable bags at designated collection points for their colleagues to reuse.

- **“KCE Together in Turning Waste into Merit” Project**

The Company provides employees the opportunity to participate in environmental and social activities by segregating plastic waste and donating 10,400 clean plastic bottles to Wat Jak Daeng, Samut Prakan Province. The temple uses these bottles to recycle plastic waste and transform it into new, useful products such as monk robes, funeral cloths, cloth bags, tote bags, hats, and more.

- **Campaign activities for efficient resource usage and waste segregation.**

The Company organized an informational board to educate employees and hosted a “Waste Sorting Game” to promote knowledge and awareness of proper waste segregation. Employees had fun participating in a game that challenged their skills in sorting different types of waste, such as recyclables, hazardous waste, and general waste. Prizes were awarded to those who sorted the waste correctly and quickly. This initiative helps improve environmental management within the factory and fosters a sustainable workplace culture that is mindful of the environment.

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	35,863,364.00	30,126,876.00	32,558,900.00
Total non-hazardous waste (kilograms)	11,889,231.00	10,722,290.00	9,254,765.00
Non-hazardous waste - Landfilling (Kilograms)	2,680,110.00	2,424,000.00	2,815,966.00
Non-hazardous waste – Others (kilograms)	9,209,121.00	8,298,290.00	6,438,799.00
Total hazardous waste (kilograms)	23,974,133.00	19,404,586.00	23,304,135.00

	2022	2023	2024
Hazardous waste - Landfilling (Kilograms)	707,927.00	559,680.00	4,579,393.00
Hazardous waste - Incineration with energy recovery (Kilograms)	1,103,318.00	969,465.00	1,207,572.00
Hazardous waste – Others (kilograms)	22,162,888.00	17,875,441.00	17,517,170.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(*)	1.91	1.81	2.14
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.63	0.64	0.61
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	1.28	1.16	1.53

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

	2022	2023	2024
Total reused/recycled waste (Kilograms)	31,372,009.00	26,134,512.00	23,914,124.00
Reused/Recycled non-hazardous waste (Kilograms)	9,209,121.00	8,259,071.00	6,396,954.00
Recycled non-hazardous waste (Kilograms)	9,209,121.00	8,259,071.00	6,396,954.00
Reused/Recycled hazardous waste (Kilograms)	22,162,888.00	17,875,441.00	17,517,170.00
Reused hazardous waste (Kilograms)	221,000.00	216,000.00	239,922.00
Recycled hazardous waste (Kilograms)	21,941,888.00	17,659,441.00	17,277,248.00
Percentage of total reused/recycled waste to total waste generated (%)	87.48	86.75	73.45
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	77.46	77.03	69.12
Percentage of reused/recycled hazardous waste to hazardous waste (%)	92.45	92.12	75.17

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	:	Business Group
Total number of disclosure boundaries	:	1
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

Climate change is a critical issue that impacts both the environment and the livelihoods of people worldwide. Countries around the globe are becoming increasingly aware of the urgent need for cooperation to address this issue, including Thailand, which has set a goal to achieve net-zero greenhouse gas emissions by 2065. Additionally, the Company has received customer requirements to contribute to reducing greenhouse gas emissions in line with customer targets. Therefore, the Company places significant importance on responding to climate change, with strategies to reduce greenhouse gas emissions from its business operations. These strategies include enhancing production process efficiency, developing innovations and technologies to improve production processes, utilizing renewable energy, promoting stakeholder engagement, and encouraging employees to adopt energy and resource efficient behaviors.

Management Approach :

- Establish greenhouse gas (GHG) management policies and targets, and form a dedicated GHG management task force.
- Assess the risks and opportunities associated with climate change that impact the company's business operations and define mitigation measures to address climate-related risks.
- Measure and verify greenhouse gas emissions based on international standards, including the GHG Protocol, ISO 14064, and ISO 14067.
- Develop a Decarbonization Plan aligned with the company's GHG reduction targets and continuously refine strategies and action plans to fit the organizational context
 - a. Enhancing energy efficiency in production processes
 - b. Developing innovations and technologies to improve production processes
 - c. Utilizing energy from low-carbon sources
 - d. Increasing the share of renewable energy usage.
- Promote research and development to explore new technologies or methods for reducing GHG emissions in production processes.
- Raise awareness and provide training for employees on energy management and GHG reduction.
- Foster stakeholder engagement, particularly with business partners, to reduce GHG emissions throughout the value chain.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2022 : Greenhouse gas emissions 3,101.00 tCO ₂ e	2030 : Reduced by 30% in comparison to the base year	2050 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero Science-based Targets (SBTi) : Commit
Scope 2	2022 : Greenhouse gas emissions 69,965.00 tCO ₂ e	2030 : Reduced by 30% in comparison to the base year	2050 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero Science-based Targets (SBTi) : Commit

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2024, the Company emitted 69,813 tonCO₂e for Scope 1 and 2 emissions, which represents a 4.5% reduction compared to the 2022 base year and a 4.6% increase compared to 2023. This increase is attributed to a 10% rise in the production of High-Density Interconnect (HDI) PCBs, which involve more complex circuit designs, thus requiring higher electricity and fuel usage. Additionally, the Company continued to be impacted by the global economic slowdown, resulting in lower production output and, in some processes, the need for electricity to support cooling and/or heating systems for machinery and chemicals, as well as warehouses. Nevertheless, the Company has implemented strict production management by planning to halt certain machines or production periods to minimize energy consumption. Additionally, eight greenhouse gas reduction projects were implemented, successfully reducing emissions by 2,610 tonCO₂e.

The greenhouse gas emissions from Scope 3, which refers to other indirect emissions, amounted to 110,694 tonCO₂e, representing 61% of the total emissions across all three scopes. Of this, emissions from raw material purchases totaled 88,382 tonCO₂e, accounting for 49%. The Company plans to set targets and develop a roadmap for reducing greenhouse gas emissions within Scope 3 in 2025

Greenhouse Gas Reduction Plan (Decarbonization Plan)

The Company has established a Decarbonization Plan to achieve a 30% reduction in Scope 1 & 2 emissions by 2030, compared to the 2022 baseline. In 2024, the Company successfully reduced GHG emissions by 2,610 tonCO₂e. The reduction strategy is structured around five key approaches as follows:

1. Enhancing Energy Efficiency in Production Processes

The company has continuously improved its production processes and machinery maintenance to ensure optimal performance. Additionally, production planning has been aligned with demand fluctuations amid the global economic slowdown to maximize energy efficiency.

2024 Performance Highlights

- Separate Pressure Compressed Air Project: Installed pressure regulators in the air compressor system, categorizing pressure levels into high and low to optimize usage and prevent unnecessary energy consumption. This initiative reduced electricity consumption, leading to a greenhouse gas (GHG) emissions reduction of 480 tonCO₂e.
- Automatic Ball Cleaning System for Chillers: Implemented an automated ball cleaning system to continuously clean cooling system pipes, enhancing heat dissipation efficiency. This reduced electricity consumption, resulting in a GHG emissions reduction of 28 tonCO₂e.
- Cooling Tower Fan Blade Material Replacement: Upgraded fan blades to more efficient materials, contributing to a GHG emissions reduction of 34 tonCO₂e.
- Compressed Air System Leak Reduction: Identified and minimized air leaks in machinery, achieving a GHG emissions reduction of 202 tonCO₂e.
- Compressor Room Temperature Reduction: Implemented measures to lower compressor room temperature, leading to a GHG emissions reduction of 40 tonCO₂e.

Through these energy efficiency improvement initiatives, the company successfully reduced total GHG emissions by 784 tonCO₂e in 2024.

2. Innovation and Technology Development for Process Improvement

The Company is committed to developing technology and innovation to streamline production processes and reduce manufacturing time by utilizing high-energy-efficiency equipment and machinery. This initiative aims to reduce electricity and fuel consumption while minimizing waste from production processes. In 2024, the Company has expanded its adoption of Laser Direct Imaging (LDI) technology to replace UV Exposure technology, installing eight additional LDI machines in the Inner & Outer Circuit Exposure and Solder Mask Exposure processes. This upgrade enhances production efficiency, reduces electricity consumption, and contributes to a GHG emission reduction of 568 tonCO₂e.

3. Selection of Low-Carbon Electricity Sources

As electricity is the primary energy used in the production process, the Company has a policy of sourcing electricity from low-carbon power producers with a lower greenhouse gas emission factor. In 2024, the Company increased its purchase of electricity by 30% from the private power plant PPTC, which generates 100% of its electricity from natural gas, replacing the electricity purchased from the Metropolitan Electricity Authority (MEA). This switch resulted in a GHG emission reduction of 1,097 tonCO₂e.

4. Increase in the Use of Renewable Energy

The Company has increased its installation of Solar Cell panels, with a total capacity of 576 kWp, on the roof of the Drill Center building and the roof of the parking garage. This will enable the Company to generate an additional 700 MWh of electricity annually from solar energy. In 2024, this initiative resulted in a GHG emission reduction of 161 tonCO₂e.

5. Promoting Efficient Resource Use and Behavioral Changes to Improve Work Efficiency

The Company focuses on energy and fuel conservation, efficient use of resources such as paper and water, and the adoption of technologies for communication, such as online meetings and training sessions.

- The Company utilized Six Sigma and QCC tools to improve product quality and reduce waste in the production process. This resulted in a reduction of 56 tons of PCB waste.
- The Company implemented the 3R Concept (Reduce, Reuse, and Recycle) by promoting the use of reusable packaging in collaboration with partners. The reusable packaging included ABS Cores, Core Holders, Carton Boxes, and Plastic Pallets. As a result, 15,700 sets of reusable packaging were used, leading to a cost saving of 244,470 Baht

Product Carbon Footprint

The assessment of Product Carbon Footprint (PCF) is of significant importance in the present as it helps reduce environmental impacts by measuring and controlling greenhouse gas emissions at every stage of the production process. Additionally, it fosters consumer confidence by demonstrating the organization's commitment to environmental responsibility. This initiative also supports sustainability goals, such as the SDGs, and contributes to long-term cost reductions by minimizing energy and resource consumption. Organizations are also better prepared to comply with stricter environmental regulations in global markets, enhancing their competitiveness and building a positive brand image. Furthermore, it stimulates environmentally friendly innovations, reduces business risks associated with climate change impacts, and responds to the increasing demand from environmentally conscious consumers today.

In 2024, the Company conducted a Product Carbon Footprint assessment in accordance with the ISO 14067:2018 standard and received certification from the Greenhouse Gas Management Organization (Public Organization). The scope of the assessment was based on the Cradle-to-Gate or B2B approach. The certified product is a High-Density Interconnect (HDI) Printed Circuit Board (PCB) with six layers, and it includes key raw materials used in the production of PCBs: Laminate and Prepreg from the subsidiary (TLM), each certified as one product. These products will serve as a model for the development of the Product Carbon Footprint calculation program for all products of the Company and its subsidiaries. The Company plans to complete the development of the Product Carbon Footprint calculation program by 2025.

The carbon footprint of the HDI PCB 6 layers is 2.04 kgCO₂e, the carbon footprint of the 0.003" Laminate is 504 gCO₂e, and the carbon footprint of the Prepreg 2116 is 151 gCO₂e.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	126,470.00	117,018.00	409,942.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	9,062.00	7,403.00	7,544.00

	2022	2023	2024
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	117,408.00	109,615.00	112,107.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	290,291.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.006732	0.007014	0.026951
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	24.65	23.28	88.29
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.00000000	0.00000000	0.00000000

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 : SGS (Thailand) Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	4,083,892.00	913,667.35
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	N/A	4,068.00	316,340.73
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	N/A	3,425.00	320,026.62
Other projects (Metric kilograms of carbon dioxide equivalent)	0.00	4,076,399.00	277,300.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : KCE ELECTRONICS PUBLIC COMPANY LIMITED

Symbol : KCE

Market : SET

Industry Group : Technology

Sector : Electronic Components

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

Human Rights Policy and Practices

1. **Employee Rights** The Company is committed to conducting business in accordance with fair labor practices based on social responsibility principles, in compliance with labor laws related to employment protection, employee welfare, labor relations, environment, occupational health, and workplace safety.
 - 1.1 **Freedom of Association and Collective Bargaining** The Company respects employees' rights to establish or join labor unions, engage in collective bargaining, or refrain from such activities without fear of retaliation, intimidation, or harassment.
 - 1.2 **Freely Chosen Employment** The Company ensures that all employment is voluntary and has implemented measures to prevent forced labor, bonded labor, modern slavery, and human trafficking within the workplace and across the supply chain.
 - 1.3 **Women in the Workforce** The Company does not allow female employees to work in environments that may pose risks to their health or pregnancy. Additionally, no actions shall be taken to reduce the benefits of female employees due to pregnancy.
 - 1.4 **Minimum Wage, Working Hours, and Benefits** The Company provides competitive compensation in alignment with industry standards and local labor markets, strictly adhering to applicable laws on minimum wages, overtime work, and legally mandated benefits. Working hours are regulated in accordance with local labor laws.
2. **Migrant Workers** The Company hires migrant workers in full compliance with legal requirements, ensuring non-discrimination, the absence of human trafficking, and the prevention of any form of forced labor.
3. **Child Labor** The Company strictly prohibits the employment of individuals under the age of 18 and implements age verification procedures before hiring to prevent child labor violations as per the laws of each country of operation.
4. **Occupational Health and Safety** The Company is committed to maintaining a safe and efficient work environment by mitigating risks associated with accidents, injuries, and occupational health hazards.
5. **Non-Discrimination** The Company does not tolerate discrimination in employment, wages, remuneration, benefits, training and development, promotion, termination, or retirement. The Company ensures that employees' rights are not affected by differences in nationality, religion, language, age, gender, marital status, sexual orientation, disability, union membership, employment status, political affiliation, or personal beliefs.
6. **Community and Environmental Rights** The Company is committed to conducting business responsibly, considering potential impacts on local communities and the environment. Environmental policies and procedures are implemented to mitigate adverse effects on both communities and ecosystems.
7. **Consumer Rights** The Company is dedicated to customer satisfaction by providing high-quality and safe products in compliance with relevant standards. All customers are treated equally, without discrimination. Communication channels are established for customer feedback and complaints, while measures are in place to prevent the misuse of confidential customer information for personal or third-party benefit.
8. **Business Partner Rights** The Company treats all business partners fairly and without discrimination, ensuring fair competition and fostering long-term business relationships. Procurement practices are conducted transparently, without soliciting, accepting, or offering inappropriate commercial benefits. Goods and services are verified, and payments are processed accurately and promptly. Additionally, the Company monitors and ensures that business partners strictly adhere to the KCE Supplier Code of Conduct.

Reference link for social and human rights policy and guidelines : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20240318-kce-human-rights-and-worker-practice-policy-en.pdf>

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

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

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

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, 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

In 2024, the Company initiated a human rights risk assessment, defining the assessment scope to cover key stakeholders in the business value chain, including employees, customers, suppliers and contractors, communities, and the environment. The assessment identifies and maps potential human rights risks arising from the Company's operations and activities, as well as risks specific to the industry or geographic areas. The Company aims to extend the human rights risk assessment to its subsidiaries by 2025

Human Rights Due Diligence Process

- Defining the Scope and Identifying Human Rights Issues
- Human Rights Risk Assessment
- Establishing Measures to Prevent and Mitigate Human Rights Risks
- Monitoring and Reviewing Human Rights Risks
- Remediation in Cases of Human Rights Violations

HRDD process diagram



Information on other social management

Plans, performance, and outcomes related to other social management

The Company believes that employees are valuable resources and key factors in its success. Therefore, the Company places great importance on the fair practice of workers, adhering to the fundamental rights that should be protected by law and

international standards based on human rights principles. There is no discrimination, and a focus is placed on creating a positive and sustainable work environment. This is to promote a good corporate culture, strengthen organizational trust, and foster positive relationships between employees and the Company, while supporting the development of employees' capabilities and work efficiency.

Labor Standards Policy

The Company is committed to conducting business in compliance with labor laws and the standards of social responsibility, along with other relevant regulations. The Company will provide appropriate support in terms of time, personnel, and other resources to ensure that social responsibility and labor objectives are met. The Company will continually improve its labor practices and regularly review and update its policies to ensure their continued appropriateness.

Minimum Wage, Working Hours, and Welfare Policy

The Company is committed to providing competitive compensation to employees in comparison to industry standards and the local labor market. It fully complies with applicable wage regulations, including those related to minimum wage, overtime hours, and legally mandated benefits. Employee working hours are limited in accordance with local legal requirements. Additionally, the Company has a policy of reviewing and adjusting wages at least once a year to ensure that employees can maintain a decent standard of living for their families while also having the capacity to save appropriately.

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
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, Occupational health and safety in workplace, Others : Non-discrimination

Fair Employee Compensation Plan

The Company is committed to providing competitive compensation to employees in comparison to industry standards and the local labor market. It fully complies with applicable wage regulations, including those related to minimum wage, overtime hours, and legally mandated benefits. Employee working hours are limited in accordance with local legal requirements. Additionally, the Company has a policy of reviewing and adjusting wages at least once a year to ensure that employees can maintain a decent standard of living for their families while also having the capacity to save appropriately. The compensation policy is reviewed annually, and compensation is determined based on the evaluation of job performance, responsibilities, and employee capabilities. The Company also provides various benefits that are appropriate for employees' livelihoods, such as attendance bonuses, life insurance, and provident funds. These benefits are regularly reviewed to ensure competitiveness with leading companies in the same industry.

Employee Training and Development Plan

- Provide continuous training and development through both internal and external training programs, such as professional skills (Hard Skills) and social skills (Soft Skills). Increased use of E-learning or online platforms to enhance learning opportunities and encourage employees to attend seminars, workshops, or special projects to enhance their skills.
- Leadership development programs for employees with leadership potential to plan career advancement. This ensures the Company retains high-potential employees and plans succession for key personnel, especially senior executives.
- Regular performance evaluations of employees with appropriate key performance indicators (KPIs) based on responsibilities, along with constructive feedback and coaching.
- Create a learning-oriented organizational culture by using information technology systems to promote knowledge management within the organization. This enables all employees to access knowledge and improve their performance effectively.
- Career development planning using the competency-based approach, which includes core competencies (Core Competency), leadership competencies for managers (Leadership Competency), and functional expertise in various professional fields (Functional Competency). This approach helps analyze and plan individual employee capability development.
- Develop production workers' skills to ensure they possess sufficient knowledge and capabilities to perform their responsibilities according to the Company's quality policy.

Employee Engagement and Relations Enhancement Plan

- Creating a positive organizational culture that serves as the foundation for employee retention, fostering employee engagement and satisfaction at the workplace by cultivating an environment that supports employee participation at all levels, and promoting acceptance and respect for diversity in terms of race, culture, and opinion.
- Developing employees' skills and capabilities through training and the development of new skills, which will help increase opportunities for career growth and enhance employee confidence.
- Providing appropriate rewards and fair compensation based on performance and abilities, offering competitive remuneration within the industry, including bonuses and various benefits, as well as recognizing achievements through awards, such as "Employee of the Month."
- Fostering good relationships with employees both professionally and personally by ensuring open and transparent communication between management and employees, organizing activities to strengthen workplace relationships, such as recreational events.
- Listening to employee feedback and suggestions for organizational improvement, as well as involving employees in

decisions that impact their work. Engaging with employers and management through collective negotiations, such as welfare committees, employee committees, or safety committees.

- Listening to employee feedback and suggestions for organizational improvement, as well as involving employees in decisions that impact their work. Engaging with employers and management through collective negotiations, such as welfare committees, employee committees, or safety committees.
- Assessing employee engagement levels with the organization and analyzing the results to determine plans for enhancing employee commitment, such as adopting the "Happy Workplace" approach.

Occupational Health and Safety Plan

- Occupational Health and Safety Policy: Establish an occupational health and safety policy in compliance with the ISO 45001 Occupational Health and Safety Management System, applicable laws, and customer requirements.
- Risk Assessment and Hazard Control: Conduct risk analysis and assessment for each work process, implement hazard control measures, and establish a system for continuous monitoring and improvement of preventive approaches.
- Training and Safety Culture Promotion: Provide occupational health and safety training for employees, foster awareness of workplace safety and health, and establish a reporting system for employees to report incidents and suggest corrective actions.
- Compliance with Occupational Health and Safety Laws and International Standards: Ensure adherence to legal requirements and the ISO 45001 Occupational Health and Safety Management System.
- Regular Safety Audits and Evaluations: Conduct periodic safety inspections, analyze the root causes of accidents, implement corrective measures to prevent recurrence, and continuously improve management practices based on evaluation results.
- Emergency Preparedness and Response: Develop and conduct emergency drills, provide first-aid equipment, and train personnel to effectively respond to emergencies.

Discrimination Plan The

Promotion of diversity in the workplace and non-discrimination in all aspects, such as age, gender, ethnicity, nationality, or disability, creating opportunities for everyone to grow within the organization regardless of physical or social limitations.

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	Employees at all levels receive training and skill development	-	2025: at least 24 hours per person per year
• Promoting employee relations and participation	Voluntary turnover rate of permanent employee	-	2025: not more than 12%
• Promoting employee relations and participation	Significant labor disputes	-	2025: Zero labor dispute
• Occupational health and safety in workplace	Lost time work-related injuries	-	2025: Zero lost time work-related injuries
• Others : Non-discrimination	Ratio of management women employee	-	2025: at least 45%

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

Labor Relations Awards

- Honorary Award for Outstanding Labor Relations and Welfare, 2024, National Level, for the 12th consecutive year.
- Outstanding Organization and State Enterprise Award for Workplace Wellness, 2024, Excellence Level.
- Private Sector Ethical Wellness Organization Award, 2024.

Performance :

- In 2024, the Group employed a total of 4,643 people, with 2,478 permanent employees and 2,165 subcontracted employees. The workforce is categorized as 27 senior executives, 119 management level employees, and 4,497 operational employees. Gender distribution is 45% female and 55% male.
- Performance of equal career development opportunities for female workers, in the Group, 41% of management positions are held by women, and 45% of operational staff are female. In terms of new hiring and promotions, 40% of the new employees and promoted positions are occupied by female staff, based on the suitability of the job roles.
- In 2024, the compensation ratio between female and male management within the Group was 1:0.90, while the compensation ratio between female and male operational-level employees was 1:1.25. However, the Company remains committed to ensuring financial stability and equitable compensation for both female and male employees.
- Employee development performance in 2024, the Company provided training programs to enhance essential knowledge and skills for employees at all levels. The average training hours per employee was 29 hours per year, with both management and operational-level employees achieving an average of more than 24 training hours, meeting the company's target. For senior executives training plan, further adjustments are required to enhance effectiveness, such as increasing online training or e-Learning programs. Additionally, the Company aims to introduce more sustainability-related training courses to equip employees with the knowledge necessary to align business operations with sustainable development goals (SDGs).
- In 2024, the voluntary turnover rate of permanent employees was 11.6%, which remains within the acceptable threshold of not exceeding 12%. Regarding labor disputes, there were no significant labor disputes recorded during the year. However, the Company has conducted an analysis of employee turnover data and labor-related complaints to continuously improve its employee retention and engagement strategies.
- In 2024, the Company and its subsidiaries recorded 19 cases of work-related injuries which are the lost time more than 3 days. The Lost Time Injury Frequency Rate (LTIFR) increased to 1.35 per 1,000,000 working hours. Most of the accidents were caused by machinery operation and material handling. However, the Company remains committed to reducing work-related injuries by analyzing frequently occurring or severe accidents to identify unsafe working conditions and implementing corrective actions. A safety manual is also created for training new employees and those in high-risk groups, with supervisors providing job training. Communication across various channels is used to enhance employees' knowledge and skills to work correctly and safely. The Company monitors and ensures compliance with established work procedures, rectifies any defects or causes of accidents, and encourages employee participation in safety concerns through suggestions or consultations. This fosters awareness and a strong commitment to occupational health and safety.

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	5,131	5,027	4,643
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	5,131	5,027	4,643
Male employees (persons)	2,791	2,759	2,533
Percentage of male employees (%)	54.39	54.88	54.56
Female employees (persons)	2,340	2,268	2,110
Percentage of female employees (%)	45.61	45.12	45.44

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	1,841	1,702	1,489
Percentage of employees under 30 years old (%)	35.88	33.86	32.07
Total number of employees 30-50 years old (Persons)	2,890	2,884	2,764
Percentage of employees 30-50 years old (%)	56.32	57.37	59.53
Total number of employees over 50 years old (Persons)	400	441	390
Percentage of employees over 50 years old (%)	7.80	8.77	8.40

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	1,003	922	813
Percentage of male employees under 30 years old (%)	35.94	33.42	32.10
Total number of male employees 30-50 years old (Persons)	1,612	1,633	1,543
Percentage of male employees 30-50 years old (%)	57.76	59.19	60.92
Total number of male employees over 50 years old (Persons)	176	204	177
Percentage of male employees over 50 years old (%)	6.31	7.39	6.99

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	838	780	676
Percentage of female employees under 30 years old (%)	35.81	34.39	32.04
Total number of female employees 30-50 years old (Persons)	1,278	1,251	1,221
Percentage of female employees 30-50 years old (%)	54.62	55.16	57.87
Total number of female employees over 50 years old (Persons)	224	237	213
Percentage of female employees over 50 years old (%)	9.57	10.45	10.09

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	4,974	4,880	4,497
Percentage of employees in operational level (%)	96.94	97.08	96.86
Total number of employees in management level (Persons)	137	130	119
Percentage of employees in management level (%)	2.67	2.59	2.56
Total number of employees in executive level (Persons)	20	17	27
Percentage of employees in executive level (%)	0.39	0.34	0.58

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	2,703	2,675	2,450
Percentage of male employees in operational level (%)	96.85	96.96	96.72
Total number of male employees in management level (Persons)	76	73	65
Percentage of male employees in management level (%)	2.72	2.65	2.57
Total number of male employees in executive level (Persons)	12	11	18
Percentage of male employees in executive level (%)	0.43	0.40	0.71

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	2,271	2,205	2,047
Percentage of female employees in operational level (%)	97.05	97.22	97.01
Total number of female employees in management level (Persons)	61	57	54
Percentage of female employees in management level (%)	2.61	2.51	2.56
Total number of female employees in executive level (Persons)	8	6	9
Percentage of female employees in executive level (%)	0.34	0.26	0.43

Significant changes in the number of employees

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

Number of male employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	399	364	386
Northern (Person)	169	164	121
Central (Person)	656	621	555
Northeastern (Person)	1,444	1,496	1,373
Southern (Person)	56	53	46
Eastern (Person)	61	55	48

Number of female employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	494	428	441
Northern (Person)	79	76	56
Central (Person)	507	485	454
Northeastern (Person)	1,163	1,188	1,069
Southern (Person)	42	37	40
Eastern (Person)	55	54	48

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	21	22	26
Percentage of disabled workers to total employment (%)	0.41	0.44	0.56
Total number of employees with disabilities (Persons)	21	22	26
Total male employees with disabilities (persons)	13	14	18
Total female employees with disabilities (persons)	8	8	8
Percentage of disabled employees to total employees (%)	0.41	0.44	0.56

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	1,325,694,374.63	2,393,276,000.00	2,018,327,538.00
Total male employee remuneration (baht)	749,615,777.81	1,237,104,019.00	1,194,416,328.00
Percentage of remuneration in male employees (%)	56.55	51.69	59.18
Total female employee remuneration (baht)	576,078,596.82	1,156,171,981.00	823,911,210.00
Percentage of remuneration in female employees (%)	43.45	48.31	40.82
Average remuneration of employees (Baht / Person)	258,369.59	476,084.34	434,703.33
Average remuneration of male employees (Baht / Person)	268,583.22	448,388.55	471,542.17
Average remuneration of female employees (Baht / Person)	246,187.43	509,776.01	390,479.25
Ratio of average remuneration of female employees to male employees	0.92	1.14	0.83

Provident fund management policy

Provident fund management policy : Have

Provident Fund Management Policy

The company has a provident fund management policy, established voluntarily by both the employer and employees. Employees contribute savings, while the employer provides contributions according to the criteria outlined in the fund regulations. The benefits employees receive from the fund upon retirement can be in the form of a lump sum or periodic payments. The fund is registered as a legal entity and is regulated by the Securities and Exchange Commission (SEC).

The company has established a provident fund committee consisting of employer and employee representatives. This committee is responsible for formulating policies, overseeing fund management, and monitoring the fund manager's performance.

The company defines an investment policy that aligns with an acceptable risk level and target returns. Each investment policy allocates funds into specific asset classes through Feeder Funds, which are retirement mutual funds.

Investment Policies for 2024

Money Market Policy: Investments in deposits, debt instruments, and financial instruments.

Government Bond Policy: Investments in government bonds or state enterprise bonds.

Fixed Income Policy: Investments in securities or assets related to debt instruments and financial instruments from both public and private sectors.

Equity Policy: Investments in equity securities.

Selection of Provident Fund Managers

The selection of provident fund managers is based on the following factors:

1. Credibility and Experience

- Must be licensed by the Securities and Exchange Commission (SEC).
- Must have a proven track record in fund management with a team of investment experts.

2. Investment Returns

- Historical returns are assessed against benchmark performance.
- Risk and return volatility are analyzed.

3. Investment Policies and Strategies

- The investment policy must align with the fund's objectives.
- The manager must offer diverse investment plans for members to choose from.

4. Fees and Management Costs

- Fee structures must be transparent and reasonable.

- Cost-effectiveness is evaluated based on fees versus expected returns.

5. Services and Communication with Members

- Clear and accessible investment performance reports must be provided.

Investment advisory services and convenient communication channels must be available for members.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	1,426	1,262	1,273
Proportion of employees who are PVD members (%)	27.79	25.10	27.42

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	15.00	21.00	29.00
Total amount spent on employee training and development (Baht)	2,103,921.00	2,854,085.00	2,442,272.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000130	0.000194	0.000183
Percentage of training and development expenses to total revenue (%) ^(*)	0.000112	0.000171	0.000161

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

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	15,475,551.00	14,081,235.00	14,039,025.00
Total number of hours worked by employees (Hours)	15,475,551.00	14,081,235.00	14,039,025.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	27	11	19
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0

	2022	2023	2024
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	300	272	270
Total number of male employee turnover leaving the company voluntarily (persons)	173	163	162
Total number of female employee turnover leaving the company voluntarily (persons)	127	109	108
Proportion of voluntary resignations (%)	11.20	11.00	11.60
Percentage of male employee turnover leaving the Company voluntarily (%)	3.37	3.24	3.49
Percentage of female employee turnover leaving the Company voluntarily (%)	2.48	2.17	2.33
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Employee 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

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts

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, Development of customer satisfaction and customer relationship, Others : Maintaining customer confidentiality

Management Approach:

Sustainable Customer Relationship Management is carried out through the following practices

- Continuously innovate and engage in research and development to create high-value products and services that meet customer needs across multiple dimensions, while ensuring quality.
- Develop environmentally friendly products and services, focusing on reducing resource consumption, saving energy, and extending product lifespan.
- Produce safe products and services that are non-hazardous to consumer health and reliable, including providing accurate and sufficient information to customers.
- Systematically store customer data securely and refrain from using customer information for inappropriate purposes.
- Set fair pricing for products and services.
- Establish a dedicated department to handle product feedback, provide consultation, offer solutions, and manage customer complaints to ensure the highest level of customer satisfaction with products and services.
- Implement a management system in accordance with international standards.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals	:	Yes
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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	-	2025: > 95%
• Protection of customer personal information	Incidents of customer confidential data breaches	-	2025: Zero incidents

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Management System According to International Standards

The Group has implemented management systems based on international standards across various aspects of the organization, taking into account the needs of customers and various requirements, both domestic and international, where the Company operates. This is because adopting management systems in accordance with international standards helps build customer trust, improves work processes, ensures compliance with laws and regulations, and enhances the organization's image efficiently in today's rapidly changing business environment.

- Quality Management IATF 16949 : 2016, ISO 9001 : 2015
- Testing Laboratory Competence ISO/IEC 17025
- Environmental Management ISO 14001 : 2015, Green Industry Level 3
- Occupational Health and Safety Management ISO 45001 : 2018
- Thai Labor Standard TLS 8001 : 2020
- Information Security Management TISAX Level 3
- Feed Additive and Pre-Mixture Quality System FAMI-QS

Information Security Management System

The Company has adopted TISAX (Trusted Information Security Assessment Exchange), a cybersecurity assessment standard developed by the German Association of the Automotive Industry (VDA). TISAX is based on ISO/IEC 27001 and follows the PDCA (Plan-Do-Check-Act) cycle to ensure comprehensive information security management, focusing on:

1. Confidentiality – Ensuring that corporate and customer data is protected and accessible only to authorized personnel.
2. Integrity – Preventing unauthorized modifications to IT systems and ensuring accurate data processing.
3. Availability – Maintaining the readiness of IT infrastructure and data for continuous business operations.

The Company and its subsidiary, KCE Technology Co., Ltd. (KCET), have implemented the TISAX standard and achieved TISAX Level 3 certification, assessed and certified by DQS GmbH, an ENX Association-certified audit provider. This certification enhances customer confidence in co-developing new automotive products with the Company, ensuring sustained business operations. The TISAX certificate is valid from March 22, 2023, to February 17, 2026, covering approximately 70% of the Company's IT infrastructure.

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 023260196-9

Fax : 023260300

Email : whistleblower@kce.co.th

Company's website : www.kce.co.th

Address : 72-72/1-3 Lat Krabang Industrial Estate, Soi
Chalongkrung 31, Kwang Lumplatew, Lat Krabang,
Bangkok 10520

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

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

Management Approach:

- Establish policies for community and social responsibility that align with the Sustainable Development Goals (SDGs).
- Build partnerships with government, private sectors, and civil society to drive projects effectively.
- Support sustainable community and social development projects in four key areas: educational promotion, quality of life improvement, environmental conservation, and disaster relief.
- Facilitate communication and stakeholder engagement by providing opportunities for communities to participate in shaping development strategies, ensuring sustainability, and utilizing diverse communication channels to disseminate CSR project outcomes, thereby building public trust.
- Plan activities to address community and societal needs, track the progress of initiatives, and continuously improve.
- Foster employee participation across all levels, from management to staff, in social activities

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 : Yes

Details of community and social management goal setting

Target	Indicators	Base year	Target year
• Others : Community and Social Development	Complaint from the community and society	-	2025: Zero complaint from the community and society

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

Awards for Social and Community Responsibility:

In 2024, the Company continued its commitment to social responsibility and sustainable development and received the ISB AWARD 2024, Leader level, for the second consecutive year from the Industrial Estate Authority of Thailand.

Community and Social Development Projects in 2024

· Green Society Project

"Solar Cell for the Community "The Company has continued this initiative for the third consecutive year. In 2024, the Company supported the installation of two solar-powered water turbines at WatSutthaphot, Thap Yao Subdistrict, LatKrabangDistrict, Bangkok.

Objectives of the Project:

1. To increase oxygen levels in the water, which helps improve water quality and supports the sustainable conservation of aquatic life
2. To reduce the long-term electricity costs for WatSutthaphot.
3. To reduce greenhouse gas emissions and promote the use of clean energy.

This project is part of the Company's ongoing commitment to creating a sustainable community and promoting the use of environmentally friendly energy sources.

· **Green Energy for Education Project:**

The 'Green Energy for Education' project has the primary goal of installing a 10 kW solar energy system and a Solar Cell learning demonstration kit at Suphanburi Technical College to promote renewable energy use and create sustainability within the education system.

Project Objectives:

1. Create a positive example for renewable energy use
 - This project demonstrates the benefits of renewable energy, such as solar energy, which has low long-term costs and reduces emissions.
 - It provides a tangible example for students and the community regarding sustainable energy use.
2. Reduce long-term energy costs
 - The installation of the solar energy system helps reduce the college's electricity costs.
 - The savings can be redirected to improve teaching and learning resources or support other projects.
3. Promote learning and innovation
 - The solar energy system serves as a modern educational tool for students in electrical and energy technology fields.
 - Students will gain hands-on experience in system installation, maintenance, and monitoring.
4. Encourage community participation
 - The project raises awareness in the local community about the benefits of renewable energy use.
 - It acts as a catalyst for renewable energy projects at the community level.
5. Reduce greenhouse gas emissions
 - The use of solar energy reduces reliance on fossil fuels, thereby helping to decrease greenhouse gas emissions.
 - The project supports national environmental goals and the Sustainable Development Goals (SDGs).
6. Sustainable development in the education system
 - This project lays a solid foundation for developing a sustainable education system by linking energy management with skill-building and knowledge transfer for students.
 - Students who acquire knowledge in renewable energy will become skilled workers who can drive the renewable energy industry in the future.

Education Projects

- **Scholarship Program for Low-Income Employees' Children** :The Group of companies aims to promote and support education for the children of employees with low incomes. By providing scholarships, the Company helps alleviate the financial burden of education for employees and their families. In 2024, the Group awarded scholarships to the children of employees, with a total value of 420,000 THB.
- **Scholarship Program for Schools in the Community** : The Company has established a scholarship program aimed at providing educational opportunities for students in need at 12 schools within the surrounding community. This funding will be used to support educational expenses such as textbooks, learning materials, and extracurricular activities, which will benefit the educational development in the area and contribute to the long-term progress of the community.
- **Scholarship and School Development Program in Remote Areas** : In collaboration with the KCE Labor Union, the Company has donated cash to Ban NongKratai School in Prakhon Chai District, Buriram Province. This donation is aimed at supporting the development of the learning environment and creating educational opportunities for students in the area.
- **Sharing Kindness to the Younger Generation** : Its subsidiary, Thai Laminates Manufacturing Company organized a CSR project in which all employees participated to support education for three schools in Chonburi Province. The activities included providing scholarships and learning materials, recreational games, a lunch event, and school landscape improvements. A total of 322 employees participated in the activities, and 569 students benefited from this initiative. The value of the scholarships and materials donated to the schools totaled 621,940 THB.
- **Dual Vocational Education and Cooperative Education Internship Program** The Group continuously supports and promotes internships for higher education students, providing opportunities for students to gain practical experience in their field of study. This initiative helps students develop essential skills such as teamwork, communication, and responsibility, preparing them for the workforce effectively. In 2024, the Group hosted a total of 29 interns, comprising 19 students from vocational education programs and 10 students from bachelor's degree programs. The total budget for this program was 2,249,000 THB.

Quality of Life Development Projects

- **Charity Walk-Run Project** : This activity is organized in collaboration with the community and government agencies to promote physical health for executives and employees. Participants also have the opportunity to contribute funds towards the purchase of medical equipment for the 'LKBH Run–Change For Health 2024' project, supporting LatKrabang Hospital, and the 'Run with Heart, Together in Unity – Hi-Tech 5th Edition' project, supporting Bang Pa-In Hospital.
- **Quality of Life Assistance for Vulnerable Groups**: This project aims to improve the quality of life for vulnerable groups, including the elderly, bedridden patients, and people with disabilities, living in the surrounding community. Executives and employees visit these areas to deliver essential goods to households in need.
- **Community Market Project** :The objective is to promote income generation within the community by organizing a monthly market where employees and local residents can sell their products at the factory premises.
- **Capital Market for Charity Blood Donation In 2024** The Group participated in the 'Capital Market for Charity Blood Donation' project, encouraging employees to donate blood regularly every year to assist those in need during times of crisis, in collaboration with the Thai Red Cross Society. In 2024, executives and employees donated a total of 107,000 cc of blood.

Environmental Conservation Projects

- **"Let's Zero Together" Tree Planting Project for a Sustainable Future** : This is a collaboration between the Company and the Industrial Estate Authority of Thailand to plant trees along the embankment of the Lat Krabang Industrial Estate, which connects to the Bueng Bua community. The objective is to help mitigate global warming and promote a low-carbon society by increasing green spaces, which can absorb greenhouse gases from the industrial sector and reduce the environmental impact on the surrounding community.
- **KCE Clean and Care for Wildlife Volunteer Project**: This project encourages employees to participate in nature conservation efforts, particularly in caring for wildlife at the Wildlife Rescue Center 1 (NakhonNayok). Employees volunteer to clean animal enclosures, donate, and prepare food for the animals at the center.
- **Tree Lighting Ceremony Project** This project is an activity that promotes Buddhist principles during the Buddhist Lent. The main objective is to reduce pollution caused by the burning of incense and candles, which contributes to toxic smoke such as PM 2.5. The project also aims to encourage tree planting to create green spaces and improve the environment, benefiting both individual health and the community's well-being

. Disaster Relief Projects

KCE's Flood Relief Donation : Under the initiatives "Nation Shares to Help Flood Victims" and "Uniting Forces for Flood Relief," KCE has actively contributed to the relief efforts in response to the large-scale flooding that severely impacted many regions across the country. The Company provided essential items such as dry food, drinking water, and other necessary goods. These donations were distributed to the affected communities to alleviate the hardships caused by the disaster. This initiative highlights KCE's commitment to supporting those in need during natural disasters and contributing to the well-being of the public during times of crisis.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social : Yes
development?

	2022	2023	2024
Scholarships (Baht)	0.00	0.00	2,730,948.00
Donations / Grants (Baht)	0.00	0.00	735,018.00

Non-financial benefits

Does the company measure the non-financial benefits from : Yes
social development?

	2022	2023	2024
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	2022	2023	2024
Beneficiaries of the company's community development projects (Places)	0.00	0.00	9.00
Educational beneficiaries (Places)	0.00	0.00	2.00

Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	0.00	0.00	4,056,289.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000000	0.000000	0.030321
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000000	0.000000	0.026668

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

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ESG Performance

Company Name : KCE ELECTRONICS PUBLIC COMPANY LIMITED Symbol : KCE
Market : SET Industry Group : Technology Sector : Electronic Components

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Corporate Governance Policy

The Board of Directors of KCE Electronics Public Company Limited firmly recognizes the importance of good Corporate Governance by conducting its business within the framework of the principles of Good Corporate Governance of the Stock Exchange of Thailand and in compliance with the law. Compliance with Corporate Governance is critical in enabling the Company to gain the trust and confidence of Shareholders, customers, employees, and the public in order to achieve the highest sustainable benefit for all stakeholders. The Company complies with the principles of the SET's Good Corporate Governance and of the Organization for Economic Co-operation & Development (OECD)'s international standard. The Board of Directors provides a "Corporate Governance Policy" to encourage the principles of Corporate Governance by focusing on business operations with transparency, morality and integrity and to be applied as the good practices for the directors, executive managements and employees of KCE group; and to reduce conflicts of interest among stakeholders. The Company's compliance with policies, procedures, rules, and codes of conduct ensures the success of good Corporate Governance. The Company aims to achieve sustainable development and to continually review its corporate governance policy on an annual basis.

The Board of Director stipulates a "Code of Conduct" handbook and a written practice guideline for working and reviews such guideline annually, as well as discloses the guideline on the company's website.

The Company fosters awareness and the participation of good Corporate Governance throughout the organization. The Company disseminates its Corporate Governance Policy among the Company's management and employees via various channels, such as the Company's website, with the aim to instill the principles of good Corporate Governance into the corporate culture.

The Company's Board of Directors, management, and all employees perform their respective duties in compliance with the law, rules and regulations, and business ethics. The Company's businesses are conducted with a vision to create long-term value with a high degree of ethical standards and to follow these important characteristics: accountability, responsibility, transparency, and fair and equitable treatment. The Company acts in a fair, lawful, and ethical manner with all stakeholders and their representatives.

In 2024, the Board of Directors has completely complied with the principles of the good Corporate Governance and the good practice guideline of the Stock Exchange of Thailand. The Company achieved a score of "Excellent", for the ten consecutive years, in the annual surveys conducted by the Thai Institute of Directors Association (IOD) in collaboration with the Stock Exchange of Thailand and the Securities and Exchange Commission. Surveys of the IOD assess the level of Corporate Governance of each company. The consistently high rating for the past years reflects the Company's dedication to integrate sound ethics and the principles of good Corporate Governance into its business practices continuously.

Reference link for the full version of corporate governance policy and guidelines : <https://investor.kce.co.th/en/sustainability/corporate-governance>

Policy and guidelines related to the board of directors

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

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

Nomination of Directors

The Board institutes a policy, criteria and procedures for nominating Directors by which it assigns the Nomination and Remuneration Committee to search for and select persons it deems qualified to act as a Director. The Committee proposes

the appropriate selection criteria to the Board according to the present circumstances of the Company. The Committee allows various channels, such as major shareholders, minor shareholders and current Directors, to nominate potential candidates. It also considers the Director Pool of the Thai Institute of Directors (IOD) as well as other channels as it deems appropriate.

The Nomination and Remuneration Committee is responsible for selecting and screening candidates to hold the position of Director, with qualifications of candidates prescribed in the Company's regulations and in compliance to the business strategies, as well as the defined Board skill matrix which determines the required qualifications and other related criteria. The name of a candidate is proposing to the Board of Directors for consideration and approval before being submitted to the Shareholders' Meeting for a vote in accordance with the following criteria and procedures:

1. Each Shareholder shall have one vote per one share.
2. Each Shareholder may exercise all votes for voting individuals nominated to be a Director, one person at a time.
3. Persons who receive the highest vote sequencing from higher to lower are elected to be a Director of the Company per the number required that year. In the case where the a vote is even for the last required Director making the number of Directors more than that required, the Chairman of the Meeting will cast the deciding vote.
4. When there is a vacancy for a Director due to other conditions rather than by rotation, the Board of Directors appoints a qualified person who meets the criteria as required by the Company's articles of association to fill the position and attend the next Board of Director's Meeting. The appointed Director will remain in office for the remaining term of the replaced Director.
5. The Company has implemented a policy to limit the number of listed companies in which a Director can hold the position of Director to not exceeding five listed companies.

Determination of Director Remuneration

The Nomination and Remuneration Committee has considered the principle and the form of the remuneration of directors and executive management, taking into account the fairness which reflects the extent of their duties and responsibilities and the suitability against the achievements, the Company's operating performance and other related factors, including a comparison to the remuneration of other similar companies in the same industry. The company also made a reference to the survey of remuneration of directors which was jointly undertaken by the Stock Exchange of Thailand and the Thai Institute of Directors Association (IOD).

Independence of the Board of Directors from the Management

During each Meeting, the Chairman allocates enough time for discussion of each significant issue and encourages all Directors to express their ideas constructively and independently, and exercise their discretion carefully

Director Development

The Board of Directors has a policy to support and provide training and knowledge on the Company's corporate governance system to related parties, including Directors, members of the Audit Committee, member of the Nomination and Remuneration Committee, members of the Enterprise Risk Policy Committee, members of the Environmental, Social, Governance and Sustainability Development Committee, to ensure the continuous performance improvement as arranged by the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and training courses of Thai Institute of Directors Association (IOD).

There were directors attending trainings with the Thai Institute of Directors Association (IOD) in courses related to their roles. 100% of the total board members participated, with the IOD courses as follows:

Directors Accreditation Program (DAP): 67% of the total board members.

Directors Certification Program (DCP): 89% of the total board members.

In 2024, the directors attended training courses of the directors organized by the Thai Institute of Directors Association (IOD) as follows:

1. Mr. Bancha Ongkosit - Carbon Footprint for Organization : CFO
 - Risk Management for IATF 16949
 - Empowering Boards: Enhancing Governance, Standards, and Financial Insights
2. Mr. Pitharn Ongkosit - Carbon Footprint for Organization : CFO
 - Risk Management for IATF16949
3. Chantima Ongkosit, MD - TCFD Disclosure and Climate Risk
4. Mr. Paitoon Taveebhol - National Director Conference 2024 - Sustainable Future: The Board as a Catalyst for Value
 - CAC Certification Ceremony 2024 - Business Beyond CAC: Spotlight on Supply Chain
 - Independent Director Forum 2024 - Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business

- CAC Certification Ceremony 2/2024 - Navigating ESG: The Power of Integrity
- Chairman Forum 2024 - The Art of Chairman-CEO Dynamics: Fostering trust and Collaboration
- 5. Mrs. Voraluksana Ongkosit - Carbon Footprint for Organization : CFO
- Preventing, suppressing and suppressing inappropriate behavior of listed companies
- Risk Management for IATF 16949
- Empowering Boards: Enhancing Governance, Standards, and Financial Insights
- 6. Mrs. Siriphan Suntanaphan - Science based target of Climate Mitigation for Board-Level
- Preventing, suppressing and suppressing inappropriate behavior of listed companies
- Leading with Urgency: Climate Action for Boards
- 7. Mr. Sant Senadisai - TCFD Disclosure and Climate Risk

Board Performance Evaluation

The Board of Directors stipulates (1) a self-assessment of the Board; (2) a self-evaluation of individual Directors; and (3) a self-assessment of all 4 sub-committees (the Audit Committee, the Nomination and Remuneration Committee, the Environmental, Social, Governance and Sustainability Development Committee, the Enterprise Risk Policy Committee), in order that the Directors can jointly review their performances and jointly solve problems in order to ensure an overall improvement in performance.

Corporate Governance of Subsidiaries and Associated Companies

In case the Company invests in a new subsidiary of an associate company, the Company will appoint a Company Director or member of Management to be the Director of such subsidiary/ associate company. This is for the purpose of streamlining management policy throughout the Group for efficient operational management and to create the most value-added for all stakeholders. Taking a position in another subsidiary company is considered part of the duty of Directors and Management.

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

The Company places great importance on its shareholders in generating growth and generating appropriate returns by striving to continuously achieve excellent performance. Therefore, the Board of Directors, the executives and the employees of the Company are committed to carrying out business in line with the principles of good corporate governance ensure maximum benefits and long-term economic value for shareholders with the following guidelines;

1. To operate the organization in accordance with the Company corporate vision and corporate governance principles with honesty and prudence, and without conflict of interest, while creating good returns for every shareholder in a sustainable manner.
2. To respect the rights of shareholders and provide equitable and fair treatment to every one of them. Accordingly, to not perform any act that might violate or restrict the rights of shareholders.
3. To provide shareholders the right to propose the agenda of the Annual General Meeting of shareholders and to nominate any qualified person to be a director with sufficient time in advance.
4. To provide shareholders with all significant details concerning the Shareholders' Meeting and the Meeting agenda items to be considered by the shareholders with sufficient time in advance.
5. To prevent the directors, executives, and employees in the involved departments as well as their spouses and underage children from making use of inside information for their own benefit or that of others, which is considered shareholder exploitation, before disclosure to the public (Disclosure Policy).
6. To assign independent directors to take care of minor shareholders and to receive complaints or suggestions from shareholders through easily accessible channels established by the Company (Whistleblowing Policy).
7. To establish efficient measures for internal control, internal audit, and risk management.
8. To disclose the Company's significant information, financial reports, and operating results on an accurate, complete, timely, transparent, and reliable basis in the form of documents and electronic data or through easily accessible channels to consistently keep shareholders abreast of the Company's operating performance.

Reference link for Shareholder : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

Page number of the reference link : 3

Employee

The Company firmly believes that employees are its most valuable assets and a vital contributing factor to the Company's success. As consequence, the Company treats employees fairly with respect to human rights in accordance with the human rights policy and with concern for their needs. The goals are to foster a good relationship between the Company and its employees, to promote ongoing development of employees' skills and potential, and to provide job security and career advancement with the following guidelines;

1. To recruit employees through a fair and efficient selection system and employment conditions to find "smart and ethical" employees having strong qualifications and integrity to join the Company.
2. To treat employees with sensitivity and fairness while paying due respect to their personal rights, protecting these rights from being violated. Likewise, to support and respect the right of employees to express their opinions independently.
3. To provide Whistleblower channels for employees to file grievances and report any act of impropriety in violation of the Company's Code of Conduct as well as to protect the complainant from retribution or penalty related to filing a complaint.
4. To provide employees in every field of work and at all levels sufficient and continuous professional development appropriate for their duties and responsibilities and to instill ethical awareness into every employee.
5. To promote and encourage working as a team to create unity and to raise employee's awareness about work discipline.
6. To evaluate employees' performance and provide fair remuneration on the basis of the suitability, capability, and competence of each individual. The Company is also committed to providing fair and appropriate benefits to employees. The benefits will be constantly improved to keep them on a par with those of leading companies in the same industry.
7. To raise awareness and promote employees' occupational health and safety and provide a good atmosphere and environment in the workplace.
8. To operate in compliance with internationally accepted occupational health and safety standards and safety standards as well as environmental management standards.
9. To encourage employees to have a Work-Life balance.
10. To provide channels where important information can be disclosed to employees to keep them informed of the operations and operating results of all the company business units.

Reference link for Employee : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

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Customer

The company is committed to creating customer satisfaction by producing quality products and excellent services with a policy to deliver quality products that meet or exceed customer expectations. Conducting business with integrity honestly in all aspects and build confidence with customers in protecting information related to the customers' business under professional ethical standards by adhering to the quality policy "Providing products and services to meet or exceed agreed requirements for all of our customers through continuous improvement and by doing it right the first time", as well as focusing to develop and maintain a sustainable relationship with customers with the following guidelines;

1. To create innovation and research and development in order to get products and services to have high value, quality and meet the needs of customers in various dimensions.
2. To develop environmentally-friendly products and services with a focus on resource-efficiency, energy-efficiency, recyclability, and long life of service.
3. To produce safe, reliable products and services as well as to give accurate and adequate information about them to customers.
4. To keep customers' information systematically and safely, and to refrain from abusing the information.
5. To set the prices of products and services at reasonable rates.
6. To set up a customer quality support to provide product information, advice, and solutions to problems, while also handling complaints, to ensure customers' highest satisfaction in both products and services.

Reference link for Customer : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

Page number of the reference link : 6

Business competitor

The Company operates the business with a policy to treat competitors fairly within the framework of honest competition, by adhering to fair business operations within the law and the code of conduct and concern for business ethics and trade competition laws with the following guidelines;

1. To operate under a fair competition framework and applicable laws ethically and transparently and to refrain from taking advantage of competitors unlawfully.
2. To refrain from obtaining confidential information through fraudulent or improper means.
3. To refrain from violating the intellectual property rights of competitors.
4. To refrain from attacking and destroying competitors' reputations by defaming them with any false statement.
5. To promote and support free trade and avoid entering into any agreement with competitors that may reduce or restrict competition.

Reference link for Business competitor : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

Page number of the reference link : 7

Business partner

The Company complies with the fair trade competition and strictly complies with all contractual obligations, and the commitments made to customers with the following guidelines;

1. To consider a fair and reasonable purchase prices by taking into account the reasonableness of the offered prices, quality, and service and to be able to provide appropriate reasons during any audit.
2. To pay suppliers accurately and on time.
3. To set policies and guidelines for procurement and the criteria for selecting business partners clearly (Sustainable Procurement Policy)
4. To operate business sustainably and transparently by complying with all the terms and conditions agree upon in a transaction and treating all involved parties fairly.
5. To refrain from demanding or accepting any improper benefits from suppliers.
6. To pay regular visits to suppliers to exchange ideas and listen to their suggestions or advice on improvement.
7. To support the procurement of raw materials that are environmentally friendly.
8. To refrain from purchasing products from suppliers that violate human rights or intellectual property law.
9. To refrain from disclosing information of suppliers to others without their prior consent.
10. To refrain from dealing in any business with any supplier that carries out illegal acts or acts against public order and good morals.
11. To provide support and encourage suppliers to adopt the principle of sustainable development through social and environmental responsibility in their business operations, in accordance with the Company Supplier Code of Conduct.

Reference link for Business partner : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

Page number of the reference link : 6

Creditor

The company has a policy to treat creditors with equality, fairness and transparency by adhering to the conditions and agreements as follows;

1. To make contracts with all types of creditors legally, equality, fairness and transparency without taking advantage of contract parties
2. Do not use fraudulent methods or conceal any important information or facts that might harm the creditors.
3. To strictly abide by any term or condition stated in any contract entered into with all types of creditors accurately and straight forwardly.
4. Repay the loan with interest to all types of creditors completely and on time as agreed.

Reference link for Creditor : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-th.pdf>

Page number of the reference link : 7

Government agencies

The Company places great importance on government agencies as stakeholders. Guideline for conducting business transactions with the government agencies have been defined in the Company's Code of Conduct to allow employees to proceed appropriately and in compliance. The Company also cooperates with government agencies both academic supporting and various activities with the following guidelines;

1. To strictly comply with relevant laws and regulations and always realize that laws, rules or traditions in each locale may have different conditions, procedures or practices.
2. To refrain from influencing government officers to abet and collude in improper acts.
3. To create to knowledge in community development for government agencies such as local government organizations.
4. To provide support to activities undertaken by government agencies.
5. To participate in meetings, to provide opinions, support and provide academic assistance on a continuous basis.
6. To receive visits from government agencies.
7. To listen to opinions and suggestions from government agencies.

Reference link for Government agencies : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

Page number of the reference link : 9

Community and society

The company respects to human rights and treats them equally, conduct business with ethics towards all stakeholders and adhere to social responsibility by focusing on supporting activities to improve the quality of life and enhancing the benefits and happiness of the communities and societies where the company operates it also encourages employees and related parties to behave as good citizens contributing to community and society, with the following guidelines;

1. To support and provide proper assistance to society and communities, especially the communities surrounding the Company.
2. To preserve the environment nearby the communities and to control and manage waste from the production process and general consumption as well as contamination released into the environment through the use of efficient technology and close monitoring.
3. To promote and support carrying out of activities/projects designed to develop the potential and capabilities of youths in the areas of education, science, technology, sports, and art as well as instilling ethics and morals into young people so they are both smart and ethical individuals.
4. To support activities/projects dedicated to providing immediate assistance to those affected by disasters and to improve the potential and living standard of people in the society through various efforts such as career development and building strong communities to enable people to become self-reliant sustainably.
5. To support medical and public welfare activities/projects to enable people in local communities and society at large to have better health and better quality of life.
6. To promote and support activities in the areas of art, cultural heritage preservation, and sustaining religion as appropriate.
7. To provide support to foundations and charitable organizations to help and provide opportunities to the disenfranchised in society, empowering them to lead better lives. This support also extends to organizations carrying out activities beneficial to human resources development.
8. To open up opportunities for communities and other stakeholders to take part in the activities/projects to voice their opinions and suggestions, or to file complaints as a result of the Company's operations with the goal of allowing industry and the community to coexist sustainably.
9. To collaborate with the agencies concerned to foster a relationship with the community and promote community involvement.
10. To carry out business with concern for impact on the environment and the community and to encourage involved persons to take part in protecting the environment.

Reference link for Community and society : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

Page number of the reference link : 7

Media, Investors, Analysts

The Company stresses the importance of disclosing information to the mass media, investors, analysts, in which they can communicate the information to the public accurately and rapidly with the following guidelines;

1. To disclose information to the media, investors, analysts equitably and the information must be accurate, clear, and right to the point.
2. To communicate information on a quick and timely basis.
3. To provide opportunities for the media, investors, analysts to meet and talk closely with the top executives.
4. To facilitate the media to get in contact with the Company.
5. To establish good relationships with the media, investors, analyst through various activities such as business and plant visits. To observe the production process and plant management as well as obtain accurate information.

Reference link for the other policy and guidelines : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

Page number of the reference link : 8

Business Contractors

The company assists its contractors with respect to human right standards, environment, work safety, and remuneration, Furthermore, the Company is resolved to develop the capabilities and knowledge of contractors both relate to work and beyond to enable them to work more efficiently as follows:

1. To determine appropriate and fair remuneration and ensure that the amount of remuneration paid by the contractors to their workers shall not be less than the wage rate stipulated by law.
2. To promote safety awareness among contractors and oversee a safe work environment in their operations.
3. To open up opportunities for contractors to meet with executives to listen to their opinions and concerns so they can work more efficiently to achieve goals.
4. To encourage contractors to develop their knowledge to ensure maximum work efficiency.
5. To provide support and encourage business contractors to adopt to principle of sustainable development through social and environmental responsibility in their business operations, in accordance with the Company Supplier Code of Conduct.

Reference link for the other policy and guidelines : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-stakeholder-engagement-policy-en.pdf>

Page number of the reference link : 6

Joint Venture Partners

The Company respects the rights of joint venture partners and treats every partner equitably and fairly. It also promotes fair treatment of relevant parties in the business operations in accordance with the Company human rights policy. In addition, the Company works collaboratively with joint venture partners to ensure that the joint ventures achieve the shared goals. The relevant guidelines are as follows:

1. To collaborate with joint venture partners in supporting and strengthening the joint venture operations.
2. To encourage the exchange of ideas and suggestions with the joint venture partners and to jointly define the business plans to ensure the sustainable growth and development of the joint ventures.
3. To monitor the operations of the joint ventures in order to ascertain that they comply with the law and the sustainable development approach.
4. To work with the joint venture partners in allocating profits from the joint ventures in fair and transparent manner.
5. To refrain from taking advantage of the joint venture partners in any way.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

As a committed adherent to the sustainable development values of the United Nations Global Compact (UNGC), KCE Electronics Pcl. ('KCE') upholds the universal principles of human rights, labor, the environment, and anti-corruption. Our values and commitment to the highest business standards are reflected in the KCE Code of Ethics that outlines the policies and practices, and ethical principles and laws to which KCE adheres. This code of conduct is considered an integral part of the Company's working regulations for all directors, management, and employees of the KCE Group to follow.

KCE is committed to the principle of sustainability and good corporate citizenship. To this end, the Company will support total alignment with international recognized standards, including the Responsible Business Alliance (RBA) and the UN Universal Declaration of Human Rights. We are committed to the following:

- Operating in full compliance with all relevant laws, rules, and regulations.
- Providing employees with a safe and healthy workplace.
- Doing business fairly and upholding the highest standards of business integrity.
- Creating company value and enhancing shareholder value.
- Reducing the impact our operations may have on the environment.
- Promoting CSR practices throughout the supply chain.

It is critical that this code of conduct be put to use in daily interactions with our customers, shareholders, and employees. We also expect our business partners to uphold and convey its values within their organizations as well as with their subcontractors.

The Code is made up of five sections. Sections A, B, and C outline standards for Labor, Health and Safety, and the Environment, respectively. Section D adds standards relating to business ethics. Section E outlines the elements of an acceptable system to manage conformity to this Code.

Reference link for the full version of business code of conduct : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20210826-kce-cg-code-of-conduct-en.pdf>

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, Information and assets usage and protection, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The Company has a policy to conduct its business with honesty, integrity, transparency and fairness. This policy mandates that Directors, Management and Staff avoid transactions involving themselves or individuals/legal entities associated with them that may create conflicts of interest with the company.

The company's board of director has established a policy for clear consideration of items identified as conflicts of interest. The board members have the responsibility to report to the meeting if there are actions that constitute conflicts of interest. In cases of identified conflicts of interest, the respective Director is not permitted to participate or vote during that meeting agenda. That director must report such conflicts of interest to the audit committee for auditing and feedback to the board of directors. The company's board of director is responsible for overseeing compliance with procedures and strictly ensuring the disclosure of interconnected information in accordance with the regulations set by laws or regulatory authorities.

In addition, the directors are required to report any conflicts of interest that may arise to the Audit Committee. Furthermore, Management and Staff working in high-risk job functions (Purchasing & Shipping Department) must report conflicts of interest to the Chief Executive Officer and President through the "Conflict of Interest Report" in electronic format. This reporting occurs annually and any changes during the year that may lead to conflicts of interest should be promptly communicated.

Anti-corruption

The Board is of the opinion that corruption is a major risk factor. On November 18, 2013, the Company submitted Declaration of Intent to the Thai Private Sector Collective Action against Corruption (CAC). The Company was certified by CAC as a member on April 3, 2015. The Company retained CAC membership for the 4th consecutive period on December 30, 2023

Reference link for Anti-corruption : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20230919-kce-anti-fraud-corruption-policy-en.pdf>

Whistleblowing and Protection of Whistleblowers

The Company believes that good Corporate Governance is vital for the achievement of sustainable long-term growth. Therefore, the Company provides a channel for employees, stakeholders, and concerned third parties to send comments or useful suggestions, or to report or submit information concerning wrongdoing, violations of the law, regulations, or good Corporate Governance principles via email to whistleblower@kce.co.th. Furthermore, to ensure that those who make such a report receive proper protection, the Company has a policy to receive complaints directly through the Audit Committee. All details are kept confidential, and there is a mechanism in place when investigating a party who is accused to ensure fair treatment before disciplinary or legal action is taken.

Prevention of Misuse of Inside Information

The Board of Directors emphasizes having an efficient and effective Internal Control system. The Internal Audit system monitors and ensures that the Company has and is in compliance with the prescribed policies and guidelines regarding operating control, financial reporting, information technology as well as applicable rules and regulations as required by competent authorities. The compliance unit determines an audit plan that fully covers operations of all functions, and the plan shall be evaluated every quarter. The sufficiency of the internal control system shall also be evaluated every quarter. In 2024, the Company was in full compliance with its operating policies and applicable rules, regulations and guidelines as prescribed by the relevant authorities.

The Company has established an internal control assessment by management and internal audit every year. The Audit Committee reviewed and reported the result to the Company's Board of Directors. In the 2024, it is the Committee's view that the Company's internal control systems and risk management systems are adequate and appropriate. The comment was based on the "Internal control self-assessment questionnaire", suggested by the SEC

Reference link for Prevention of Misuse of Inside Information : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-use-of-inside-information-policy-en.pdf>

Gift giving or receiving, entertainment, or business hospitality

The Company establishes its policy on gifts, entertainment and hospitality as follows:

1. The providing or receiving of gifts, entertainment and hospitality to/from individuals and/or either government or private sectors must be transparent and with objectives for charity, and not made with the expectation of favorable treatment in return that may give the appearance as being for fraud or corruption. Thus, the request and approval processes must be in accordance with the Gifts and Hospitality Procedure.
2. The Company does not encourage trade parties, sellers, subcontractors or individuals related to business of the Company to provide gifts, assets or any benefits to staff which may lead them to make decision in their duties with bias or discomfort to create conflict of interests, unless they are given on conventionality that involves tradition of gifting.

Information and assets usage and protection

Company Asset Responsibility Policy

1. Maintain the company assets in good working condition and protect company assets from damage or loss
2. In the event that the company assets under the responsibility of an employee or any individual are damaged or lost, that individual must share responsibility with the Company as specified in the Company regulations, rules or policies.
3. Use Company assets efficiently and responsibly to maximize their benefits. While considering environmental preservation and energy conservation.
4. Do not use any of the Company assets for the benefit or other others in an improper manner,, either directly or indirectly
5. Upon termination of Employment with the Company, all work related assets must be returned to the Company, in any form, the information must not be recorded, copied, or duplicated for distribution or commercial use without the Company permission.

Information and IT system security

The Company has extensively utilized information technology systems throughout the organization to ensure convenient,

accurate, and efficient operations. Therefore, cyber security is of paramount importance as cyber threats have become increasingly diverse and can cause significant harm to the organization. The company has a policy to establish a cyber security system, utilizing technology tools, processes, and practices designed to prevent and address threats that may target the network infrastructure, systems, or various programs, potentially causing damage to the company from unauthorized individuals

Environmental management

The Company emphasizes and diligently maintains environmental management standards in accordance with relevant regulations and laws. Therefore, the environmental policies have been established, covering aspects such as reducing greenhouse gas emissions, using renewable energy, efficient energy and water usage, waste reduction, pollution prevention, and minimizing environmental impacts. These policies serve as guidelines for managers and employees, as well as communication with stakeholders and interested parties

Human rights

The Company recognizes its responsibility to respect human rights of all people irrespective of differences in age, sex, etc. The Company's guidelines supporting human rights are as follows:

- The Company respects the rights of all employees in any form, not only as stated by law or constitution but also general principles, and will not obstruct or deny employees their fundamental rights.
- The Company will not support or encourage employees to violate the human rights or general rights of other people.
- The Company will keep all personal information of employees confidential and will not disclose it to others without their permission.
- All Company employees will treat others equally and fairly, and will not violate or threaten the rights of other people.

Safety and occupational health at work

The Company emphasizes occupational health and safety for both employees and stakeholders, aiming to be a Zero Accident Organization. Therefore, the Company has a management system for occupational health and safety that complies with both national and international laws and standards. Regular risk assessments and reviews are conducted, along with continuous improvement of the company's safety control systems and measures. The Company has been certified with ISO 45001:2018 for Occupational Health and Safety Management Systems, certificate number TH20/13090, since March 6, 2020, following an assessment by SGS (Thailand) and continuous annual assessments are conducted.

Promotion of compliance with the business code of conduct

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

The Board of Director stipulates a "Code of Conduct" handbook and a written practice guideline for working and reviews such guideline annually, as well as discloses the guideline on the company's website.

The Company fosters awareness and the participation of good Corporate Governance throughout the organization. The Company disseminates its Corporate Governance Policy among the Company's management and employees via various channels, such as the Company's website, with the aim to instill the principles of good Corporate Governance into the corporate culture.

The Company's Board of Directors, management, and all employees perform their respective duties in compliance with the law, rules and regulations, and business ethics. The Company's businesses are conducted with a vision to create long-term value with a high degree of ethical standards and to follow these important characteristics: accountability, responsibility, transparency, and fair and equitable treatment. The Company acts in a fair, lawful, and ethical manner with all stakeholders and their representatives

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : 2023-2026-CAC certificate of membership anti corruption-s.jpg,
United Nations Global Compact (UNGC)
Certification document of UNGC membership status : หลักฐานการเข้าร่วม UNGC.pdf

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

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

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

Material changes and developments in policy and guidelines over the past year : No

Implementation of the CG Code for listed companies

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

Other corporate governance performance and outcomes

The activities of the ESG Oversight Committee in 2024 are as follows:

1. Considered the preparation plan for the 2024 Annual General Meeting (AGM) and provided recommendations to ensure the meeting is conducted in an orderly, transparent, and effective manner in accordance with the principles of good corporate governance and in line with the Stock Exchange of Thailand's AGM Checklist.
2. The company received a full score of 100 points or an excellent level for the fifth consecutive year from the 2024 AGM quality assessment project by the Thai Investors Association (TIA).
3. The company achieved an overall score of 98%, classified as "Excellent CG Scoring," for the tenth consecutive year in the 2024 Corporate Governance Survey of Thai Listed Companies by the Thai Institute of Directors (IOD).
4. The company achieved an overall ESG rating of "A" with a score of 74 points from the 2024 SET ESG Rating project by the Stock Exchange of Thailand.
5. The company appointed Mr. Sant Senadisai, an independent director, as a member of the Environmental, Social, Governance, and Sustainable Development Committee, increasing the proportion of independent directors to 50% in order to enhance the effectiveness of the committee's oversight. Additionally, the number of committee meetings was increased to at least three times per year.
6. Reviewed the Charter of the Environmental, Social, Governance, and Sustainable Development (ESG) Committee and related policies, which were published on the company's website at www.kce.co.th and communicated to all executives and employees to ensure proper implementation based on principles of governance alongside environmental care and genuine social responsibility.
7. Considered and approved the assessment results of key sustainability issues or materiality, reviewed and improved the company's ESG governance operations for 2024, and approved the governance plan and operational plan for 2024, focusing on environmental, social, and governance aspects to drive sustainable business development.
8. Reviewed and set both short-term and long-term greenhouse gas emission reduction targets, including a Net-Zero target, aligned with the Science-Based Target Initiative (SBTi).
9. Reviewed the performance of the Sustainable Development Operation Committee, which consists of senior executives from various departments and task forces, to support the execution of projects related to environmental, social, and governance issues within the framework of sustainable development.
10. Oversaw the implementation of measures to comply with the Personal Data Protection Act B.E. 2562 (2019), ensuring that the Data Protection Officer (DPO), the Personal Data Protection Committee, and the Personal Data Protection Task Force were responsible for compliance with the law and declared policies. In 2024, the company did not encounter any personal data breaches or complaints that violated the Personal Data Protection Policy.
11. Oversaw the implementation of information security controls for both internal company data, customer data, and supplier data, in accordance with the Information Security Management System certified by the Trusted Information Security Assessment Exchange (TISAX) standard to manage information security and enhance stakeholder confidence.
12. Considered and provided recommendations to the Anti-Corruption Task Force regarding training and awareness activities, as well as communications campaigns, to foster a corporate culture of integrity, transparency, and anti-corruption, and approved the review of anti-corruption measures.
13. The company renewed its membership in the Thai Private Sector Collective Action Coalition Against Corruption (CAC) for the third consecutive year, receiving the CAC certification in 2024, and was awarded the CAC Change Agent 2024 for inviting partners to join the CAC pledge for the second consecutive year.
14. Considered and provided recommendations to the Human Rights Task Force in establishing measures to mitigate risks and

impacts related to human rights from the annual Human Rights Due Diligence (HRDD) review for 2024.

15. Considered and supported the company's engagement with stakeholders to ensure practical actions that benefit stakeholders, such as participating in circular economy projects with partners in raw material packaging recycling, employee participation in the Happy Workplace program, community participation in the community market project, and academic collaboration in student internship and a green energy for education project.

The Board of Directors remains committed to conducting operations according to good corporate governance principles, ethical standards, business ethics, and prioritizes anti-corruption efforts. The Environmental, Social, Governance, and Sustainable Development Committee oversees the operations of directors, executives, and employees at all levels to ensure compliance with good corporate governance throughout the organization, thereby building trust among all stakeholders and fostering sustainable growth for the company.

The Board of Directors remains committed to conducting operations according to good corporate governance principles, ethical standards, business ethics, and prioritizes anti-corruption efforts. The Environmental, Social, Governance, and Sustainable Development Committee oversees the operations of directors, executives, and employees at all levels to ensure compliance with good corporate governance throughout the organization, thereby building trust among all stakeholders and fostering sustainable growth for the company

Corporate Governance Structure

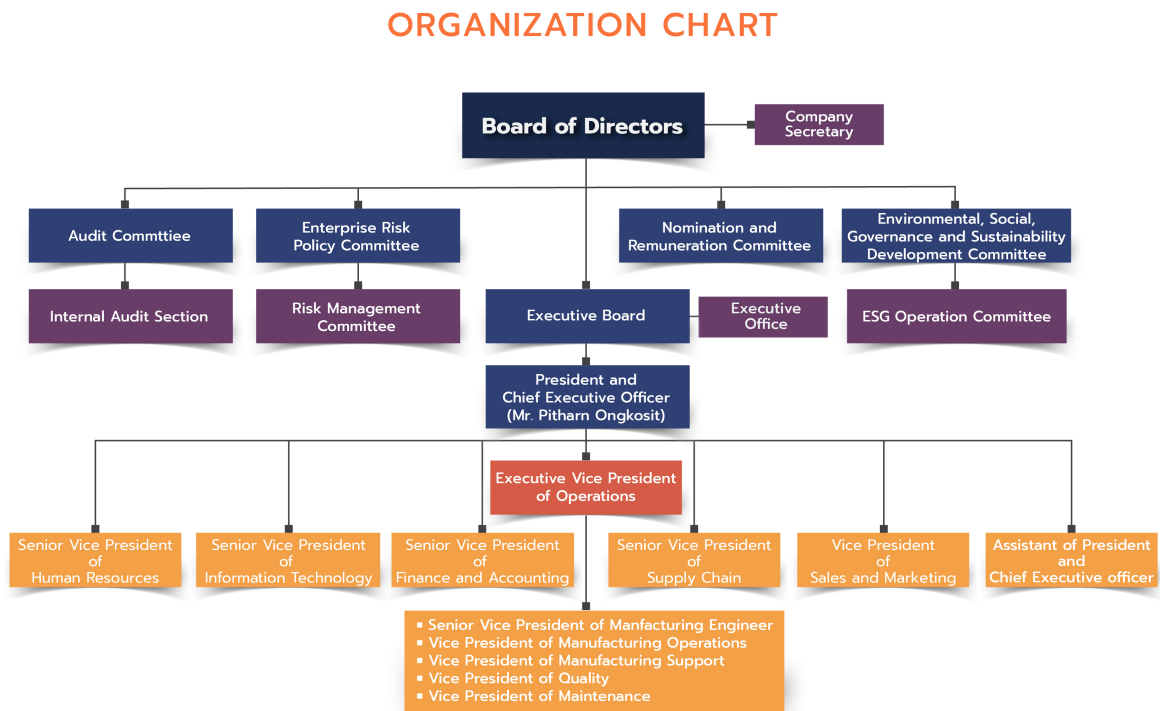
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	9	
	6	3
Executive directors	3	
	2	1
Non-executive directors	6	
	4	2

	2024	
	Male (persons)	Female (persons)
Independent directors	4	
	4	0
Non-executive directors who have no position in independent directors	2	
	0	2

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	66.67	33.33
Executive directors	33.33	
	22.22	11.11
Non-executive directors	66.67	
	44.44	22.22
Independent directors	44.44	
	44.44	0.00
Non-executive directors who have no position in independent directors	22.22	
	0.00	22.22

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

	2024	
	Male (years)	Female (years)
Average director age	61	
	55	73

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. BANCHANGKOSIT</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : GRAPHIC DESIGN</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 445,751 Shares (0.037709 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 1,900,450 Shares (0.160771 %) <p><u>Indirect shareholding details</u></p> <p>Wife</p>	<p>Chairman of the Board of Directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	29 Apr 1982	Electronic Components, Corporate Management, Business Administration, Marketing, Strategic Management
<p>2. Mr. PITHARN ONGKOSIT</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 164,790,546 Shares (13.940626 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) 	<p>Vice-chairman of the Board of Directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Apr 2014	Business Administration, Electronic Components, Marketing, Engineering, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mrs. CHANTIMA ONGKOSIT</p> <p>Gender: Female</p> <p>Age : 78 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 8,267,650 Shares (0.699410 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	28 Apr 1983	Business Administration, Project Management, Health Care Services, Strategic Management, Risk Management
<p>4. Mrs. VORALUKSANA ONGKOSIT</p> <p>Gender: Female</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,900,450 Shares (0.160771 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 445,751 Shares (0.037709 %) <p><u>Indirect shareholding details</u></p> <p>Husband</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 Apr 1989	Business Administration, Governance/ Compliance, Sustainability, Corporate Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mrs. SIRIPHAN SUNTANAPHAN</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : B.A</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 11,244,074 Shares (0.951204 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 990,000 Shares (0.083750 %) <p><u>Indirect shareholding details</u></p> <p>husband</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Apr 1992	<p>Sustainability, Governance/ Compliance, Risk Management, Business Administration, Electronic Components</p>
<p>6. Mr. PAITON TAVEEBHOL</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Apr 2012	<p>Accounting, Finance, Law, Audit, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. KANCHIT BUNAJINDA</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : MBA Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Apr 2016	Finance, Risk Management, Business Administration, Engineering, Audit
<p>8. Mr. SUTEE MOKKHAVESA</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 2020	Finance & Securities, Insurance, Finance, Data Analysis, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. SANT SENADISAI</p> <p>Gender: Male</p> <p>Age : 37 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : MBA with a concentration in Strategy</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 75,000 Shares (0.006345 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	11 Jul 2023	Business Administration, Banking, Marketing, Finance, Strategic Management

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. BANCHA ONGKOSIT	Chairman of the Board of Directors	✓				✓
2. Mr. PITHARN ONGKOSIT	Vice-chairman of the Board of Directors	✓				✓
3. Mrs. CHANTIMA ONGKOSIT	Director		✓		✓	✓
4. Mrs. VORALUKSANA ONGKOSIT	Director	✓				✓
5. Mrs. SIRIPHAN SUNTANAPHAN	Director		✓		✓	✓
6. Mr. PAITON TAVEEBHOL	Director		✓	✓		
7. Mr. KANCHIT BUNAJINDA	Director		✓	✓		
8. Mr. SUTEE MOKKHAVESA	Director		✓	✓		
9. Mr. SANT SENADISAI	Director		✓	✓		
Total (persons)		3	6	4	2	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Banking	1	11.11
2. Finance & Securities	1	11.11
3. Insurance	1	11.11
4. Health Care Services	1	11.11
5. Electronic Components	3	33.33
6. Law	1	11.11
7. Marketing	3	33.33
8. Accounting	1	11.11
9. Finance	4	44.44
10. Sustainability	2	22.22
11. Data Analysis	1	11.11
12. Project Management	1	11.11
13. Corporate Management	2	22.22
14. Engineering	2	22.22
15. Strategic Management	5	55.56
16. Risk Management	4	44.44
17. Audit	2	22.22
18. Governance/ Compliance	3	33.33
19. Business Administration	7	77.78

Information about the other directors

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

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

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

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

The measures for balancing the power between the board of directors and the Management	: Have
Methods of balancing power between the board of directors and Management	: Increasing the proportion of independent directors to more than half, Appointing one independent director to jointly consider setting the board meeting agenda

The Board of Directors is composed of independent directors and non-executive directors, which is more than 50% of the total Board of Directors, to establish checks and balances, transparent and rigorous management.

Information on the roles and duties of the board of directors

Board charter	: Have
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The Board of Directors of KCE Electronics Public Company Limited “the Board of Directors” strongly believes the importance of good corporate governance practices will enhance the Company’s performance and is central to achieving the company’s most important goals, namely, maximizing value for shareholders.

The Board of Directors has a legal responsibility to oversee the company’s operations and be accountable to stakeholders, including customer, shareholders, employees, business partners, suppliers, competitors, environment, social and the community

The relationship between the Board of Directors and management is a collaborative one. The CEO and Management Director are responsible for the day-to-day operations of the Company involving operational planning, decision-making and execution. The Board of Directors provides opinions on action plans and recommends strategies and monitors the Company’s operations and performance

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Other
 - The Board of Directors of the Company has roles and responsibilities in formulating strategies and policies for the Company’s business operations.

Scope of authorities, role, and duties

1. Acting in the best interests of shareholders (fiduciary duty) by adhering to the following four main practices:
 - 1) Performing duties with all circumspection and caution (duty of care)
 - 2) Performing duties with faithfulness and honesty (duty of loyalty)
 - 3) Performing duties in compliance with laws, objectives, Articles of Association, and resolutions of Shareholders’ Meetings (duty of obedience)
 - 4) Disclosing information to shareholders accurately, completely, and transparently (duty of disclosure)
2. Approving and reviewing the Company’s vision, mandate, policy, operational and budget plan, and supervising the performance of top executives to ensure they efficiently and effectively comply with policies for the security and balanced and sustainable interest of all stakeholders.
3. Undertake management in compliance with the law, the Company’s objectives and Articles of Association and the resolutions of Shareholders’ Meetings with integrity and in good faith, to protect the Company interest.
4. In supervising the Company’s business, the Board has determined the following matters to be the authority and responsibility of the Board, who shall consider for the approval:
 - 1) Policy, strategic management, targets, plans and annual budget of the company and subsidiaries
 - 2) The Company’s monthly and quarterly performance, compare to the plan and budget
 - 3) Investment projects that were not included in the annual capital budget, and approving any regular trade transactions which exceed the CEO’s authorization limit.
 - 4) The purchase or sale of assets, the acquisition of business and the participation in joint- venture that complies to the SET’s criteria, and the value do not exceeding the President’s authority

- 5) Any transactions or actions that will result in a major impact to the Company's financial status, debt burden, business operational strategy and reputation
 - 6) Any contract execution that is not related to the usual business operations, as well as any important contract on the usual business activities
 - 7) Opening and closing a Company's bank account with any financial institutes
 - 8) Related Transactions between the Company, subsidiaries, associate company and related persons, which do not meet with the requirements of the SET and SEC
 - 9) Payment of the interim dividend
 - 10) The change of policy and procedure that significantly affect accounting, risk management or internal control
 - 11) Determination and change of the approval authority conferred to CEO and executive management
 - 12) The proposed appointment and the termination of the Company's directorship and the Company secretary status
 - 13) Empowerment to either Chairman of the Board, CEO or Director, including the revision, change, amendment of the said empowerment, where the action does not contradict to the criteria and regulations of SET or SEC
 - 14) The appointment and determination of the sub-committee's duties and responsibilities
 - 15) The appointment of the Director in subsidiaries
 - 16) The change or reorganizing the Company structure, for the Executive VP position up
 - 17) Any other actions to comply with laws, the Company's objectives, the Articles of Association and the resolutions of the Board
5. Supervising and examining the financial reporting system for accuracy, transparency and adequacy.
 6. Complying strictly with the Company's good corporate governance policy.
 7. Initiate and be in part in determining the Corporate Governance policy, corporate governance guideline practice, roles and duty of the Company directors, and approve the CG policy.
 8. To establish the Internal Audit Unit to perform the duty within the Company, having a direct reporting line to the Audit Committee.
 9. Reviewing resolutions on director and executive remuneration for the best and sustainable interest of the Company and its shareholders.
 10. Supervising the process of appointment and election of directors for the purpose of transparency and clarity.
 11. Monitoring and managing any conflict of interest that may occur. Promoting awareness of the importance of the internal control system and internal audits to reduce the risk of fraud, abuse of authority and to prevent any illegal acts.
 12. Protecting the rights of all shareholders and stakeholders. Monitoring and supervising the disclosure of information and communications in an accurate, complete and transparent manner.
 13. Reviewing the recruitment and nomination of executives as needed.
 14. Policy placement, the administration of Company and including the auditing of the company's performance
 15. Overseeing and developing the risk management system, and corporate governance to achieve internationally accepted standards.
 16. Assessing the performance of the Board and its committees annually (in addition, each individual director performs a self-assessment).
 17. Attending all meetings of the Board of Directors and shareholder meetings except in unavoidable circumstances with advance notification to the Board or the secretary to the Board.

Reference link for the charter

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Audit Committee

Role

- Audit Subcommittee

Scope of authorities, role, and duties

1. Conducting audits to ensure that the Company has prepared accurate and adequate financial reports and ensure the auditor attends the committee meetings on a quarterly basis
2. Conducting audits to ensure that the Company complies with the Securities and Exchange Act, the requirements of the Stock Exchange of Thailand and other laws relating to the Company's business
3. Reviewing the disclosure of Company information in instances of connected transactions or transactions that may cause conflicts of interest, to ensure that such reported transactions are accurate and complete
4. Conducting audits to ensure that the Company has proper and effective systems of internal control, including reviews of the internal audit report, the auditing procedures, and assessing the review of Company operations in accordance with generally accepted procedures and standards and coordinating with the Company's auditor
5. Reviewing, selecting, nominating or terminate the Company's external auditor, as well as deciding on a suitable auditing fee, and meeting with the auditor at least once a year, in absent of management
6. Making assessments of the Company's major risks and giving advice to minimize such risks
7. Approving the nomination, appointment, transfer or dismissal, and rewards to the chief of the Company Internal Audit Unit
8. Approving the audit plan of the Internal Audit Unit; reviewing the budget plan and the manpower needs of the Internal Audit Unit
9. Reviewing and making an assessment of the supervisory performance of the Audit Committee and preparing the report of the Audit Committee to be disclosed in the Company annual report
 - 1) Accuracy and reliability of the financial report
 - 2) Adequacy of the internal control
 - 3) Compliance with the law on securities, SET requirements and applicable law
 - 4) Auditor's suitability
 - 5) Transactions with potential conflict of interests
 - 6) Audit Committee's meetings and the attendance of individual member
 - 7) Opinion or notice arising out of performing duties
 - 8) Any other matters the shareholders and general investor should know
10. The Chairman or the members of the Audit Committee shall attend Shareholders' Meetings in order to provide explanations on matters relating to the Audit Committee or the appointment of the Company's auditor
11. Reviewing and revising updates of the Charter of the Audit Committee annually (if deemed appropriate)
12. Ensuring the risk management systems to be in appropriated standard, conferring with the Risk Management Committee regarding the main policy related to risk management and risk assessment in all areas, including the risk of corruption
13. Taking any other action as assigned by the Board of Directors
14. Regularly report its performance to the Board every quarter

Reference link for the charter

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Executive Committee

Role

- Other
 - Check and follow up on the implementation of policies and management guidelines of the Company that are determined to be effective and supportive of business operations. Check and follow up on the Company's performance that is determined to be in accordance with the approved business plan

Scope of authorities, role, and duties

1. Review the policy, direction, strategic plan to conduct the business, Management structure and the annual budget of the Company and Subsidiaries, all investment projects and Manpower plan
2. Approving the nomination, selection, and appointment of a new executive management (Assistance VP position or higher), and determine compensation in line with the Nomination & Remuneration Committee's criteria
3. Supervising the performance of Management in accordance with Company policy, having overall responsibility for and taking control of the expenses and investment funds as outlined in the Company's Annual Plan as approved by the Board of Directors.
4. Reviewing the performance results in line with management policy and determining the positioning, strategic and operational plans in order to achieve the Company's ultimate goals.
5. Taking responsibility for the performance results of management and providing troubleshooting advice in order to ensure the Company's goals are efficiently achieved.
6. Taking control of the Company's expense budget as assigned by the Board of Directors or as outlined in the Company's Annual Plan.
7. Providing information and advice to the Board of Directors in support of any decision-making for the Company.
8. Solving problems or conflicts that have an impact on the organization of the Company.
9. Maintaining efficient communications with stakeholders.
10. Reviewing the Company's fundraising plans for further submission to the Board of Directors.
11. Approving the appointment of advisors for specific areas, as required by the Company's business operations.

Reference link for the charter

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Chairman of Enterprise Risk Policy Committee

Role

- RiskManagement Subcommittee

Scope of authorities, role, and duties

1. Create a policy and practical guideline for risk management to cover all dimensions of the risk for the Board of Directors to consider and approve
2. Define essential risk for the Company and propose the preventive actions or minimizing the risk at an acceptable level
3. Review the suffice of the risk policy and the risk management system, including the effectiveness of the system and practices in compliance with the policy
4. Oversee, follow up and assess the performance, including the adjustment of the operation plan, in order to continually reduce the risk and be suitable for the Company's business situation
5. Performing other duties as assigned by the Board of Directors.
6. Hold meetings and regularly report its performance to the Board at least twice a year

Reference link for the charter

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Nomination & Remuneration Committee

Role

- Nomination Subcommittee
- Remuneration Subcommittee

Scope of authorities, role, and duties

Duties Related to Nomination Tasks

1. Considering the appropriate structure and the composition of the Board, for the Committee and individual, to suit the organization in terms of the size, business type and the complexity of the Company's business; the qualification of each director in terms of education, knowledge, expertise, skill, experience and specialization that related to the Company's business or industry that the Company currently operate
2. Considering the qualification of the Independent Director that conforms to the SEC's regulations
3. Considering the qualification of top executive director who suits the Company's business management to achieve the Company's vision, covering the education, experience, knowledge and skill, and concerned factors of the business environment that is important must also be considered
4. Creating policy, rules, methodology and procedure in nominating a person for the Company's director, which conform to the structure and qualifications as determined and suit to the Company's organization
5. Recommending a development plan in order to enhance the knowledge for both current directors and new director, to understand the business, roles and responsibilities of the director and the important development. Coordinating with management to arrange orientation program to the new director, providing documents and information that are useful for the director to perform his duties
6. Recommending a succession plan for the Company's top executive in order to be prepared for the successor in the event that such top executive will retire or not in the position to perform the duty, so that the Company's business could be continued to operate as usual
7. Providing minority shareholders with an opportunity to propose qualified persons for selection as directors
8. Selecting qualified director to be a member of the sub-committee and nominating the director to the Board of Directors for consideration
9. Identifying qualified candidates to replace directors retiring at the end of their term or whatever the case may be, and submitting a list of nominees to the Board of Directors and/or the Shareholders' Meeting for resolution
10. Hold meetings and regularly report its performance to the Board at least twice a year.

Duties Related to Remuneration Tasks

1. Reviewing and proposing compensation form and methodologies, so that remuneration is appropriately corresponds to respective assigned duties and responsibilities, by linking remuneration to the performance assessment, business plan and overall Company's operating results. The directors' remuneration should be adequate to provide incentives for the directors and to retain the capable directors. The Board of Directors should consider and propose to the Shareholders' Meeting for approval resolution
2. Considering the Assessment form for the Board of Directors and propose to the Board for approval. The form will be used and reviewed by the Nomination Committee and the assessment results will be considered in determining the Director's compensation
3. Considering the Assessment form of the annual performance for the Company's CEO
4. Reviewing and approving compensation structure and standards for the Company's CEO, including other compensation in every year.
5. Evaluating the CEO's annual performance and determine appropriate remuneration, and propose to the Board of Directors for approval.
6. Hold meetings and regularly report its performance to the Board of Directors at least twice a year.

Reference link for the charter

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Role

- Nomination Remuneration Subcommittee
- Sustainability Subcommittee

Scope of authorities, role, and duties

1. Defining policy and proposing appropriate and practical guidance to the Company's Board of Directors
2. Managing and controlling Company operations in accordance with the Company's good corporate governance standards, policies, and related laws
3. Defining and reviewing important policies and procedures and revising them to be more appropriate on a regular basis
4. Reporting to the Board of Directors on the results of good corporate governance including comments and for further proposed improvements
5. Covering the scope of CSR activities
6. The CG Committee is obliged to conduct at least two meetings a year, depending on the necessity and appropriateness. The results of the meetings are reported to the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. PAITON TAVEEBHOL^(*)</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Apr 2012	Accounting, Finance, Law, Audit, Governance/ Compliance
<p>2. Mr. KANCHIT BUNAJINDA^(*)</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : MBA Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	28 Apr 2016	Finance, Risk Management, Business Administration, Engineering, Audit
<p>3. Mr. SUTEE MOKKHAVESA^(*)</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 2020	Finance & Securities, Insurance, Finance, Data Analysis, Risk Management

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. BANCHANGKOSIT Gender: Male Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : GRAPHIC DESIGN Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	29 Apr 1982
2. Mrs. VORALUKSANA ONGKOSIT Gender: Female Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	27 Apr 1989
3. Mr. PITHARN ONGKOSIT Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	29 Apr 2014
4. Mr. Fredrick Gharapet Ohanian Gender: Male Age : 71 years Highest level of education : Bachelor's degree Study field of the highest level of education : B s c in Mechanical Eng Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	16 Jul 2013
5. Mrs. Wasara Chotithammarat Gender: Female Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : MBA International Business Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	6 Oct 2022
6. Mrs. SIRIPHAN SUNTANAPHAN Gender: Female Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : B.A Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	29 Apr 1992

List of committee members	Position	Appointment date of executive committee member
7. Mr. Lin Po-Chiung Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : MBA Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	6 Oct 2022

Other Subcommittees

Subcommittee name	Name list	Position
Chairman of Enterprise Risk Policy Committee	Mr. KANCHIT BUNAJINDA	The chairman of the subcommittee (Independent director)
	Mr. PAITON TAVEEBHOL	Member of the subcommittee (Independent director)
	Mrs. SIRIPHAN SUNTANAPHAN	Member of the subcommittee
	Mr. PITHARN ONGKOSIT	Member of the subcommittee
	Mr. SUTEE MOKKHAVESA	Member of the subcommittee (Independent director)
Nomination & Remuneration Committee	Mr. PAITON TAVEEBHOL	The chairman of the subcommittee (Independent director)
	Mr. KANCHIT BUNAJINDA	Member of the subcommittee (Independent director)
	Mrs. CHANTIMA ONGKOSIT	Member of the subcommittee
Environmental, Social, Governance and Sustainability Development Committee Member	Mrs. SIRIPHAN SUNTANAPHAN	The chairman of the subcommittee
	Mrs. VORALUKSANA ONGKOSIT	Member of the subcommittee
	Mr. PAITON TAVEEBHOL	Member of the subcommittee (Independent director)
	Mr. SANT SENADISAI	Member of the subcommittee (Independent director)

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. BANCHANGKOSIT</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : GRAPHIC DESIGN</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>	Chairman of the Executive Board	29 Apr 1982	Electronic Components, Corporate Management, Business Administration, Marketing, Strategic Management
<p>2. Mrs. VORALUKSANA ONGKOSIT</p> <p>Gender: Female</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice Chairperson	27 Apr 1989	Business Administration, Governance/ Compliance, Sustainability, Corporate Management, Strategic Management
<p>3. Mr. PITHARN ONGKOSIT</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	President and Chief Executive Officer (The highest-ranking executive)	29 Apr 2014	Business Administration, Electronic Components, Marketing, Engineering, Strategic Management
<p>4. Mr. Fredrick Gharapet Ohanian</p> <p>Gender: Male</p> <p>Age : 71 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : B s c in Mechanical Eng</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President of Operations	16 Jul 2013	Automotive, Electronic Components

List of executives	Position	First appointment date	Skills and expertise
<p>5. Ms. Siwipha Mahatharadol</p> <p>Gender: Female</p> <p>Age : 42 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Assistant of President and Chief Executive Officer	1 Nov 2024	Business Administration, Finance, Accounting
<p>6. Mrs. Wasara Chotithammarat^(*)</p> <p>Gender: Female</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : MBA International Business</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Senior Vice President of Accounting & Finance	1 Jul 2022	Business Administration, Accounting, Finance
<p>7. Mr. Athasidh Ongkosit</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Bachelor of Science</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>	Senior Vice President of Information Technology	1 Aug 2013	IT Management
<p>8. Mr. Viboon Sunthornwiwath</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Master of Science in Human Resource Management (M.Sc. in HRM)</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>	Senior Vice President of Human Resources	10 Jan 2017	Human Resource Management

List of executives	Position	First appointment date	Skills and expertise
9. Mr. Boonchuan Immaraporn Gender: Male Age : 51 years Highest level of education : Doctoral degree Study field of the highest level of education : Chemistry Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Vice President of Manufacturing Engineer	14 Feb 2022	Engineering, Industrial Materials & Machinery, Electronic Components
10. Mrs. Patcharin Balankura ^(**) Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Finance and Banking Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	General accounting & Group Consolidation manager	3 Jan 2022	Accounting

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

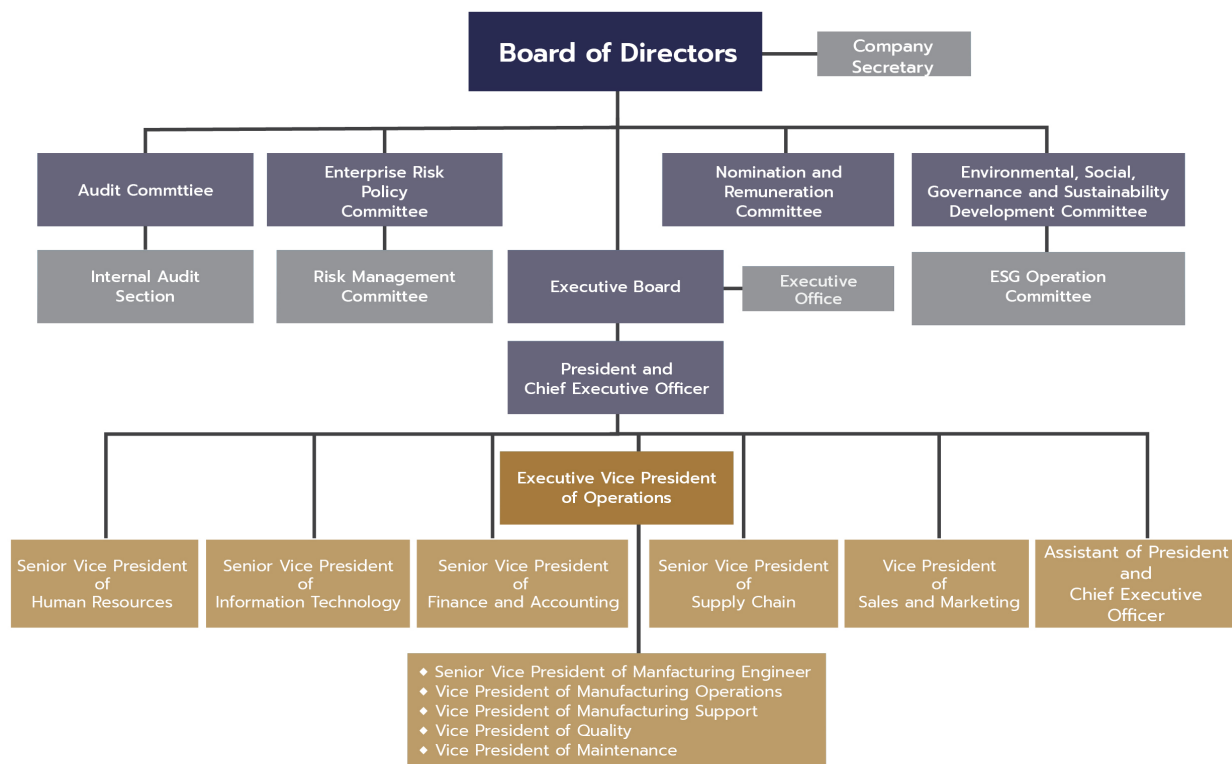
(**) Accounting supervisor

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

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

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

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



Organization Chart

Remuneration policy for executive directors and executives

The director remuneration policy and criteria is established by the Board of Directors. Currently, the form of remuneration of the directors comprises of 3 types; the monthly compensation, the yearly compensation, and meeting allowance which considers the tasks, responsibilities and performance of directors, including a comparison to the remuneration of other similar companies in the same industry. The remuneration criteria is application to all directors, including the executive directors.

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

The Board determines the policy and criteria of the remuneration for the Executive management, which is proposed by the Nomination & Remuneration Committee to consider and approve. Such remuneration is appropriately determined and based on the remuneration structure of the Company, taken into account of a reference to the survey of remuneration by a recognized institute, inflation rates, the Company's operating results, as well as the individual's performance, and in line with the assigned duties and responsibilities. The Company contributes remuneration in form of salary, annual bonus and contribution to provident fund

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	34,431,814.00	30,357,341.00	32,035,768.00
Total remuneration of executives (baht)	34,431,814.00	30,357,341.00	32,035,768.00

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	2,133,998.00	2,015,200.00	2,069,097.00
Employee Stock Ownership Plan (ESOP)	Yes	Yes	No
Employee Joint Investment Program (EJIP)	No	No	Yes

Board of Directors Meeting No.3/2024 held on March 12, 2024 passed a resolution to approve an Employee Joint Investment Program of KCE Electronics Public Company Limited No.2 (KCE-EJIP No.2). The EJIP serves as another means of compensation for employees, executives of the Company and Subsidiaries, to promote a sense of ownership, to serve as a work incentive and to encourage personnel to make a long-term commitment to the Company. Qualified employees can apply to participate in the project on a voluntary basis. Each month, the Company will deduct a rate of 4% to 20% of the basic salary of each employee who joins the EJIP and the Company will contribute 100% of such deducted amount. However, EJIP participants must strictly comply with a silent period

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mrs. Patcharin Balankura	kce-acc3@kce.co.th	023260196

List of the company secretary

General information	Email	Telephone number
1. Mrs. Wasara Chotithammarat	wasara.c@kce.co.th	023260196

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Chayanee Chaidetkhajorn	chayanee.c@kce.co.th	023260196

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Pitharn Ongkosit	pitharn@kce.co.th	023260196

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mrs. Wasara Chotithammarat	wasara.c@kce.co.th	023260196
2. Mrs. Niraphat Tiranakwit	niraphat@kce.co.th	023260196

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	1,657,000.00	Types of non-audit service : Compliance verification fee for BOI Details of non-audit service : Compliance verification fee for BOI Amount paid during the fiscal year 15,000.00 baht Total non-audit fee 15,000.00 baht	1. Mr. SUMATE JANGSAMSEE Email: sumate@kpmg.co.th Telephone: 026772000 License number: 9362 2. Mr. CHOKECHAI NGAMWUTIKUL Email: chokechai@kpmp.co.th Telephone: 026772000 License number: 9728 3. Mr. VEERACHAI RATANAJARATKUL Email: veerachai@kpmp.co.th Telephone: 026772000 License number: 4323 4. Mr. TREERAWAT WITTHAYAPHALERT Email: teerawat@kpmp.co.th Telephone: 026772000 License number: 11464

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
2,968,000.00	Types of non-audit service : Compliance verification fee for BOI Details of non-audit service : Compliance verification fee for BOI Amount paid during the fiscal year 15,000.00 baht Amount to be paid in the future 530,000.00 baht Total non-audit fee 545,000.00 baht

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

The Board is determined to lead the business successfully and to create the greatest benefit for Shareholders according to the Company's vision and mission while considering business ethics, future risks and good governance. In this regard, the Board uses independent judgment and discloses important information to Shareholders and investors correctly, completely, fairly and timely.

In 2024, the Board continued to undertake the following activities:

1) Establish the Company's Policy and Business Direction

The Board joined with management in establishing and reviewing the Company's vision, mission, strategies, operation budget and business plan in each year. The Board also discussed with management regarding the operation plan, investment plan, dividend payment plan, as well as any problems, and monitored management's performance according to the preset target in Board Meetings that are scheduled once a month, or 12 times per year.

2) Promote Corporate Governance

To promote the efficiency in the practice of Corporate Governance, the Board:

- Endorsed an action plan on CG and Anti-corruption for the year 2024, together with the annual goals for cascading the plan to all for implementation.
 - Encouraged the distribution of Corporate Governance Policy, business ethics and a code of conduct.
 - Reviewed and updated the corporate governance and code of conduct handbook.
 - Had all subcommittees and the CEO conduct a self-performance appraisal.
 - Established a channel for claims and suggestions on any matter so that employees and stakeholders could express their opinions independently, which led to improvements.
 - Oversaw the Environmental, Social, Governance and Sustainability Development Committee in reviewing, adjusting, assessing and updating Corporate Governance principles and business ethics consistent with the law, regulations of the SET and SEC, and good practices of international standards, and reported such compliance to the Board.
 - Designated the Internal Auditor unit to take role of the "Compliance Unit", and directly reported to the Audit Committee.
 - The Committee determined the policy of CSR and sustainability development.
- 3) Foster necessary risk management and continuously followed up the results through the Enterprise Risk Policy Committee's Report.
- 4) Considered the management plan of the Risk Management Committee.
- 5) There is a policy to allow non-executive directors and independent directors organize their own meeting without the participation of management at least 1 time per year
- 6) Oversight the preparation of practical guidelines for anti-corruption policy, and promote communication regarding an anti-corruption measures through all subsidiaries in the group.
- 7) Arrange for the Board to visit the new plant, including encouraging all Directors and management to attend various seminars or courses, which would be beneficial in performing their duties.
- 8) Conduct an internal control self-assessment by related management, then reviewed by the Audit Committee and propose the result to the Board.
- 9) Reviewed the policy and criteria in regard to the nomination and remuneration for directors and executive, including the selection procedure, the remuneration structure and the criteria for the determination of compensation, in line with their duties and responsibilities, as recommended by the Nomination and Remuneration Committee.
- 10) The Nomination and Remuneration Committee revised the Committee's Charter once a year.
- 11) Continue to improve the Annual Meeting of Shareholders. As a result, the Thai Investors Association and the Stock Exchange of Thailand rated the Company's AGM that was an "Excellent" level.
- 12) The Board has committed to place importance in conducting business within the framework of Good Corporate Governance. As a result, the Company achieved an "Excellent" corporate governance score in the 2024 annual survey by the Thai Institute of Directors Association (IOD), for the tenth consecutive year.
- 13) Assessed the Board of Directors' performance (overall and individual) with "excellent" outcome for the year.

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. BANCHA ONGKOSIT	Chairman of the Board of Directors	29 Apr 1982	Electronic Components, Corporate Management, Business Administration, Marketing, Strategic Management
Mr. PAITON TAVEEBHOL	Director	27 Apr 2012	Accounting, Finance, Law, Audit, Governance/ Compliance
Mr. SUTEE MOKKHAVESA	Director	1 Jan 2020	Finance & Securities, Insurance, Finance, Data Analysis, Risk Management

Selection of independent directors

Criteria for selecting independent directors

The Company has defined the role and qualifications of the *Independent Directors* in compliance with the Securities and Exchange Commission's and the Stock Exchange of Thailand's criteria, as follows:

- 1) Shall not hold more than 0.5% of the total voting shares of the company, including the shares held by related persons of that independent director.
- 2) Is not or has never been a director involved in management, an employee, a staff member, a salaried advisor, or a person with controlling authority in the company unless at least 2 years have passed since leaving such positions.
- 3) Is not related by blood or by legal registration (e.g., parent, spouse, sibling, child, or spouse of a child) to any other director, executive, major shareholder, controlling authority, or a person nominated as a director, executive, or controlling authority of the company or its subsidiaries.
- 4) Has no current or prior business relationship with the company in a manner that might obstruct independent judgment. This includes not being or having been a significant shareholder or controlling authority of an entity that has a business relationship with the company unless at least 2 years have passed since such relationships ended.
- 5) Is not and has never been an auditor of the company* and is not a significant shareholder, controlling authority, or partner of the audit firm where the auditor of the company belongs, unless at least 2 years have passed since such relationships ended.
- 6) Is not and has never been a professional service provider, including a legal or financial advisor who receives service fees exceeding 2 million baht per year from the company, nor a significant shareholder, controlling authority, or partner of that professional service provider unless at least 2 years have passed since such relationships ended.
- 7) Is not appointed as a representative of the company's directors, major shareholders, or shareholders who are related to major shareholders.
- 8) Does not operate or hold shares exceeding 0.5% of total voting shares in a business that is similar to and significantly competes with the company or its subsidiaries, nor is a partner in a partnership or a director involved in management, employee, staff member, or salaried advisor of such competing business.
- 9) Has no other characteristics that would impede the ability to express independent opinions on the company's operations.
- 10) Is capable of performing duties, expressing opinions, and reporting work outcomes independently, without being under the control of the company's management, major shareholders, or related persons, including close relatives of those individuals.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Number of directors from major shareholders

Number of directors from each group of major shareholders : 5
over the past year (persons)

Rights of minority shareholders on director appointment

The Company provided minor shareholders an opportunity to propose in advance qualified candidates to be nominated for election in the annual shareholders' meeting between September 4, 2024 - December 31, 2024 as announced on the Company's website (www.kce.co.th) and on the SET's news and information system. However, no shareholders nominated candidates for election to the Board of Directors.

Method of director appointment : Others : This agenda item must be approved by a majority of the total number of votes cast by shareholders attending the meeting and casting their votes. The election of directors shall be considered individually

Setting qualifications for the selection of directors⁽¹⁾

Remark:

⁽¹⁾ Criteria to Nominate Directors

The Board institutes a policy, criteria and procedures for nominating Directors by which it assigns the Nomination and Remuneration Committee to search for and select persons it deems qualified to act as a Director. The Committee proposes the appropriate selection criteria to the Board according to the present circumstances of the Company. The Committee allows various channels, such as major shareholders, minor shareholders and current Directors, to nominate potential candidates. It also considers the Director Pool of the Thai Institute of Directors (IOD) as well as other channels as it deems appropriate.

The Nomination and Remuneration Committee is responsible for selecting and screening candidates to hold the position of Director, with qualifications of candidates prescribed in the Company's regulations and in compliance to the business strategies, as well as the defined Board skill matrix which determines the required qualifications and other related criteria. The name of a candidate is proposing to the Board of Directors for consideration and approval before being submitted to the Shareholders' Meeting for a vote in accordance with the following criteria and procedures:

1. Each Shareholder shall have one vote per one share.
2. Each Shareholder may exercise all votes for voting individuals nominated to be a Director, one person at a time.
3. Persons who receive the highest vote sequencing from higher to lower are elected to be a Director of the Company per the number required that year. In the case where the a vote is even for the last required Director making the number of Directors more than that required, the Chairman of the Meeting will cast the deciding vote.
4. When there is a vacancy for a Director due to other conditions rather than by rotation, the Board of Directors appoints a qualified person who meets the criteria as required by the Company's articles of association to fill the position and attend the next Board of Director's Meeting. The appointed Director will remain in office for the remaining term of the replaced Director.
5. The Company has implemented a policy to limit the number of listed companies in which a Director can hold the position of Director to not exceeding five listed companies.

Information on the development of directors

Development of directors over the past year⁽²⁾

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. BANCHANGKOSIT (Chairman of the Board of Directors)	Participating	Other <ul style="list-style-type: none"> • 2024: Empowering Boards: Enhancing Governance, Standards and, Financial Insights • 2024: Risk Management for IATF16949 • 2024: Carbon Footprint for Organization: CFO
2. Mr. PITHARNONGKOSIT (Vice-chairman of the Board of Directors)	Participating	Other <ul style="list-style-type: none"> • 2024: Carbon Footprint for Organization : CFO • 2024: Risk Management for IATF 16949
3. Mrs. CHANTIMANGKOSIT (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: TCFD Disclosure and Climate Risk
4. Mrs. VORALUKSANAONGKOSIT (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Empowering Boards: Enhancing Governance, Standards, and, Financial Insights • 2024: Prevention and Suppression of Inappropriate Behavior of Listed Company • 2024: Carbon Footprint for Organization : CFO • 2024: Risk Management for IATF16949
5. Mrs. SIRIPHANSUNTANAPHAN (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Leading with Urgency: Climate Action for Boards • 2024: Prevention and Suppression of Inappropriate Behavior of Listed Company • 2024: Science based target of Climate Mitigation for Board-Level
6. Mr. PAITON TAVEEBHOL (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: National Director Conference 2024 - Sustainable Future: The Board as a Catalyst for Value • 2024: CAC Certification Ceremony 2024 - Business Beyond CAC: Spotlight on Supply Chain • 2024: Independent Director Forum 2024 - Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business • 2024: Chairman Forum 2024 - The Art of Chairman-CEO Dynamics: Fostering trust and Collaboration • 2024: CAC Certification Ceremony 2/2024 - Navigating ESG: The Power of Integrity
7. Mr. KANCHITBUNAJINDA (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Strategic Board Master Class (SBM) • 2023: Role of the Chairman Program (RCP) • 2021: Director Leadership Certification Program (DLCP) • 2005: Director Accreditation Program (DAP) • 2003: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2023: Global and Thailand Economic Outlook 2023, Bangkok Bank Ltd. • 2023: Concept of integrating organizational management according to the principles of Governance, Risk Compliance & Risk Management (GRC), KPMG
8. Mr. SUTEE MOKKHAVESA (Director)	Participating	Other <ul style="list-style-type: none"> • 2023: The Importance of the Audit Committee and Confidence in the Thai Capital Market. The Securities and Exchange Commission (SEC)

List of directors	Participation in training in the past financial year	History of training participation
9. Mr. SANT SENADISAI (Director)	Participating	Other • 2024: TCFD Disclosure and Climate Risk

Remark: ⁽²⁾ The Board of Directors has a policy to support and provide training and knowledge on the Company's corporate governance system to related parties, including Directors, members of the Audit Committee, member of the Nomination and Remuneration Committee, members of the Enterprise Risk Policy Committee, members of the Environmental, Social, Governance and Sustainability Development Committee, to ensure the continuous performance improvement as arranged by the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and training courses of Thai Institute of Directors Association (IOD).

There were directors attending trainings with the Thai Institute of Directors Association (IOD) in courses related to their roles. 100% of the total board members participated, with the IOD courses as follows:

Directors Accreditation Program (DAP): 67% of the total board members.

Directors Certification Program (DCP): 89% of the total board members.

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors stipulates (1) a self-assessment of the Board; (2) a self-evaluation of individual Directors; and (3) a self-assessment of all 4 sub-committees (the Audit Committee, the Nomination and Remuneration Committee, the Environmental, Social, Governance and Sustainability Development Committee, the Enterprise Risk Policy Committee), in order that the Directors can jointly review their performances and jointly solve problems in order to ensure an overall improvement in performance.

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

Self-assessment procedure - the entire Board

1. The Board reviews and approves the form and format used in the assessment.
- In 2024, the Board endorsed using an evaluation form established by the SET and modified some questions to cover all areas of its responsibilities and to suit the characteristics and structure of the Company's Board of Directors.
2. The Company's Secretary concludes and analyses the assessment results of the Board's performance and reports the results to the Board.
3. The Company's Secretary summarizes the results of the analysis and additional comments from the Board to develop an improvement plan.

The criteria of the self-assessment - the entire Board

1. Structure and Qualifications of the Board consisting of the diversification of Directors, independent director ratio and qualifications of sub-committee members.
2. Roles, duties and responsibilities of Directors, which consist of a sufficient time in considering important issues, transactions involving a conflict of interest, the internal control system and risk management.
3. The Board Meeting, which consists of arranging the meeting schedule for the entire year in advance, quality of documents for the Meeting that is sufficient for the Board's decision-making.
4. Duties of Directors, which include a regular attendance of meetings and the opportunity to express opinions freely.
5. The relationship with management, which consists of an opportunity to discuss and jointly resolve problems.
6. The self-development of Directors and the development potential provided to executives, which consists of understanding roles, knowledge of the Company's business, the promotion of training for Directors and succession planning.

The result of the 2024 self-assessment - the entire Board of Directors: The average score was "excellent"

Self-assessment of the Performance - individual Directors

Self-assessment procedure - the individual Directors

1. The Board reviewed and approved the form and format used in the assessment in accordance with the criteria set by the Environmental, Social, Governance and Sustainability Development Committee.
2. Individual Directors completed the self-evaluation themselves, giving opinions regarding the roles of Directors, their independence, management structure, knowledge development and comments on the administration of the organization.
3. The Company's Secretary concluded and analyzed the assessment result and reported said results to the Board to establish a development plan for individual Directors.

The criteria of the self-assessment - the individual Directors

1. The qualification of Directors, the Board's diversity, performance of Directors.
2. Roles, duties and responsibilities: independence, expressing opinions, participating in activities, the internal

control system, risk management and disclosure of information.

3. Meetings: meeting attendance, expressing opinions and studying the agenda before the meetings.

4. Providing other recommendations that are useful for management of the organization.

The result of the 2024 self-assessment – the individual Director: The average score was "excellent"

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	The average score was excellent	Excellent
	Self-assessment	The average score was excellent	Excellent
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board of Directors requires an evaluation of the CEO's performance be conducted on a yearly basis against target and evaluation criteria that are linked to the successful carrying out of the Company's strategic plans in order to appropriately determine his remuneration and incentive rewards.

The Board considered approving the use of an assessment form for the CEO based on a preliminary format set by the SET. At the end of the year, the Company's Secretary will distribute an evaluation form to all Directors and to the CEO for his self-assessment. The results will be summarized and used for a potential development plan for the CEO.

The Company's Secretary will gather and report the evaluation results to the Nomination and Remuneration Committee and the Board in order to determine an appropriate remuneration for the CEO.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 13
(times)

Date of AGM meeting : 18 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. BANCHANGKOSIT (Chairman of the Board of Directors)	11	/	13	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
2. Mr. PITHARN ONGKOSIT (Vice-chairman of the Board of Directors)	13	/	13	1	/	1	N/A	/	N/A
3. Mrs. CHANTIMA ONGKOSIT (Director)	13	/	13	1	/	1	N/A	/	N/A
4. Mrs. VORALUKSANA ONGKOSIT (Director)	12	/	13	1	/	1	N/A	/	N/A
5. Mrs. SIRIPHAN SUNTANAPHAN (Director)	13	/	13	1	/	1	N/A	/	N/A
6. Mr. PAITON TAVEEBHOL (Director, Independent director)	13	/	13	1	/	1	N/A	/	N/A
7. Mr. KANCHIT BUNAJINDA (Director, Independent director)	13	/	13	1	/	1	N/A	/	N/A
8. Mr. SUTEE MOKKHAVESA (Director, Independent director)	11	/	13	1	/	1	N/A	/	N/A
9. Mr. SANT SENADISAI (Director, Independent director)	13	/	13	1	/	1	N/A	/	N/A

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

- Sick
- Business leave

Remuneration of the board of directors

Types of remuneration of the board of directors

The Nomination and Remuneration Committee has considered the principle and the form of the remuneration of directors and executive management, taking into account the fairness which reflects the extent of their duties and responsibilities and the suitability against the achievements, the Company's operating performance and other related factors, including a comparison to the remuneration of other similar companies in the same industry. The company also made a reference to the survey of remuneration of directors which was jointly undertaken by the Stock Exchange of Thailand and the Thai Institute of Directors Association (IOD)

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. BANCHANGKOSIT (Chairman of the Board of Directors)			2,785,000.00		N/A
Board of Directors	585,000.00	2,200,000.00	2,785,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
2. Mr. PITHARNONGKOSIT (Vice-chairman of the Board of Directors)			1,720,000.00		0.00
Board of Directors	520,000.00	1,100,000.00	1,620,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Chairman of Enterprise Risk Policy Committee	100,000.00	0.00	100,000.00	No	
3. Mrs. CHANTIMAONGKOSIT (Director)			1,645,000.00		0.00
Board of Directors	520,000.00	1,100,000.00	1,620,000.00	No	
Nomination & Remuneration Committee	25,000.00	0.00	25,000.00	No	
4. Mrs. VORALUKSANAONGKOSIT (Director)			1,695,000.00		0.00
Board of Directors	520,000.00	1,100,000.00	1,620,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Environmental, Social, Governance and Sustainability Development Committee Member	75,000.00	N/A	75,000.00	-	
5. Mrs. SIRIPHANSUNTANAPHAN (Director)			1,810,000.00		0.00

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	520,000.00	1,100,000.00	1,620,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Environmental, Social, Governance and Sustainability Development Committee Member	90,000.00	0.00	90,000.00	No	
Chairman of Enterprise Risk Policy Committee	100,000.00	0.00	100,000.00	No	
6. Mr. PAITON TAVEEBHOL (Director)			2,585,000.00		0.00
Board of Directors	520,000.00	1,100,000.00	1,620,000.00	No	
Audit Committee	200,000.00	560,000.00	760,000.00	No	
Nomination & Remuneration Committee	30,000.00	0.00	30,000.00	No	
Chairman of Enterprise Risk Policy Committee	100,000.00	0.00	100,000.00	No	
Environmental, Social, Governance and Sustainability Development Committee Member	75,000.00	0.00	75,000.00	No	
7. Mr. KANCHIT BUNAJINDA (Director)			2,420,000.00		0.00
Board of Directors	520,000.00	1,100,000.00	1,620,000.00	No	
Audit Committee	175,000.00	480,000.00	655,000.00	No	
Chairman of Enterprise Risk Policy Committee	120,000.00	0.00	120,000.00	No	
Nomination & Remuneration Committee	25,000.00	0.00	25,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
8. Mr. SUTEE MOKKHAVESA (Director)			2,280,000.00		0.00
Board of Directors	520,000.00	1,100,000.00	1,620,000.00	No	
Audit Committee	105,000.00	480,000.00	585,000.00	No	
Chairman of Enterprise Risk Policy Committee	75,000.00	0.00	75,000.00	No	
9. Mr. SANT SENADISAI (Director)			1,670,000.00		0.00
Board of Directors	520,000.00	1,100,000.00	1,620,000.00	No	
Environmental, Social, Governance and Sustainability Development Committee Member	50,000.00	0.00	50,000.00	No	
10. Mr. Fredrick Gharapet Ohanian (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
11. Mrs. Wasara Chotithammarat (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
12. Mr. Lin Po-Chiung (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	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	4,745,000.00	11,000,000.00	15,745,000.00
2. Audit Committee	480,000.00	1,520,000.00	2,000,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
3. Executive Committee	0.00	0.00	0.00
4. Chairman of Enterprise Risk Policy Committee	495,000.00	0.00	495,000.00
5. Nomination & Remuneration Committee	80,000.00	0.00	80,000.00
6. Environmental, Social, Governance and Sustainability Development Committee Member	290,000.00	0.00	290,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	6,090,000.00
Other monetary remuneration (Baht)	12,520,000.00
Total (Baht)	18,610,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

- Does the Company have subsidiaries and associated companies : Yes
- Mechanism for overseeing subsidiaries and associated companies : Yes
- Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, Disclosure of financial condition and operating results, Transactions between the company and related parties, 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

Directors from the head company are appointed as directors in subsidiaries and associated companies

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 : Yes
over the past year

The Company has a policy to conduct its business with honesty, integrity, transparency and fairness. This policy mandates that Directors, Management and Staff avoid transactions involving themselves or individuals/legal entities associated with them that may create conflicts of interest with the company.

The company's board of director has established a policy for clear consideration of items identified as conflicts of interest. The board members have the responsibility to report to the meeting if there are actions that constitute conflicts of interest. In cases of identified conflicts of interest, the respective Director is not permitted to participate or vote during that meeting agenda. That director must report such conflicts of interest to the audit committee for auditing and feedback to the board of directors. The company's board of director is responsible for overseeing compliance with procedures and strictly ensuring the disclosure of interconnected information in accordance with the regulations set by laws or regulatory authorities.

In addition, the directors are required to report any conflicts of interest that may arise to the Audit Committee.

Furthermore, Management and Staff working in high-risk job functions (Purchasing & Shipping Department) must report conflicts of interest to the Chief Executive Officer and President through the "Conflict of Interest Report" in electronic format. This reporting occurs annually and any changes during the year that may lead to conflicts of interest should be promptly communicated.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

Prevention of the use of internal information by Board members, executive management, employees and related persons

1. Established an internal control system to prevent the leakage of information
 - 1.1 A clear written policy to determine the standard behavior and procedures related to managing confidential internal information. The policy must be communicated to all employees to be put into practice and shall be regularly reviewed.
 - 1.2 Strict management of documentation and accessibility to information
 - 1.3 A clear policy regarding communication with mass media and other outsiders.
 - 1.4 Conduct an audit and execute steps to deal with a leakage of information. Stipulate a policy to carry out an investigation in case of a suspected leakage of information and communicate said procedures to employees. Provide a whistle-blowing policy.
 - 1.5 The Company has implemented a Firewall system to prevent unauthorized access or destruction of important company data. Additionally, there is an Anti-Virus system in place to prevent the introduction and spread of viruses that could destroy data.
 - 1.6 The Company has established the security control system for employee data access within each software, defining the access rights of employees to data.
2. Register a list of names of insiders who are involved with confidential transactions, including both personnel within and without the Company, who are considered an "insider" and limit the list to the least number of persons.
3. Proceed with necessary actions to remind Board members, management and staff who have access to internal information to carry out their duty in treating confidential data.
 - 3.1 Impose a duty of confidentiality and restrictions in stock trading in employment contracts or other agreements for all staff, including temporary staff, who have potential access to internal information.
 - 3.2 The Company Executives who have access to the company's financial information must not exploit this information for personal benefit before disclosing it to the public, either directly or indirectly.
 - 3.3 The Company has established guidelines for the storage, retention, and protection of internal company data in employment contracts, regulations, and codes of conduct related to work. Employee and related parties are not permitted to seek personal benefits from any confidential information or news of the Company that has not been disclosed to the

public.

3.4 In case of a resignation, an exit interview will be conducted and all internal information must be returned to the Company.

3.5 The Company promoted and facilitated training and knowledge sharing for the Directors, Management and all employees who involved in handling confidential information. This is to prevent unintentional or inappropriate disclosure of confidential information.

3.6 The stock trading policy should state the restrictions concerning inside trading according to law that covers Board members, executives, management and all staff who are registered as insiders. There is also a measure that covers securities trading during which the Company enters into confidential transactions that are not yet disclosed to the public. And Members of the Board of Directors, Management, and Investor Relations are prohibited from trading shares and derivatives that are relative to the Company during the silent period of each quarter, up until 1 calendar day after the quarterly result announcement. The Company's Board members and its executives are required to disclose their investments in the Company's shares. Reports of their holding must be updated and submitted to the Board of Directors on a regular basis. Members of the Board of Directors, Management, and Investor Relations are prohibited from trading shares and derivatives that are relative to the Company during the silent period of each quarter, up until 1 calendar day after the quarterly result announcement.

3.7 External parties involved in auditing or transactions related to information that may affect the company's securities prices must enter into a confidentiality agreement with the company until the information is disclosed to the Stock Exchange of Thailand and the Securities and Exchange Commission.

In 2024 there were no cases of unfair practices or exploitation of investors through insider trading by the company's directors or executives.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, 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

The Board is of the opinion that corruption is a major risk factor. On November 18, 2013, the Company submitted Declaration of Intent to the Thai Private Sector Collective Action Against Corruption (CAC). The Company was certified by CAC as a member on April 3, 2015. The Company retained CAC membership for the 4th consecutive year on December 30, 2023. In 2024, the Affiliated Companies, that are Thai Laminate Manufacturer Co., Ltd., which is the Company's subsidiary, certified as CAC membership on September 30, 2024.

And on November 11, 2024, the Company has been awarded the CAC Chang Agent Award 2024 from CAC. The award is given to companies that comply with CAC's criteria on Anti-Corruption practices. Also the company must expand the transparent business network by persuading at least 10 SMEs in its supply chain to submit Declaration of Intent with the CAC project to create transparency and sustainability of supply chain

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures : Yes
over the past year

The Company believes that good Corporate Governance is vital for the achievement of sustainable long-term growth. Therefore, the Company provides a channel for employees, stakeholders, and concerned third parties to send comments or useful suggestions, or to report or submit information concerning wrongdoing, violations of the law, regulations, or good Corporate Governance principles via email to whistleblower@kce.co.th. Furthermore, to ensure that those who make such a report receive proper protection, the Company has a policy to receive complaints directly through the Audit Committee. All details are kept confidential, and there is a mechanism in place when investigating a party who is accused to ensure fair treatment before disciplinary or legal action is taken.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. PAITON TAVEEBHOL (Chairman of the audit committee)	5	/	5
2 Mr. KANCHIT BUNAJINDA (Member of the audit committee)	5	/	5
3 Mr. SUTEE MOKKHAVESA (Member of the audit committee)	3	/	5

The results of duty performance of the audit committee

The Committee reported the results of its audits of the Company's business operations to the Board on a quarterly basis, with a summary of its performance, as follows:

The accuracy, completeness and reliability of financial reports

The Audit Committee reviewed the quarterly and annual financial statements, all significant accounting policies and material financial transactions, as well as compliance to the Federation of Accounting Professions' Accounting standard, including the sufficient disclosure of key data in the notes to the financial statements in accordance with the financial reporting standard. With considering to the scope, audit plan, internal auditor's report, methodology of the audit and the findings from the auditor's review, in cooperation with the responsible executives, the Audit Committee's opinion is that the Company's financial reports were prepared in accordance with accounting principles prescribed by the

Federation of Accounting Professions and are accurate, complete and reliable. In addition, the adoption of accounting policies was sensible, and the disclosure was adequate.

The adequacy of internal controls, internal audit systems, risk management and corporate governance

The Committee reviewed the assessment reports of the Internal Audit Unit and of the external auditor on internal control systems, risk management and corporate governance, as well as provided necessary suggestions to support and monitor the improvement of executive performance as recommended in the audit reports. It is the Committee's view that the Company's internal control systems and risk management systems are adequate and appropriate.

The Audit Committee reviewed and endorsed the annual internal audit plan, which was prepared in accordance with a Risk-Based Audit Approach and with consideration of the audit performance; and also regularly consulted with the Internal Audit Unit on the auditor's observations in the absence of management. Following this, the Audit Committee concluded that the Internal Audit Unit's activities were independent and appropriate.

Oversight of Anti-Corruption

Subsequent to CAC membership certification that was awarded on April 3, 2015, the Company retained CAC membership for the 4th consecutive year on December 30, 2023. The Committee placed increased importance on corporate governance procedures and compliance with anti-corruption guideline practices. The Committee assigned the Internal Audit Unit to review KCE's anti-corruption guideline practices and report the result to the Audit Committee.

Connected transactions or transactions that may cause conflicts of interests

The Audit Committee reviewed the financial reports and significant financial activities among the Company's subsidiaries and associated companies with a particular focus on connected transactions as well as transactions that may lead to conflicts of interests, to ensure they are in compliance with the applicable laws and regulations of the Stock Exchange of Thailand. Additionally, the external auditor was requested to undertake a full review of these connected transactions occurred in a quarterly basis. In 2024, the Audit Committee concluded that these related-party transactions were part of the company's normal course of business and based on regular commercial terms, sensible and fair conditions and were undertaken for the maximum benefit of the Company.

Suitability, review, selection and the appointment of the external auditor

The Committee assessed the independence of the external auditor and its performance in 2024 and found that its overall performance to be good. It also concluded that the Company was fully independent in its audit activities. The Committee also consulted with the external auditor on one occasion in the absence of management in order to perceive other opinions regarding the audit activities and the coordination with management of the concerned departments.

In selecting and proposing a firm to serve as the Company's auditor for the year 2025, the Committee considered the Company's performance, work experience, knowledge and competency, audit expertise, trustworthiness, sufficiency of human resources, the volume of audit work and the auditor's independence. The auditor must be approved by the Securities and Exchange Commission. The Committee concluded that the performance of KPMG Phoomchai Audit Ltd. had been suitable in relation to the proposed remuneration fee for 2025. The Audit Committee suggested that the Board of Directors propose to the Shareholders' Meeting that KPMG Phoomchai Audit be reappointed as the auditor for the Company and its subsidiaries in 2025.

Compliance with Securities and Exchange laws, SET regulations, and other applicable laws

The Audit Committee ensured that the Company's corporate practice was in line with Securities and Exchange Commission (SEC) laws, SET regulations and other laws relating to the Company's operations. The Committee also assigned management to keep up with any substantial amendments concerning the Securities and Exchange Act and other related SEC Notifications and continuously report such changes to the Committee. The Committee also provided oversight of the readiness for a revision of the Company's code of conduct and corporate governance under the SEC's Code of Corporate Governance. To this end, it assigned management to review the compliance the Code of Corporate Governance in order to be prepared for the SEC's implementation. For 2024, the Audit Committee's opinion is that the Company is fully compliant with the SEC's laws and SET's regulations, as well as other laws pertaining to the Company's business.

Overall view of the performance in compliance with the Charter

The Committee conducted a self-assessment of the overall performance of the Audit Committee in 2024, where by an assessment was made of the overall activities and specific activities of the Audit Committee, which consist of 6 activities, as follows: 1) the review of financial reports to ensure their accuracy and completeness; 2) the review of the efficiency and effectiveness of the Company's internal control systems and Internal Audit Unit; 3) the review of connected transactions or transactions with conflicts of interests; 4) the selection and recommendation regarding the appointment of the external auditor; 5) the review of the compliance with Securities and Exchange laws, SET regulations, and other applicable laws; and 6) the preparation of the Audit Committee's report.

The Audit Committee's overall view was that the members had performed their duties and responsibilities as stated in the Audit Committee's charter, which was approved by the Board, sufficiently and thoroughly with due competence, care, prudence and independence for the equitable interest of all stakeholders.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. BANCHA ONGKOSIT (Chairman of the executive committee)	12	/	12
2 Mrs. VORALUKSANA ONGKOSIT (Vice-chairman of the executive committee)	12	/	12
3 Mr. PITHARN ONGKOSIT (Member of the executive committee)	12	/	12
4 Mr. Fredrick Gharapet Ohanian (Member of the executive committee)	12	/	12
5 Mrs. Wasara Chotithammarat (Member of the executive committee)	12	/	12
6 Mrs. SIRIPHAN SUNTANAPHAN (Member of the executive committee)	12	/	12
7 Mr. Lin Po-Chiung (Member of the executive committee)	12	/	12

The results of duty performance of Executive Committee

1. Review the policy, direction, strategic plan to conduct the business, Management structure and the annual budget of the Company and Subsidiaries, all investment projects and Manpower plan
2. Approving the nomination, selection, and appointment of a new executive management (Assistance VP position or higher), and determine compensation in line with the Nomination & Remuneration Committee's criteria
3. Supervising the performance of Management in accordance with Company policy, having overall responsibility for and taking control of the expenses and investment funds as outlined in the Company's Annual Plan as approved by the Board of Directors.
4. Reviewing the performance results in line with management policy and determining the positioning, strategic and operational plans in order to achieve the Company's ultimate goals.
5. Taking responsibility for the performance results of management and providing troubleshooting advice in order to ensure the Company's goals are efficiently achieved.
6. Taking control of the Company's expense budget as assigned by the Board of Directors or as outlined in the Company's Annual Plan.
7. Providing information and advice to the Board of Directors in support of any decision-making for the Company.
8. Solving problems or conflicts that have an impact on the organization of the Company.
9. Maintaining efficient communications with stakeholders.
10. Reviewing the Company's fundraising plans for further submission to the Board of Directors.
11. Approving the appointment of advisors for specific areas, as required by the Company's business operations.

Meeting attendance Chairman of Enterprise Risk Policy Committee

Meeting Chairman of Enterprise Risk Policy : 4
Committee (times)

List of Directors	Meeting attendance Chairman of Enterprise Risk Policy Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KANCHIT BUNAJINDA (The chairman of the subcommittee)	4	/	4
2 Mr. PAITON TAVEEBHOL (Member of the subcommittee)	4	/	4
3 Mrs. SIRIPHAN SUNTANAPHAN (Member of the subcommittee)	4	/	4
4 Mr. PITHARN ONGKOSIT (Member of the subcommittee)	4	/	4
5 Mr. SUTEE MOKKHAVESA (Member of the subcommittee)	3	/	4

The results of duty performance of Chairman of Enterprise Risk Policy Committee

In 2024, the committee held 4 meetings, which addressed key topics and details regarding various risk factors. The main points are as follows:

1. Annual review of key enterprise risks, encompassing six major areas:

- 1) Strategic Risk
- 2) Operational Risk
- 3) Financial Risk
- 4) Emerging Risk
- 5) Information Technology Risk
- 6) Environmental, Social, and Governance (ESG) Risk

2. Analysis of critical and urgent risks that may significantly impact the company's business operations. These include risks arising from international conflicts affecting the global economy, exchange rate volatility, technological changes, cybersecurity risks, and risks associated with climate change impacts. Preventive measures and strategies to mitigate these risks were identified.

3. Approval of risk maps, risk indicators, and significant risk levels, as well as consideration of risk management measures for each risk owner's unit.

4. Reviewing and approving the scope and framework of risk management to ensure alignment with current business operations and practices for effective risk management.

5. Reporting the outcomes of risk management to the company's Board of Directors.

The Enterprise Risk Management Policy Committee will continue to oversee and monitor significant risk management outcomes to ensure that risks are maintained at an acceptable level. This approach supports and enhances the organization's ability to achieve its objectives and goals.

Meeting attendance Nomination & Remuneration Committee

Meeting Nomination & Remuneration Committee : 1
(times)

List of Directors	Meeting attendance Nomination & Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PAITON TAVEEBHOL (The chairman of the subcommittee)	1	/	1

List of Directors	Meeting attendance Nomination & Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
2 Mr. KANCHIT BUNAJINDA (Member of the subcommittee)	1	/	1
3 Mrs. CHANTIMA ONGKOSIT (Member of the subcommittee)	1	/	1

The results of duty performance of Nomination & Remuneration Committee

The Nomination and Remuneration Committee held 1 meetings in 2024, with all committee members attending the meeting, and the committee reported the summary of its operations to the Board of Directors, with key activities in 2024 as follows:

1. The Committee reviewed roles, duties and responsibilities of the Nomination and Remuneration Committee.
2. The Committee reviewed and amended the charter, policy and criteria in regard to the nomination and remuneration of directors, including the criteria and selection procedure, the remuneration structure and other benefits, in line with their duties and responsibilities, and considering information in reference to other companies in the same industry, including the report on the remuneration of directors surveyed by the Thai Institute of Directors (IOD).
3. Suitable candidates were nominated for appointment as directors and sub-committee members, and presented to the Board of Directors and the 2024 Annual Shareholders' meeting (AGM). The directors who were retiring by rotation in 2024 were reelected to resume their positions as directors for another term. The AGM approved the reappointment of all nominated directors as proposed.
4. The Committee promoted, supported and provided opportunities for minor shareholders to jointly manage and propose any suggestions regarding the Company's business. The Committee allowed minor shareholders to propose an agenda item as well as a qualified candidate to be nominated for election to the Board of Directors in advance of the 2024 AGM, not less than 90 days, between September 4, 2023, and December 31, 2023. However, no candidate was proposed to be nominated as a director.
5. Nominated suitable candidates for appointment as directors to replace the directors who will be retiring by rotation in 2024, and to propose to the Board and the 2025 AGM for consideration.
6. The Committee considered the annual remuneration of year 2024 for the Board, the Audit Committee, Sub-committee and proposed to the Board and the AGM for consideration. The Committee's proposal was endorsed by the 2024 AGM. For the purpose of transparency, the remuneration of Directors was disclosed in this annual report.
7. The Committee evaluated the CEO's performance in 2024, with CEO's participation in goal setting and appraisal method for his performance self-assessment.
8. The Committee acknowledged the result of its self-assessment for 2024. The results of the assessment were used for further improvement of the Committee's performance according to the principles of good governance.
9. The Committee reviewed the current Board structure and the composition of the directors. The Committee was particularly strong in establishing the right size and mix of members of the Board with a good balance of the core skills, knowledge and experience (board skills matrix) align with business strategies for the business to remain effective in achieving the goals.

The Nomination and Remuneration Committee performed its duties as stipulated in the Charter with prudence, transparency and fairness, and adhered to the principle of good governance in a manner deemed sufficient and appropriate for the equitable interest of all stakeholders.

Meeting attendance Environmental, Social, Governance and Sustainability

Development Committee Member

Meeting Environmental, Social, Governance : 3
and Sustainability Development Committee
Member (times)

List of Directors	Meeting attendance Environmental, Social, Governance and Sustainability Development Committee Member		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. SIRIPHAN SUNTANAPHAN (The chairman of the subcommittee)	3	/	3
2 Mrs. VORALUKSANA ONGKOSIT (Member of the subcommittee)	3	/	3
3 Mr. PAITON TAVEEBHOL (Member of the subcommittee)	3	/	3
4 Mr. SANT SENADISAI (Member of the subcommittee)	2	/	3

The results of duty performance of Environmental, Social, Governance and Sustainability Development Committee Member

The activities of the ESG Oversight Committee in 2024 are as follows:

1. Considered the preparation plan for the 2024 Annual General Meeting (AGM) and provided recommendations to ensure the meeting is conducted in an orderly, transparent, and effective manner in accordance with the principles of good corporate governance and in line with the Stock Exchange of Thailand's AGM Checklist.
2. The company received a full score of 100 points or an excellent level for the fifth consecutive year from the 2024 AGM quality assessment project by the Thai Investors Association (TIA).
3. The company achieved an overall score of 98%, classified as "Excellent CG Scoring," for the tenth consecutive year in the 2024 Corporate Governance Survey of Thai Listed Companies by the Thai Institute of Directors (IOD).
4. The company achieved an overall ESG rating of "A" with a score of 74 points from the 2024 SET ESG Rating project by the Stock Exchange of Thailand.
5. The company appointed Mr. Sant Senadisai, an independent director, as a member of the Environmental, Social, Governance, and Sustainable Development Committee, increasing the proportion of independent directors to 50% in order to enhance the effectiveness of the committee's oversight. Additionally, the number of committee meetings was increased to at least three times per year.
6. Reviewed the Charter of the Environmental, Social, Governance, and Sustainable Development (ESG) Committee and related policies, which were published on the company's website at www.kce.co.th and communicated to all executives and employees to ensure proper implementation based on principles of governance alongside environmental care and genuine social responsibility.
7. Considered and approved the assessment results of key sustainability issues or materiality, reviewed and improved the company's ESG governance operations for 2024, and approved the governance plan and operational plan for 2024, focusing on environmental, social, and governance aspects to drive sustainable business development.
8. Reviewed and set both short-term and long-term greenhouse gas emission reduction targets, including a Net-Zero target, aligned with the Science-Based Target Initiative (SBTi).
9. Reviewed the performance of the Sustainable Development Operation Committee, which consists of senior executives from various departments and task forces, to support the execution of projects related to environmental, social, and governance issues within the framework of sustainable development.
10. Oversaw the implementation of measures to comply with the Personal Data Protection Act B.E. 2562 (2019), ensuring that the Data Protection Officer (DPO), the Personal Data Protection Committee, and the Personal Data Protection Task Force were responsible for compliance with the law and declared policies. In 2024, the company did not encounter any personal data breaches or complaints that violated the Personal Data Protection Policy.
11. Oversaw the implementation of information security controls for both internal company data, customer data, and supplier data, in accordance with the Information Security Management System certified by the Trusted Information Security Assessment Exchange (TISAX) standard to manage information security and enhance stakeholder confidence.
12. Considered and provided recommendations to the Anti-Corruption Task Force regarding training and awareness activities, as well as communications campaigns, to foster a corporate culture of integrity, transparency, and anti-corruption, and approved the review of anti-corruption measures.
13. The company renewed its membership in the Thai Private Sector Collective Action Coalition Against Corruption (CAC)

for the third consecutive year, receiving the CAC certification in 2024, and was awarded the CAC Change Agent 2024 for inviting partners to join the CAC pledge for the second consecutive year.

14. Considered and provided recommendations to the Human Rights Task Force in establishing measures to mitigate risks and impacts related to human rights from the annual Human Rights Due Diligence (HRDD) review for 2024.

15. Considered and supported the company's engagement with stakeholders to ensure practical actions that benefit stakeholders, such as participating in circular economy projects with partners in raw material packaging recycling, employee participation in the Happy Workplace program, community participation in the community market project, and academic collaboration in student internship and a green energy for education project.

The Board of Directors remains committed to conducting operations according to good corporate governance principles, ethical standards, business ethics, and prioritizes anti-corruption efforts. The Environmental, Social, Governance, and Sustainable Development Committee oversees the operations of directors, executives, and employees at all levels to ensure compliance with good corporate governance throughout the organization, thereby building trust among all stakeholders and fostering sustainable growth for the company.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

KCE Electronics Public Company Limited ("KCE") conducts the business operations with a focus on sustainable economic growth. We pride ourselves on a superior corporate governance system and effective risk management, coupled with responsible actions to social and environment, and is committed to support the United Nations Sustainable Development Goals (UNSDGs), which are used as a guideline for the organization's operations to cover all dimensions of Environment, Social and good Governance principles (ESG matrix).

Therefore, the Company has established an operation policy as a guide to sustainable development as follows:

Good Governance

Conduct business transparently and fairly in accordance with good governance principles and be responsible to all stakeholders.

Continuously improve the quality of products and services, and promote business innovation development with social and environmental responsibility.

Social

Create opportunities and sustainable benefits for the community and society to improve their potential and quality of life.

Respect and comply with international human rights principles throughout the value chain.

Develop the potential of employees at all levels as well as providing working standardization and safe working environment.

Environment

Reduce greenhouse gas emissions generated from business operations, to become low-carbon organization.

Promote sustainable production and consumption practices as well as efficient resources utilization.

Reference link for sustainability policy : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241202-kce-sustainable-development-policy-en.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainable Development Goals of KCE Group

Environment

- Reduce Green House Gas Emission (Scope 1 & 2) 30% by 2030 compared to baseline year 2022
- Net-zero Emission by 2050
- Reduce Total Electricity Consumption per production unit by 10% by 2030 compared to baseline year 2022
- Increase ratio of Renewable Energy usage to 50% by 2030
- Reduce Water Consumption per production unit by 10% by 2030 compared to baseline year 2022
- Reduce Waste Generated per production unit by 10% by 2030 compared to baseline year 2022

Social

- Zero Human Right Violation
- Zero Lost time work-related injuries
- Zero Complaint from community and social
- Employees at all levels receive training and skill development at least 24 hours per employee per year
- Zero Customer Confidential Data Breach
- Ratio of management women employee at least 45%

Governance

- Employees Trained and passed-test in Business Ethics and Anti-Corruption 100%
- Zero Business Ethics Violation Complaints
- Zero fraud & corruption Complaints
- Business Partners undergoing ESG Risk Assessment 100%

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals
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Information on review of policy and/or goals of sustainable management over the past year

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

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

The Company is committed to conducting its business operations with respect for human rights and treating stakeholders fairly, listening to feedback, understanding the concerns of stakeholders, promoting constructive collaboration on issues of stakeholder interest, and contributing to the development of society and the environment, enabling the company to sustainably conduct its business. Details of the stakeholder engagement policy can be found on the company's website www.kce.co.th, under Investor > Sustainability > Corporate Governance > Policy and Procedure.

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>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • The direction of business operation, ethics, environmental and social responsibility. • Compensation, benefits, employment, and fair performance evaluation. • Respect for employee rights and equal treatment. • Safe working environment. • Employee potential development and career advancement opportunities. 	<ul style="list-style-type: none"> • Communication of various policies and important matters to employees. • Fairly compensation and performance evaluation management.. • Provident funds • Compliance with the Thai Labor Standards (TLS 8001) and the Business Ethics Principles of the Business Alliance. (RBA) • Management of Occupational health and safety in accordance with ISO 45001 standard. • Human resources management and development plan. 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Employee Engagement Survey • Satisfaction Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Producing quality products, delivering on time, and offering competitive prices. Innovation development of production processes and products. Conducting Business with Integrity and Responsibility towards the Environment and Society. Managing business risks and continuity. Cybersecurity and customer confidentiality protection. 	<ul style="list-style-type: none"> Manufacturing and delivering products and services as agreed upon, in accordance with IATF 16949 standard. Competitive prices. Annual sales representative meetings. Collaborating with customers to develop products. Disclosing the sustainable development information. Continuously assessing risks and implementing risk mitigation. Managing the security of information in accordance with the TISAX standard. 	<ul style="list-style-type: none"> Visit Online Communication Satisfaction Survey
<ul style="list-style-type: none"> Suppliers 	<ul style="list-style-type: none"> Managing the supply chain. Procuring transparently and fairly. Opportunities for collaborative business development and expansion. Protecting confidential business information, intellectual property, and rights, including personal data. 	<ul style="list-style-type: none"> Efficiently managing the supply chain. Business ethics and supplier code of conduct. Anti-corruption policy and promotion of ethical practices. Developing suppliers through knowledge-sharing and partner assessments. Managing information security in accordance with the TISAX standard 	<ul style="list-style-type: none"> Visit Online Communication Training / Seminar

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> Compliance with relevant laws and regulations. Transparently disclosing business operations and verifiable. Conducting business with consideration for its impact on the environment and communities. Collaborating and supporting various projects of government agencies. 	<ul style="list-style-type: none"> Strict compliance with relevant laws and regulations. Disclosing information in annual reports and responding to information requests. Assessing the impact on the environment and society and implementing measures to reduce the impact. Participating in and supporting various projects of government agencies that benefit the overall community. 	<ul style="list-style-type: none"> Visit Online Communication External Meeting
<ul style="list-style-type: none"> Shareholders 	<ul style="list-style-type: none"> Consistent returns from investments. Good corporate governance. The business is stable and growing continuously. The information is accurate, complete, timely, and transparent. Implement risk management system. A well-established internal audit and control system. 	<ul style="list-style-type: none"> Transparent, fair, and auditable corporate governance Fair distribution of dividends. Development of business strategy plans. Transparent disclosure of information. Comprehensive risk management. Development of internal control systems. 	<ul style="list-style-type: none"> Visit Press Release Online Communication Annual General Meeting (AGM)
<ul style="list-style-type: none"> Community 	<ul style="list-style-type: none"> Managing the impact of business operations on communities, society, and the environment. Improving the quality of life and promoting activities beneficial to the community. Establishing mutually beneficial relationships. 	<ul style="list-style-type: none"> Assessing risks and impacts on communities, society, and the environment, along with establishing preventive and corrective measures. Participating in and supporting various community activities. Promoting employment and businesses within the community. 	<ul style="list-style-type: none"> Visit Online Communication Satisfaction Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Business partners 	<ul style="list-style-type: none"> Continuity of business operations together Policy development and joint operational guidelines Support in new knowledge and expertise 	<ul style="list-style-type: none"> Consider appropriate and fair compensation. Encourage continuous knowledge development to maximize work efficiency. Support business operations in accordance with the principles of sustainable development, with responsibility towards society and the environment, while adhering to ethical standards. 	<ul style="list-style-type: none"> External Meeting Training / Seminar Others <ul style="list-style-type: none"> Engage in discussions and exchange views through meetings and business partner visits
<ul style="list-style-type: none"> Others Joint Venture Partners 	<ul style="list-style-type: none"> Good corporate governance Stable and continuously growing business Accurate, complete, and up-to-date business information Transparent and fair allocation of investment benefits 	<ul style="list-style-type: none"> Encourage the exchange of opinions and suggestions with joint venture partners. Collaboratively define the business plan for the joint venture. Operate in compliance with legal frameworks and sustainable development guidelines. Jointly consider the fair and transparent allocation of benefits. 	<ul style="list-style-type: none"> Internal Meeting Others <ul style="list-style-type: none"> Communication through financial reports, project progress reports, and ESG reports Establishing joint venture agreements that define participation terms, such as voting rights, governance structure, and the roles of each party

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Economic	<ul style="list-style-type: none"> Sustainable Supply Chain Management
Society	<ul style="list-style-type: none"> Others : Employee development and retention
Environment	<ul style="list-style-type: none"> Energy Management Others : Responding to climate change

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Doesn't Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : GRI Standards, UN Global Compact
guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The company prioritizes risk management and an adequate and appropriate internal control system at the organizational level to ensure effective business operations. This approach aims to reduce or prevent risks and damages to company assets while ensuring compliance with relevant laws. The company has implemented a systematic risk management process following international standards, integrating it into its business operations. The framework and risk management system cover all organizational operations, adhering to the COSO-ERM (The Committee of Sponsoring Organizations of the Tread way Commission – Enterprise Risk Management) guidelines and the International Organization for Standardization – Quality Management System (ISO 9001). This enables the company to identify risks and business opportunities in a timely manner, manage risks at an acceptable level, and create value for the organization. The goal is to achieve objectives, meet stakeholder expectations, support sustainable business operations, and adhere to good corporate governance principles. The company has established a risk management structure, including the Risk Management Committee, responsible for setting risk management policies and frameworks for the corporate group. This committee oversees and supports risk management efforts to achieve objectives. Additionally, the Executive Risk Management Committee is responsible for risk assessment, risk management planning, and overseeing risk control at the organizational level. This committee also reviews risk management processes to ensure they are adequate and maintain risks at an acceptable level. Furthermore, the Board of Directors has established an independent Internal Audit Department, which reports directly to the Audit Committee. Ms.Chayanee Chaidechkhajorn, the Assistant Vice President of Internal Audit, is responsible for reviewing the internal control and risk management systems to ensure effective and efficient management. The audit results are reported to the Audit Committee and the Board of Directors quarterly to assess the adequacy and appropriateness of the internal control system.

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 Strategy Risk

Related risk topics	:	<u>Strategic Risk</u> <ul style="list-style-type: none">• Changes in technologies• Competition risk• Other : Raw Material Sourcing Risk
ESG risks	:	Yes

Risk characteristics

1. Raw Material Sourcing Risk
2. Market Risk & Competition Risk
3. Technology Change Risk

Risk-related consequences

Raw Material Sourcing Risk

The ongoing Russia-Ukraine war and conflicts in the Middle East have led to trade sanctions and energy crises, increasing prices for oil, gold, and key raw materials such as Copper Anode, along with higher transportation costs, raising production costs.

Market Risk & Competition Risk

The prolonged international conflicts have led to a sluggish global economy, and competition in the electronics industry is intensifying, especially in the automotive sector, a key customer group, which is transitioning to electric vehicles.

This rapid change in customer demand emphasizes cost and technology competition, potentially affecting company performance.

Technology Change Risk

The electronics industry is characterized by rapid changes in production technology. Therefore, there may be risks to competitiveness. The Company has invested to support continuous changes in production technology. The Company has continuously developed products and production processes to support the increasing variety of products and has placed importance on product quality inspection processes to meet customer needs, especially HDI (High Density Interconnect) products, which use advanced production technology.

Risk management measures

Raw Material Sourcing Risk

The company has established measures to mitigate raw material sourcing risks: 1. Securing alternative raw material sources to address rising transportation costs. 2. Finding new suppliers as alternative options. 3. Internal cost reduction initiatives, including upgrading machinery with advanced technology to reduce energy consumption and labor costs.

Market Risk & Competition Risk

To mitigate this risk, the company is expanding its customer base to include industrial and telecommunication sectors. It is also enhancing product quality through advanced technology and automation while continuously monitoring customer demands for new business opportunities

Technology Change Risk

The company continuously invests in technology upgrades, product development, and manufacturing process improvements to support the growing variety of products. Special focus is given to quality control, particularly for HDI (High Density Interconnect) products. In the past year, the company has upgraded its equipment, including LDI (Laser Direct Imaging) and laser drilling machines, while also exploring new materials such as Conductive Ink, Halogen-Free Laminate, and Heavy Copper Laminate. Employees are sent abroad (China, Taiwan, and Japan) to study new PCB technologies to maintain competitiveness.

Risk 2 Operational Risk

Related risk topics : Operational Risk

- Impact on human rights
- Other : Production Risk

ESG risks : Yes

Risk characteristics

1. Production Risk
2. Human Resources Management Risk
3. Hazard Risk

Risk-related consequences

Production Risk

The prolonged Russia-Ukraine war has slowed the global economy, affecting order volumes. While HDI orders have increased, production capacity remains insufficient, leading to backlog orders.

Human Resources Management Risk

The Company focuses on preventing the breach of employees' personal data, storing and destroying personal data to prevent the risk of data leakage that will cause damage to the Company.

Hazard Risk

Fire and natural disasters could impact operations.

Risk management measures

Production Risk

The company has taken the following steps to mitigate production risks:

1. Aligning production planning with order volumes to control costs effectively.
2. Optimizing production processes to reduce defects and shorten production time.
3. Strengthening preventive maintenance to minimize machine downtime.
4. Investing in advanced machinery to support HDI production.

Human Resources Management Risk

The company provides training on the Personal Data Protection Act (PDPA), establishes a PDPA committee and a personal data controller to consider access, storage and destruction of personal data to prevent the risk of data leakage that will cause damage to the company.

In 2024, there were no complaints about personal data violations.

Hazard Risk

The company and subsidiaries have taken risk management measures, including comprehensive insurance coverage (All Risk and Business Interruption), reviewing policies annually to ensure adequate coverage.

Risk 3 Financial Risk

Related risk topics	:	<u>Financial Risk</u>
		• Fluctuation in exchange rates, interest rates, or the inflation rate
ESG risks	:	Yes

Risk characteristics

1. Foreign Exchange Risk
2. Interest Rate Risk

Risk-related consequences

Foreign Exchange Risk

With over 90% of sales being exports, revenue is primarily in USD, while some costs arise from imported raw materials. Currency fluctuations significantly impact costs and financial performance.

Interest Rate Risk

Thailand raised interest rates in June 2024, with potential further increases based on U.S. Federal Reserve (FED) decisions, leading to higher financial costs.

Risk management measures

Foreign Exchange Risk

The company employs risk mitigation strategies such as natural hedging by matching foreign currency revenues and expenses and using forward contracts to hedge exchange rate fluctuations.

Interest Rate Risk

The company manages investment financing by utilizing internal working capital to minimize reliance on external borrowings and closely monitors interest rate trends.

Risk 4 Information Technology Risk

Related risk topics	:	<u>Strategic Risk</u>
		• Changes in technologies
		<u>Operational Risk</u>
		• Information security and cyber-attack
		• Other : IT Security Risk
ESG risks	:	Yes

Risk characteristics

1. IT Security Risk

Risk-related consequences

IT Security Risk

Increased cyber threats pose risks to sensitive customer data and internal IT systems used for production planning and control.

Risk management measures

IT Security Risk

The company has implemented security measures such as:

1. Installing firewalls to prevent external attacks.
2. Establishing data backup systems.
3. Aligning IT security management with TISAX standards for the automotive sector.
4. Creating an off-site disaster recovery center.
5. Conducting regular vulnerability assessments to identify and mitigate cyber threats.

Risk 5 Emerging Risk

Related risk topics	:	<u>Strategic Risk</u>
		• Pandemic risk
		• Climate change and disasters
ESG risks	:	Yes

Risk characteristics

1. Impact of International Conflicts

Risk-related consequences

Impact of International Conflicts

While the company has no direct trade relations with Russia or the Middle East, rising energy prices due to ongoing conflicts have led to increased raw material and logistics costs, impacting global economic growth and consumer demand.

Risk management measures

Impact of International Conflicts

To address these risks, the company focuses on optimizing production efficiency, utilizing full machine capacity, and integrating advanced technology to control costs.

Risk 6 Environment, Social and Governance

Related risk topics : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Impact on human rights

ESG risks : Yes

Risk characteristics

Sustainable practices are widely used in business operations on a global scale. Specifically, ESG practices include environmental management. (Environment), society (Social) and good governance (Governance) are used as tools. in risk management to build confidence among stakeholders The company has risks that are assessed and monitored as follows:

1. Climate Change Impact Risk
2. Human Rights Risk
3. Corporate Governance Risk

Risk-related consequences

Climate Change Impact Risk

Climate change affects the environment and global economies. Thailand aims for Net Zero emissions by 2065, and customers demand participation in emission reduction initiatives.

Human Rights Risk

The company adheres to global labor and human rights standards, ensuring fair treatment and compliance with international and local laws.

Corporate Governance Risk

The company prioritizes good corporate governance to ensure transparency and compliance with the Stock Exchange of Thailand (SET) regulations.

Risk management measures

Climate Change Impact Risk

The company has implemented measures including:

1. Carbon footprint calculations for product emissions reduction planning.
2. Installation of a 3.4 MWp Solar Rooftop system.
3. Machinery upgrades to enhance energy efficiency.
4. Employee awareness programs on sustainable resource usage.

Human Rights Risk

Policies include non-discrimination in recruitment, prohibition of child and forced labor, multiple complaint channels, and ethical supplier assessments. No significant human rights issues have been identified.

Corporate Governance Risk

Policies include anti-corruption measures, stakeholder communication, and annual risk assessments aligned with CAC (Thai Private Sector Collective Action Against Corruption) requirements.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Business Continuity Plan (BCP) is a strategic plan that enables an organization to continue its operations in the

event of a crisis. It comprises the Business Continuity Plan Team (BCP Team), Risk Assessment and Mitigation Strategies, and an Emergency Response Plan to address crises that may impact business operations, such as fires, raw material shortages, cyberattacks, and pandemics, includes a Recovery & Continuity Plan. The BCP will be tested and updated at least once a year or whenever significant changes occur.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain management policy and guidelines : https://www.kce.co.th/FilePath/SupplyChain/Sustainable_Procurement_Policy_22052023.pdf

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

KCE became a member of the United Nations Global Compact (UNGC) established by the United Nations (UN) in 2007 to support company to operate business responsibly under 4 aspects; human rights, labor standards, environment protection and anti-corruption.

Reference link to sustainable supply chain management plan : <https://investor.kce.co.th/en/sustainability/social-responsibility>

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	59.00	85.00	84.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://www.kce.co.th/FilePath/SupplyChain/KCE_Supplier_Code_of_Conduct_03042023.pdf

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	59.00	72.00	78.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

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

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	57.00	53.00	48.00

Additional explanation about R&D expenses in the past 3 years

In the fast-paced and ever-evolving landscape of PCB manufacturing, the Company stands as a beacon of innovation, consistently pushing the boundaries of what is possible. With a steadfast commitment to creativity, adaptability, and forward-thinking, our company has become a leader in the Thailand PCB industry, setting new standards and redefining the notion of what is achievable. Innovation at the Company is central to maintaining a leadership position in the rapidly evolving Printed Circuit Board (PCB) industry. The Company remains committed to staying at the forefront of technological advancements by consistently investing in research and development. As the PCB industry evolves with new materials, advanced processing methods, and enhanced capabilities, the Company is quick to integrate these innovations into its operations.

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

Process of developing and promoting the company's innovation culture

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

INNOVATION DEVELOPMENT

In the fast-paced and ever-evolving landscape of PCB manufacturing, the Company stands as a beacon of innovation, consistently pushing the boundaries of what is possible. With a steadfast commitment to creativity, adaptability, and forward-thinking, our Company has become a leader in the Thailand PCB industry, setting new standards and redefining the notion of what is achievable.

Management and Performance Results:

1. Cultivating a Culture of Innovation:

At the heart of the Company's success is its unwavering dedication to fostering a culture of innovation. From the leadership team to every individual contributor, innovation is not just encouraged, it's ingrained in the Company's DNA. Employees are empowered to think outside the box, challenge the status quo, and pursue novel ideas fearlessly.

Regular brainstorming sessions provide a platform for cross-functional collaboration, enabling employees to share diverse perspectives and pool their talents. This collaborative approach ensures that innovation is not confined to a particular department but permeates every aspect of the organization.

2. Cutting-Edge Technological Integration:

Innovation at the Company is central to maintaining a leadership position in the rapidly evolving Printed Circuit Board (PCB) industry. The Company remains committed to staying at the forefront of technological advancements by consistently investing in research and development. As the PCB industry evolves with new materials, advanced processing methods, and enhanced capabilities, the Company is quick to integrate these innovations into its operations.

- Inner and Outer Circuit Imaging Process: the Company has fully implemented Laser Direct Imaging (LDI) to replace traditional UV Exposure Imaging. This transition allows the Company to produce higher-density circuits, improve PCB quality with much higher accuracy to achieve today's requirements.
- Plyup Process: the Company has introduced advanced bonding machines. This upgrade improves layer-to-layer registration, resulting in better PCB registration.
- Solder Mask Printing: the Company is planning to implement an automatic screen printing machine to replace the current semi-auto process. This automation will reduce handling damage, improve throughput, contributing to overall efficiency in the production line.

- Solder Mask Exposure: Similar to its work with circuit imaging, the Company has introduced Laser Direct Imaging (LDI) in the solder mask exposure process. The Company has qualified LDI for multiple solder mask inks, further enhancing the quality of its PCBs.

- The Company is committed to Industry 4.0 smart manufacturing by integration of intelligent digital technologies, including Robotics automation, wireless connectivity, IoT, and data analytics to enhance productivity, efficiency, and flexibility.

- The Company has introduced AI into defect detection systems for improved yield analysis and has also developed new test methods to ensure long term reliability under extreme environment conditions.

This commitment to staying ahead of the technological curve not only enhances our products and services but also positions KCE as an industry leader, attracting top talent and strategic partnerships.

3. Customer-Centric Innovation:

Innovation at the Company is not solely about internal advancements; it's about creating solutions that directly address the evolving needs of our customers. Through rigorous market research, customer feedback channels, and a keen understanding of industry trends, KCE remains agile and responsive to the dynamic demands of the market.

Our customer-centric approach to innovation has led to the development of groundbreaking products such as Semi-flex PCB, that is not only meet but exceed customer expectations. The Company investigates new PCB process technologies such as embedded components and optical waveguides for our customer future products. This commitment to understanding and anticipating customer needs positions KCE as a trusted partner, capable of delivering solutions that not only solve existing challenges but also anticipate future trends.

4. Sustainability, Environment and Social Responsibility:

Innovation at KCE extends beyond products and services; it encompasses a responsibility to the environment and society at large. The Company is committed to sustainable practices and social responsibility, incorporating eco-friendly initiatives, ethical sourcing, and community outreach programs into its operations.

By aligning innovation with sustainability, the Company not only contributes to a better future but also meets the growing demands of environmental and socially conscious consumers. This commitment enhances the Company's reputation, fostering trust and loyalty among customers, partners, and the community.

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

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from : Yes
innovation development?

	2022	2023	2024
Cost reduction resulting from the innovation development of process (Baht)	13,483,580.00	45,966,880.00	25,309,658.00
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	0.00	0.00

Non-financial benefits

Does the company measure the non-financial benefits from : Yes
innovation development?

	2022	2023	2024
Reduction in the organization's greenhouse gas emissions (Kilowatt-Hours)	0.00	0.00	1,303,000.00
Reduction in the organization's greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	1,670.00	0.00	568.00

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