



# ESG Performance Report for Listed Companies in 2025

**KCE ELECTRONICS PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# ESG Performance

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

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## 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 resources and water quality management, Waste management, Greenhouse gas and climate change management, Air quality management

#### Environmental Policy and Practices

The Company recognizes the importance of Environmental Sustainability and is committed to conducting business in accordance with Sustainable Development principles to minimize environmental impacts while creating economic and social value. The Company is committed to responsible environmental management through the following key policies and practices:

- Energy Consumption and Greenhouse Gas Reduction: Improving production processes to enhance energy efficiency, reduce electricity and fuel consumption, and increase the use of renewable energy
- Efficient Resource Utilization: Applying circular economy principles by reducing raw material consumption and promoting recycling.
- Waste and Hazardous Chemical Management: Minimizing waste in accordance with the 3Rs principle (Reduce, Reuse, Recycle) and reducing the use of hazardous chemicals in compliance with international regulations such as RoHS and REACH.
- Sustainable Water Management: Utilizing advanced wastewater treatment technologies to ensure high-quality effluent and implementing water recycling for reuse in production processes.
- Compliance with Environmental Laws and Regulations: Strictly complying with domestic and international environmental laws and regulations in markets where products are sold, as well as adhering to environmental management standards such as ISO 14001 and ISO 50001.
- Air Pollution Control: Installing air pollution control systems and regularly monitoring air quality.
- Stakeholder Engagement: Providing environmental awareness training to employees and collaborating with suppliers to use environmentally friendly raw materials and develop a green supply chain.

The Company's Environmental Policy covers both internal operations and the supply chain, requiring suppliers to comply with the guidelines set forth in the Company's Supplier Code of Conduct to ensure consistent environmental management throughout the value chain. The policy is approved by the Chief Executive Officer and Managing Director. The Sustainability Management Committee and the Environmental Working Committee are responsible for driving, monitoring, and evaluating environmental performance. Environmental performance results are reported to the Corporate Governance and Sustainability Committee and presented to the Board of Directors at least three times per year to ensure oversight at the highest level and to ensure that environmental management is effective, transparent, and aligned with the Company's sustainability strategy and objectives.

Reference link for environmental policy and guidelines : <https://www.kce.co.th/FilePath/SupplyChain/Environment%20Policy.pdf>

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

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

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

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

The environmental policy, procedures, and targets have been reviewed and are considered appropriate; therefore, no changes have been made.

## 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 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), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol, The Greenhouse Gas Protocol, The Greenhouse Gas Protocol, IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Guidelines for National Greenhouse Gas Inventories, IPCC Guidelines

for National Greenhouse Gas Inventories, ISO 14064 -  
Greenhouse gases, ISO 14064 - Greenhouse gases, ISO  
14064 - Greenhouse gases

## Information on other environmental management

Plans, performance, and outcomes related to other environmental management

## Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	25.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

#### Management Approach:

- Establish energy management policies and strategies to achieve maximum energy efficiency.
- Apply energy management principles in accordance with the ISO 50001 standard framework.
- Conduct an annual Energy Audit to analyze current energy consumption and identify areas for improvement to reduce energy use.
- Develop energy planning by setting energy performance targets and implementation plans.
- Implement improvement measures by enhancing production processes for greater energy efficiency and adopting high-efficiency technologies to conserve energy.
- Monitor and evaluate performance by tracking results against established targets and adjusting strategies if targets are not achieved.
- Perform maintenance, inspection, repair, and equipment upgrades to ensure optimal operational efficiency at all times.
- Invest in renewable energy technologies, such as solar energy, wind energy, and bioenergy.
- Provide employee training to enhance understanding and awareness of energy management and the use of efficient technologies, encouraging employee participation in energy conservation efforts.

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

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

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2022 : purchased electricity for consumption 7.14 kWh/sqft	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

**Thailand Energy Award 2025**

In 2025, the Company received the Outstanding Award in Energy Conservation Designated Factory Category at the Thailand Energy Award, organized by the Ministry of Energy. This national-level award recognizes organizations demonstrating excellence in energy management. The Company presented tangible energy conservation projects delivering measurable savings, alongside the systematic and continuous implementation of an energy management system in accordance with ISO 50001. This includes policy setting, target establishment, performance monitoring, and employee engagement, reflecting the Companys commitment to enhancing energy efficiency, reducing costs, and supporting long-term greenhouse gas emission reduction.

**Energy Management Performance**

In 2025, the Companys total energy consumption amounted to 549,098 gigajoules, comprising 92% electricity consumption and 8% fuel consumption. Electricity consumption intensity was 7.55 kilowatt-hours per square foot, representing a 6% increase compared to the 2022 base year. The primary contributing factor was the increased production proportion of high-complexity HDI printed circuit boards, which require higher energy input. In addition, the global economic slowdown resulted in production lines not operating at full capacity, while certain processes continued to require constant energy supply for cooling systems and environmental controls. Nevertheless, the Company implemented strict production management measures and scheduled partial machine shutdowns to reduce unnecessary energy consumption.

During the same year, the Company continued to implement energy efficiency improvement projects across both production processes and infrastructure systems. These included the Secondary Chiller system optimization project and improvements to the aeration system in the biological wastewater treatment (BIO) system, which reduced electricity consumption without compromising operational efficiency. Furthermore, the Company generated 4,514 megawatt-hours of electricity from its Solar Roof system, accounting for 3.2% of total electricity consumption, resulting in cost savings of approximately THB 16.6 million per year. The Company also plans to further expand renewable energy utilization in parallel with ongoing energy efficiency initiatives to support long-term greenhouse gas emission reduction.

**Energy Management Projects**

Energy is a critical resource for the Companys operations. Inefficient energy consumption affects operating costs and environmental impacts. The Company has therefore established an energy management plan in alignment with ISO 50001 to continuously improve energy performance. The plan includes key measures to enhance the energy efficiency of machinery and equipment, promote the use of renewable energy, and develop energy-related knowledge, awareness, and competencies among personnel at all levels. The objective is to ensure effective energy utilization, reduce overall energy consumption, and support sustainable organizational development. The energy management plan to reduce internal energy consumption consists of three main areas, as follows:

**1. Improving the energy efficiency of production machinery**

Based on Energy Audits conducted in 2024 and 2025, the Company identified several high energy-consuming systems requiring efficiency improvements, including the Chiller system, Air Compressor system, Dust Collector system, and

Wastewater Treatment system. Consequently, the Company implemented 11 key energy conservation projects to reduce energy consumption in production processes, such as:

- **Secondary Chiller Plant Project:** Improvement of the chilled water system by optimizing chilled water flow rates to match actual load demand, and separating the Air Side and Process systems to enhance long-term overall efficiency. The project achieved electricity savings of 3,755 megawatt-hours per year, cost savings of THB 14 million per year, and greenhouse gas emission reductions of 1,559 tCO<sub>2</sub>e per year.
- **Dust Collector Motor & Blower Replacement Project:** Upgrading the dust collection and filtration system in the drilling process by replacing the existing 45-kilowatt motor and blower, which had been in long-term operation with high energy consumption, with new high-efficiency technology equipment. The project reduced electricity consumption by 84 megawatt-hours per year, saved approximately THB 0.3 million per year in electricity costs, and reduced greenhouse gas emissions by 35 tCO<sub>2</sub>e per year.
- **Aeration System Improvement in Biological Wastewater Treatment Project:** Replacement of the existing Root Blower with a high-efficiency Centrifugal Blower while maintaining the same airflow rate but with lower energy consumption. This improvement enhanced the efficiency of the wastewater treatment system, reduced electricity consumption by 360 megawatt-hours per year, saved approximately THB 1.3 million per year in electricity costs, and reduced greenhouse gas emissions by 149 tCO<sub>2</sub>e per year

## 2. Renewable Energy Utilization

- **Solar Power Generation Project (Solar Roof):** The Company operates a solar power generation system with a total installed capacity of 3.5 megawatts, capable of generating approximately 4,514 megawatt-hours per year, representing 3.2% of total electricity consumption. This initiative results in electricity cost savings of approximately THB 16.6 million per year and reduces greenhouse gas emissions by approximately 1,875 tCO<sub>2</sub>e per year. In 2026, the Company plans to conduct a feasibility study for Solar Roof Phase 5 with a capacity of 400 kilowatts to further increase the proportion of renewable energy use and support long-term greenhouse gas reduction targets.

## 3. Employee Training to Promote Energy Efficiency

The Company promotes knowledge and awareness of energy conservation to support efficient energy use in alignment with the organizations energy reduction targets. In 2025, the Company organized four energy conservation training sessions to enhance employees understanding of energy sources, the importance of energy to the industrial sector, future renewable energy trends, the environmental impacts of energy consumption, energy conservation practices across various systems, as well as future directions and trends in energy conservation. These initiatives aim to enable employees to apply energy-saving concepts in both their work and daily lives, and to continuously foster a corporate culture of responsible energy use.



## Information on electricity management

### Company's electricity consumption <sup>(\*)</sup>

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	144,645,557.00	146,753,882.00	139,669,285.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	140,692,800.00	142,842,256.00	135,155,664.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	3,952,757.00	3,911,626.00	4,513,621.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	28,773.73	31,607.56	33,485.80

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / sqft)	7.45000000	7.44000000	7.55000000

### Electricity Expense <sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	599,288,920.31	533,652,920.85	478,728,220.46
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	4.07	3.99	3.88
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	3.59	3.51	3.59
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	119,214.03	114,937.09	114,775.41

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on fuel management

### Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	57,457.00	53,177.00	50,837.00
Gasoline (Litres)	1,439.00	4,264.00	7,425.00
Natural gas (Standard Cubic Feet)	35,655,116.00	36,326,455.00	40,916,004.00

Additional explanation : Not include external fuel consumption

### Company's fuel expense<sup>(\*)</sup>

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

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on total energy management (electricity + fuel)

### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	155,933.00	158,227.00	152,527.00

### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00934662	0.01040253	0.01143503
Intensity of total energy consumption within the organization (Kilowatt-Hours / sqft)	8.03000000	8.02000000	8.50000000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	25.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

#### Management Approach:

- Efficient water use planning: Water consumption in each production process is systematically monitored to identify points of water loss and implement improvements to ensure optimal and efficient water utilization, thereby avoiding unnecessary consumption.
- Water recycling systems: Treated wastewater is reintroduced into the water recycling system through Ion Exchange, Microfiltration, and Reverse Osmosis systems. This reduces reliance on municipal water supply and decreases the volume of wastewater discharged externally.
- Reduction of water consumption: Technologies and process improvements are implemented to reduce the amount of water required in production processes.
- Fostering a water conservation culture within the organization: Awareness of water conservation is promoted through education on the importance of efficient water use, as well as campaigns encouraging employees to participate in identifying leakage points and reporting excessive water usage, thereby collectively reducing water loss within the organization.
- Appropriate wastewater treatment: A Metal Precipitation system is used to remove heavy metals and hazardous chemicals from wastewater, followed by Biological Treatment before discharging treated water back to the industrial estate system.
- Compliance with standards and regulations: The Company strictly complies with applicable laws and standards related to water usage and wastewater discharge, and operates under an ISO 14001 environmental management system. Wastewater quality is regularly monitored to ensure that discharged water meets the required standards of the industrial estate system.

### 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% Cubic meters

## Information on performance and outcomes of water management

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the Company's total municipal water withdrawal amounted to 2.32 million cubic meters, representing a 4% decrease compared to 2024. However, water consumption per production unit increased to 0.128 cubic meters per square foot. The primary reason was the higher production proportion of highly complex HDI printed circuit boards, which require more intensive rinsing and stricter quality control processes. In addition, the economic slowdown resulted in production operating below full capacity. Nevertheless, the Company was able to recycle water from production processes in line with its established target of 40% and maintained wastewater quality after treatment within legally prescribed standards. The Company has plans to implement additional water efficiency improvement measures in the following year, focusing on enhancing production process efficiency, expanding water recycling utilization, and continuously reducing water consumption per production unit.

### Water Use Efficiency Management Plan/Projects

To address water scarcity risks and strengthen sustainable water resource management capabilities, the Company has established a systematic and prudent water management approach. The Company focuses on enhancing water use efficiency throughout its operations in accordance with the 3Rs principles (Reduce, Reuse, Recycle), alongside the development and improvement of production processes to reduce initial water consumption. In addition, wastewater treatment and water recycling technologies are applied to maximize the efficiency of water reuse within production processes. This approach contributes to reducing dependence on external water sources, enhancing operational flexibility, mitigating risks to business continuity, and supporting the Company's long-term sustainable growth. The Company has developed the following key plans and projects:

#### 1. Water Use Assessment

The Company conducts water use assessments under its Environmental Management System framework in accordance with ISO 14001 standards. Clear manuals and operational procedures have been established to systematically review, analyze, and monitor water consumption at the production process level. Particular attention is given to high water consumption processes, including copper plating, cleaning, and rinsing processes. The Company also evaluates processes that affect the quality of used water to identify opportunities for continuous improvement in water use efficiency.

Water usage is clearly categorized, covering domestic consumption, production processes such as DI water and RO water, as well as recycled and treated water. Water meters are installed in key production processes, and water consumption data are recorded and monitored on a daily and monthly basis, with comparisons made against established baselines and targets. The data are used to assess water use efficiency, monitor progress of water reduction projects, and review performance on a quarterly basis. This supports production process improvement and effective management decision-making.

#### 2. Water Reduction Targets and Measures

The Company has established organizational-level water reduction targets covering its main PCB manufacturing facilities and has set sub-targets at the production process level to systematically enhance water use efficiency. Water Intensity (water consumption per production unit) is used as the primary performance indicator. The Company aims to reduce

water consumption per production unit by 10% by 2030 compared to the 2022 baseline year. Performance is monitored monthly, with the Production Department responsible for implementation and the Production Engineering Department responsible for monitoring, analysis, and reporting to management. Monitoring results are used to review and improve action plans, enhance production processes, and support management decision-making to strengthen water efficiency and long-term business sustainability

In 2025, the Company continued to implement water reduction measures in production processes through workflow improvements and the adoption of water-efficient technologies, as well as controlling water usage at each stage in accordance with production requirements. The Company installed a Cascade Water System in DES, SES, and IMG production processes to improve water efficiency and reduce the need for frequent water replacement in rinse chambers during each operational cycle. Performance evaluation indicated an average reduction of 8,870 cubic meters of water per month, equivalent to 26% of previous water consumption. These improvements were implemented alongside strict production quality control to ensure that product quality standards and production consistency were maintained without adverse impacts.

### **3. Wastewater Quality Improvement Measures**

The Company proactively implements systematic measures to control and improve wastewater quality, beginning with source management through the segregation of wastewater according to its characteristics, including wastewater containing heavy metals, wastewater from organic substances, and wastewater from sanitary activities. These streams are then directed to the Company's wastewater treatment system, which consists of chemical treatment through Metal Precipitation to remove heavy metals and biological treatment processes to degrade organic substances, ensuring that effluent quality complies with legally prescribed standards.

The Company continuously monitors, measures, and controls wastewater quality. Internal wastewater quality testing and analysis are conducted daily, alongside monthly and quarterly monitoring by external agencies. Treated effluent is discharged through the industrial estates central wastewater treatment system. The performance of the wastewater treatment system is regularly reviewed and maintained in accordance with preventive maintenance plans. To date, the Company has no history of legal penalties related to wastewater discharge, reflecting effective wastewater management in compliance with environmental standards.

#### **Effluent Quality**

The Company continuously monitors and measures effluent quality from its wastewater treatment system. In 2025, the Company appointed Global Environmental Management Co., Ltd. (Private Laboratory Registration No. W-220), accredited under ISO/IEC 17025:2017, to conduct quarterly effluent quality testing. This is conducted in parallel with monthly monitoring by the Lat Krabang Industrial Estate authority, which collects samples for analysis in accordance with legal requirements. All test results confirmed that treated effluent quality fully complied with applicable legal standards. Throughout 2025, the Company received no community complaints and incurred no fines related to effluent quality issues.

### **4. Water Reuse and Recycling**

The Company systematically implements water reuse and recycling practices from production processes by considering water quality, suitability for specific applications, and the efficiency of applied technologies. A portion of rinse water from production processes is directed to the Water Recycling system, utilizing Ion Exchange Technology to remove undesirable ions and improve water quality for reuse in production processes.

In addition, part of the wastewater that has undergone preliminary treatment is further processed through Microfiltration and Reverse Osmosis systems to remove contaminants before being reused in various systems, such as cooling systems, air pollution control systems, and sanitary systems. This approach enhances water resource efficiency, reduces dependence on external water sources, and supports sustainable water management. The Company is able to recycle up to 40% of the total water used in production processes.

In addition, part of the wastewater that has undergone preliminary treatment is further processed through Microfiltration and Reverse Osmosis systems to remove contaminants before being reused in various systems, such as cooling systems, air pollution control systems, and sanitary systems. This approach enhances water resource efficiency, reduces dependence on external water sources, and supports sustainable water management. The Company is able to recycle up to 40% of the total water used in production processes.

#### 5. Employee Training and Awareness on Water Efficiency Management Program

The Company places importance on efficient and sustainable water resource management by continuously providing training and communication on Water Efficiency Management to employees. In 2025, four training sessions were conducted to enhance employees knowledge, understanding, and awareness of their roles in reducing water consumption in daily operations. The training covered the 3Rs principles (Reduce, Reuse, Recycle), water reduction practices in each process, appropriate water usage according to required quality standards, as well as identification of improvement opportunities and proposal of solutions to reduce water consumption within their respective operational areas.

In addition, the Company communicated practical water-saving guidelines that can be immediately applied both in the workplace and in daily life, such as turning off water when not in use, reporting water leakage, and selecting water-saving equipment. These initiatives encourage employees to actively participate in water conservation and support the development of a culture of responsible resource utilization.

### Information on water management

#### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	2,334,287.00	2,404,520.00	2,319,506.00
Water withdrawal by third-party water (cubic meters)	2,334,287.00	2,404,520.00	2,319,506.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	464.35	517.88	556.10
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.14	0.16	0.17

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
<b>Total wastewater discharge (cubic meters)</b>	1,867,460.00	1,923,803.00	1,855,604.00
Wastewater discharged to third-party water (cubic meters)	1,867,460.00	1,923,803.00	1,855,604.00

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	466,857.00	480,717.00	463,902.00

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	861,777.00	868,803.00	780,690.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.02798339	0.03160442	0.03477897
Intensity of total water consumption (Cubic meters / sqft)	0.02500000	0.02500000	0.02700000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	109,004,187.34	115,459,632.11	111,895,121.95

	2023	2024	2025
Total water withdrawal expense from third-party water (Baht)	86,862,044.55	92,070,572.36	88,872,098.10
Total water withdrawal expense from other sources (Baht)	22,142,142.79	23,389,059.75	23,023,023.85
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.74	0.86	0.91
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.65	0.76	0.84
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	21,683.75	24,867.46	26,826.93

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	25.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

#### Management Approach:

- Environmental management in accordance with ISO 14001:2015 standards, the Company's environmental policy, and applicable laws and regulations.
- Source reduction through improving production processes or machinery efficiency to minimize raw material losses; designing products and production processes to reduce raw material consumption; and selecting materials with lower environmental impacts.
- Application of Circular Economy concepts and the 3Rs principles:
  - Reduce Minimize unnecessary resource consumption and enhance production efficiency; analyze waste sources and root causes to develop waste reduction action plans
  - Reuse Promote the reuse of materials or products to extend their service life.
  - Recycle Encourage waste recycling to convert waste into new usable resources
- Establishment of procedures for the management and disposal of different categories of waste.
- Waste segregation to ensure proper treatment and disposal using appropriate and compliant methods.
- Selection, audit, and monitoring of licensed and qualified waste treatment and disposal contractors authorized by government authorities.
- Enhancing employee awareness regarding waste reduction, proper waste segregation, and correct 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
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Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2022 : non-hazardous waste and hazardous waste 0.81 kg/sqft	2030 : Reduced by 10%	<ul style="list-style-type: none"> <li>• Reuse</li> <li>• Recycle</li> <li>• Landfilling</li> <li>• Incineration with energy recovery</li> <li>• Incineration without energy recovery</li> </ul>

**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 2025, the Company generated a total waste volume of 16,885 tons. Of this amount, 14,045 tons, or 83%, were recovered and circulated for reuse, while 2,840 tons, or 17%, required direct disposal, with 11% disposed of through landfill. The Company remains committed to continuously reducing landfill disposal through the application of the 3Rs principles and Circular Economy concepts, as well as exploring recyclable or easily biodegradable materials to replace conventional materials.

Waste generated from production processes amounted to 0.85 kilograms per square foot, representing a 4% increase compared to the 2022 baseline year. The primary cause was the increased production proportion of highly complex HDI printed circuit boards, which require greater quantities of raw materials and auxiliary materials, as well as stricter quality control measures. Nevertheless, the Company has improved its production processes by implementing LDI and Auto Screen Printing technologies, resulting in reduced waste generation within manufacturing processes and enhanced resource efficiency across all operations. In addition, continuous employee engagement activities have been conducted to reduce office waste and promote waste segregation for recycling in place of landfill disposal.

**Waste Management Projects**

**1. Waste Reduction in Production Processes through Investment in New Manufacturing Technologies**

The Company has established a strategic approach to reduce waste generation at the source by focusing on waste prevention and enhancing resource efficiency in printed circuit board (PCB) manufacturing processes. Significant waste streams include hazardous chemical waste, metal and copper scrap, and production scrap. Although a formal Waste Audit has not yet been conducted, process analysis results are used to support decisions on technology upgrades and production process improvements. Operationally, the Company has invested in technology upgrades to improve precision and minimize raw material losses. Laser Direct Imaging (LDI) technology has been implemented in both Inner Layer and Outer Layer processes, resulting in a significant reduction in defect rates. In addition, the installation of LDI Exposure machines in the Solder Mask process and the implementation of Automatic Screen Printing Machines have further reduced scrap caused by production deviations, decreased the consumption of materials and chemicals, and supported operations in alignment with Circular Economy principles. These initiatives contribute to reducing environmental impacts and strengthening the Company's long-term competitiveness.

**2. Waste Reduction through Reuse and Recycling/Recovery**

Waste generated from the Company's operations that can be reused or recovered accounts for 83% of total waste. The Company integrates recycling and resource recovery practices into its operations to reduce the volume of waste sent

to landfill or disposal. Waste is segregated and transferred to legally authorized waste management contractors. For example, waste containing valuable metals such as scrap containing copper and gold, or used chemical solutions containing copper is sent for recovery processes to extract metals for reuse. This approach enhances resource value and reduces environmental impacts.

In 2025, the Company implemented a project to improve waste recovery efficiency by changing the disposal method for used filters from incineration to segregation and sale for precious metal recovery. The results showed that a total of 86,630 kilograms of used filters were generated, of which 42,668 kilograms were sold for metal recovery, generating revenue of Baht 128,000 and reducing waste disposal costs by Baht 170,600

### **3. Paper Reduction through Work Process Improvement**

Paper consumption in operational processes contributes to the use of natural resources and waste generation. The Company has therefore implemented process improvement initiatives by applying digital technologies to reduce paper usage, enhance operational efficiency, and support the development of employees digital skills. In 2025, the Company implemented key paper reduction projects as follows:

#### **● Traveller Sheet Paper Reduction Project**

The Company improved its workflow by reducing detailed production specifications in the traveller sheet for each production lot to include only essential production steps and necessary information. Production specifications are now accessed via tablets provided to employees for operational use and production data recording. As a result, paper usage was reduced by 63%, equivalent to approximately 320 reams, decreasing paper waste by 720 kilograms and generating savings of Baht 67,200 in paper and printing costs. In addition, the initiative promotes digital operations and enhances employees technological capabilities within production processes.

#### **● Work Instruction Digitization Project**

The Company transitioned from paper-based work instructions to digital access via tablets. This change reduced the use of 983 printed manuals, equivalent to 32,300 sheets of paper per year, resulting in annual savings of approximately Baht 9,000 in paper and printing or photocopying expenses. The initiative also reduces the administrative burden related to document printing, distribution, and storage, while minimizing the risk of using outdated document versions.

### **4. Training and Awareness Building on Waste Reduction for Employees**

The Company places importance on enhancing employees knowledge, understanding, and awareness regarding waste reduction in production processes. Annual training on waste reduction is provided to employees involved in production to promote understanding of their roles and responsibilities in minimizing waste, reducing scrap, and lowering overall waste generation across the organization.

#### **● Training Program: Handling & 5S to Reduce Product Scratches**

The Company conducted Handling & 5S training programs for employees from supervisory to operational levels, totaling 5 batches. The training aimed to improve skills in material handling, storage, and systematic operations. As a result, employees achieved higher standards of correct working practices, reduced the risk of product scratches, and minimized scrap generated from production processes, thereby enhancing overall product quality and production efficiency.

#### **● Training Program: Waste Management and Proper Waste Segregation**

The Company strengthened employees knowledge and understanding of waste management and proper waste segregation. A total of 4 training batches were conducted by internal trainer from the Environmental Working Committee, complemented by awareness signage in operational areas. This enabled employees to correctly identify waste categories and select appropriate management methods, resulting in more accurate waste segregation, reduced contamination risks, improved recycling efficiency, and support for overall waste reduction across the organization.

#### **● Campaign Activities on Efficient Resource Utilization and Waste Segregation**

The Company organized campaigns promoting efficient resource utilization and waste segregation during the 2025 Safety and Environment Week. Participatory communication formats were applied, including educational boards, waste segregation games, and keychain crafting from plastic bottle caps. These activities aimed to enhance employee

understanding and awareness, enabling practical application in daily operations and supporting the development of an organizational culture that prioritizes waste reduction and sustainable environmental management.

#### 5. Participation in Waste Management Projects with External Organizations

##### ● Ting To Trash Waste Segregation Project

The Company received an award under the Ting To Trash waste segregation project from the Office of the Securities and Exchange Commission (SEC), in collaboration with the Thai Listed Companies Association and Kid Kid Co., Ltd. This achievement reflects the Companys commitment to conducting business in accordance with sustainable development principles, with emphasis on minimizing environmental impacts and fostering an organizational culture focused on waste reduction at the source, aiming to minimize waste generation or achieve zero waste.

##### ● Integrated Waste Management Project Lat Krabang Mai The Ruam

A subsidiary, Thai Laminate Manufacturer Co., Ltd. (TLM), encouraged employee participation in waste segregation and recyclable waste collection by joining the integrated waste management project Lat Krabang Mai The Ruam. The project was organized by the Committee for Participation-Driven Development of Lat Krabang District, the Lat Krabang District Office, King Mongkuts Institute of Technology Ladkrabang (KMITL), and Wastebuy Delivery Co., Ltd.

##### ● Waste Segregation and Recycling Pha Pa Initiative

In support of the integrated waste management project Lat Krabang Mai The Ruam, Thai Laminate Manufacturer Co., Ltd. (TLM) donated segregated recyclable waste through the Waste Segregation and Recycling Pha Pa initiative (a Buddhist merit-making activity) at Wat Thong, Charan Sanitwong Road 46, Bangkok, via Wastebuy Delivery Co., Ltd. In 2025, a total of 2,194 kilograms of recyclable waste from the canteen and office areas were collected and donated. This activity forms part of the Companys waste management and corporate social responsibility initiatives.

### Information on waste management

#### Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	16,762,000.00	15,289,000.00	16,885,000.00
<b>Total non-hazardous waste (kilograms)</b>	6,601,000.00	4,474,000.00	5,627,000.00
Non-hazardous waste - Landfilling (Kilograms)	2,424,000.00	1,628,000.00	1,781,000.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	31,000.00
(1) Non-hazardous waste Others (kilograms)	4,177,000.00	2,846,000.00	3,815,000.00

	2023	2024	2025
<b>Total hazardous waste (kilograms)</b>	10,161,000.00	10,815,000.00	11,258,000.00
Hazardous waste - Landfilling (Kilograms)	177,000.00	216,000.00	285,000.00
Hazardous waste - Incineration with energy recovery (Kilograms)	844,000.00	798,000.00	743,000.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms) <sup>(2)</sup>	9,140,000.00	9,801,000.00	10,230,000.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	1.00	1.01	1.27
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.40	0.29	0.42
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.61	0.71	0.84

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(1)</sup> Reuse Recycle

<sup>(2)</sup> Reuse Recycle

#### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	13,317,000.00	12,647,000.00	14,045,000.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	4,177,000.00	2,846,000.00	3,815,500.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00

	2023	2024	2025
Recycled non-hazardous waste (Kilograms)	4,177,000.00	2,846,000.00	3,815,500.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	9,140,000.00	9,801,000.00	10,229,500.00
Reused hazardous waste (Kilograms)	216,000.00	105,000.00	80,000.00
<b>Recycled hazardous waste (Kilograms)</b>	8,924,000.00	9,696,000.00	10,149,500.00
Percentage of total reused/recycled waste to total waste generated (%)	79.45	82.72	83.18
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	63.28	63.61	67.81
Percentage of reused/recycled hazardous waste to hazardous waste (%)	89.95	90.62	90.86

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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	25.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

#### Management Approach

- Establish greenhouse gas management policies and targets, and appoint a Greenhouse Gas Management Working Team.
- Assess climate-related risks and opportunities that may impact the Company's operations and define mitigation measures to address climate change risks.
- Measure and verify greenhouse gas emissions in accordance with internationally recognized standards, including the GHG Protocol, ISO 14064, and ISO 14067.
- Develop a Decarbonization Plan aligned with the Company's greenhouse gas reduction targets and continuously review and refine plans and strategies to ensure consistency with the organizational context.
- Promote research and development to identify new technologies or methods that contribute to reducing greenhouse gas emissions in production processes.
- Raise awareness and provide employee training on energy management and greenhouse gas reduction.
- Engage stakeholders, particularly suppliers, to reduce greenhouse gas emissions throughout the value chain.

#### Governance of Greenhouse Gas Management

The Company places importance on governance of greenhouse gas (GHG) management at all levels. This is overseen by the Corporate Governance and Sustainability Committee in conjunction with the Enterprise Risk Management Committee. Greenhouse gas management is regularly included as an agenda item in Board of Directors meetings at least three times per year.

At the management level, the Company has appointed the Sustainability Management Committee and the Risk Management Committee, comprising senior executives from all relevant functions. In addition, a dedicated Greenhouse Gas Management Working Team has been established to drive planning and monitor performance in alignment with the Company's targets and strategic direction.

#### Decarbonization Plan

The Company has established a greenhouse gas (GHG) reduction strategy covering Scope 1, Scope 2, and Scope 3 emissions to support the transition toward a low-carbon economy by 2030. The Company prioritizes the reduction of emissions from its own operations (Scope 1 and Scope 2) as the first priority, as these are areas that can be directly controlled and managed. The Company has set a target to reduce Scope 1 and Scope 2 GHG emissions by 30% by 2030, compared to the 2022 base year.

For Scope 3 emissions, which cover the entire value chain, the Company focuses on collaborative actions with suppliers and external stakeholders. This approach reflects the Company's role as an influencer rather than a direct controller of such emissions to ensure clarity, transparency, and alignment with international reporting standards.

## Information on setting greenhouse gas emission goals

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

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

### Setting net-zero greenhouse gas emissions targets

#### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2022 : Greenhouse gas emissions 73,066.00 tCO <sub>2</sub> 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"> <li>Thailand Greenhouse Gas Management Organization (TGO) : Net zero pathway</li> <li>Science-based Targets (SBTi) : Commit</li> </ul>

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes  
management

In 2025, the Company reported total greenhouse gas (GHG) emissions under Scope 1 and Scope 2 of 59,335 tons of carbon dioxide equivalent (tCO<sub>2</sub>e), representing a reduction of 18.8% compared with the 2022 base year (73,066 tCO<sub>2</sub>e) and an 8% decrease compared with 2024. This comprised 3,204 tCO<sub>2</sub>e from Scope 1 and 56,131 tCO<sub>2</sub>e from Scope 2. The reduction was attributable to efficient production management in conjunction with the continuous implementation of energy efficiency improvement projects, resulting in a total GHG emissions reduction of 5,166 tCO<sub>2</sub>e. This achievement represents more than two-thirds of the Company's 2030 target.

For Scope 3 (other indirect emissions), the Company reported total emissions of 97,499 tCO<sub>2</sub>e, accounting for 62% of total emissions across all three scopes. The primary source of emissions was purchased raw materials, amounting to 75,246 tCO<sub>2</sub>e or 47% of total emissions. The Company has therefore initiated engagement programs with key suppliers to encourage the calculation and disclosure of both Corporate Carbon Footprint (CFO) and Product Carbon Footprint (CFP), with the objective of strengthening greenhouse gas management throughout the value chain.

#### Greenhouse Gas Reduction Strategy for Organizational Operations (Scope 1 and Scope 2)

### **1. Enhancing Energy Efficiency and Reducing Operational Greenhouse Gas Emissions**

The Company continuously improves energy efficiency in its production processes and operations, covering both electricity consumption and direct fuel use. This is achieved through machinery upgrades, energy control systems, production management optimization, and the adoption of high-efficiency technologies to reduce energy intensity per unit of production and lower overall operational greenhouse gas emissions.

In 2025, the Company implemented a Secondary Chiller Plant installation project, which reduced electricity consumption by 2,816 megawatt-hours, resulting in electricity cost savings of THB 10.5 million and a reduction of 1,170 tCO<sub>2</sub>e in greenhouse gas emissions. Further details are provided in Section 3.3 Energy Management.

### **2. Increasing the Proportion of Renewable Energy Use**

The Company has continuously increased the proportion of electricity sourced from renewable energy to reduce reliance on fossil fuels and support its greenhouse gas reduction targets. This initiative began with the installation of on-site solar power generation systems (Solar Cells) within the factory premises. Currently, the Company operates Solar Cell systems with a total installed capacity of 3.5 megawatts, generating 4,514 megawatt-hours of electricity per year. This results in annual electricity cost savings of THB 16.6 million and a reduction of approximately 1,875 tCO<sub>2</sub>e per year. In addition, the Company is studying the feasibility of procuring electricity from external renewable energy sources (e.g., renewable energy power purchase agreements). The Company closely monitors government policies, support measures, and regulatory developments to ensure proper, transparent, and compliant implementation in alignment with future regulatory frameworks.

### **3. Developing Innovation and Technology to Improve Resource Efficiency and Responsible Waste Management**

The Company promotes the development and adoption of technologies and innovations to enhance production processes, improve resource efficiency, and reduce production losses. This includes reducing energy, water, and chemical consumption, as well as recycling and reusing process water where appropriate to minimize freshwater withdrawal and reduce environmental impacts.

In 2025, the Company installed an Auto Screen Printing machine for the Solder Mask process. This measure improves product quality, reduces production costs, enhances energy and material efficiency, and supports long-term greenhouse gas reduction targets.

## **Greenhouse Gas Reduction Strategy across the Value Chain (Scope 3)**

### **4. Sustainable Supply Chain Management and Promotion of Carbon-Conscious Procurement**

The Company places strong emphasis on reducing greenhouse gas emissions throughout its supply chain by encouraging suppliers to report their greenhouse gas emissions data, establishing environmental criteria for supplier selection, and promoting collaboration to reduce emissions from raw materials and transportation processes.

In 2025, the Company initiated a supplier engagement program to encourage key suppliers to prepare and disclose carbon footprint information at both the organizational level (Corporate Carbon Footprint: CFO) and product level (Product Carbon Footprint: CFP), aiming to enhance greenhouse gas management across the value chain. A greenhouse gas reporting survey was distributed to 76 raw material suppliers. The response rate was 38%, and 28% of suppliers reported their greenhouse gas emissions data. Further details are provided in Section 2.4 Supply Chain Management.

### **5. Promoting the Use of Recycled Materials in Place of Virgin Materials in Production Processes**

The Company promotes the use of recycled materials in place of virgin materials in its production processes, in compliance with customer product specifications and quality requirements. This approach aims to reduce the use of new natural resources and lower greenhouse gas emissions within the supply chain.

In 2025, recycled copper accounted for 23% of the total weight of key raw materials used. The Company plans to further increase the proportion of recycled materials, particularly metals and plastics, to continuously reduce Scope 3 greenhouse gas emissions associated with raw material consumption. Further details are provided in Section 3.6 Product Responsibility.

### **6. Supporting Used Material and Waste Management through Collaboration with External Operators**

The Company prioritizes the proper management of used materials and production waste in accordance with circular economy principles. Used materials and waste with recovery potential such as metal-containing chemical solutions and PCB scrap are transferred to qualified and legally authorized external operators for recycling and precious metal recovery processes. The recovered materials are subsequently reused as raw materials or incorporated into products in other industries.

In 2025, a total of 23,412 tons of used materials and production waste were sent for recycling, representing 84% of the total waste generated. Further details are provided in Section 3.5 Waste Management.

#### **7. Responsible Use of Carbon Offsetting Mechanisms as a Complementary Measure**

The Company will consider the use of carbon offset mechanisms from credible and verifiable projects, selecting projects certified under internationally recognized standards such as Gold Standard or Verra (VCS), or projects certified under Thailand's Voluntary Emission Reduction Program (T-VER). The use of such mechanisms will be implemented as a complementary measure, following priority actions to reduce greenhouse gas emissions from the Company's own operations and value chain.

#### **Raising Awareness and Promoting Employee Engagement in Greenhouse Gas Reduction**

The Company promotes knowledge and awareness of climate change and greenhouse gas reduction to support the achievement of its climate-related goals. In 2025, the Company organized four training sessions on greenhouse gases and the Carbon Footprint of Organization (CFO), conducted by internal ESG personnel. The training covered Scope 1, 2, and 3 emissions, methodologies for calculating the Carbon Footprint of Organization (CFO), the impacts of climate change on business operations, customer requirements, the Company's greenhouse gas reduction targets and plans, as well as practical approaches to reducing emissions in both workplace operations and daily life.

In addition, the Company organized activities during Safety Week, including knowledge booths, Q&A activities, and a Carbon Footprint game to encourage employee participation and continuously strengthen an environmentally responsible organizational culture.

#### **Product Carbon Footprint (PCF)**

The Company places importance on managing greenhouse gas emissions at the product level by conducting Product Carbon Footprint (PCF) assessments to support the development of environmentally responsible products and to meet the expectations of customers, investors, and sustainability assessors.

The Company conducts PCF assessments under a cradle-to-gate boundary, covering raw material sourcing, in-house manufacturing processes, and associated energy consumption. The assessments are based on internationally recognized principles and methodologies in accordance with ISO 14067 to ensure accuracy, transparency, and verifiability.

Currently, the Company has completed the calculation and verification of Product Carbon Footprints and obtained certification from the Thailand Greenhouse Gas Management Organization (Public Organization). Certified products include one High-Density Interconnection Printed Circuit Board, 6 layers (HDI PCB 6 layers), and one product each of Laminate and Prepreg key raw materials used in PCB manufacturing from its subsidiary (TLM). The Company has further developed its experience and methodology into an internal PCF calculation program applicable to all Company products. This program enables systematic and consistent preparation of product carbon footprint data and facilitates accurate and timely disclosure to customers in accordance with individual customer product specifications and design requirements.

The Company utilizes PCF assessment results as a tool to analyze emission sources, support production process improvements, enhance energy efficiency, and collaborate with customers and suppliers to continuously reduce greenhouse gas emissions throughout the value chain.

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)</b>	66,691.00	180,476.00	156,834.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,466.00	2,997.00	3,204.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	64,225.00	62,183.00	56,131.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) <sup>(3)</sup>	0.00	115,296.00	97,499.00

Remark: <sup>(3)</sup> 1. The initial collection of Scope 3 greenhouse gas (GHG) emissions data collection in 2024. Following a significance assessment, Categories 1, 3, 5, and 9 were identified as material and prioritized for reporting. 2. In 2025, Scope 3 Category 9 was reassessed and determined to be non-material following the reclassification of data categories in accordance with the definitions prescribed by the Thailand Greenhouse Gas Management Organization (TGO).

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.003997	0.011865	0.011758
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	13.27	38.87	37.60
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	4.38000000	4.04000000	4.04000000

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 : Yes  
emissions

List of greenhouse gas verifier entity : Other : SGS (Thailand) Co., Ltd.

Reference file for the greenhouse-gas verifier entity. : <https://esgmedia-setlink.setgroup.or.th/report/0122/2025/1775181958643.pdf>

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	2,184.00	2,602.00	5,164.00
Other projects (Metric tonnes of carbon dioxide equivalent)	2,184.00	2,602.00	5,164.00

### Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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## ESG Performance

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

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### 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

The Company has established human rights and labor practices policies covering freedom of association and collective bargaining, freely chosen employment, prohibition of child labor, employment of female workers, employment of migrant workers, wages and working hours, occupational health and safety, non-discrimination, and social and labor responsibility.

- Reference link for social and human rights policy and guidelines : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20250724-kce-human-rights-and-worker-practice-policy-en.pdf>
- Page number of the reference link : 1-8

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

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

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

The social and human rights policy, procedures, and targets have been reviewed and are considered appropriate; therefore, no changes have been made.

#### 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,

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

### Human Rights Due Diligence (HRDD)

The Company conducts Human Rights Due Diligence (HRDD) in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs) to prevent, mitigate, and manage potential human rights impacts arising from business operations throughout the value chain. The key steps include:

1. **Identification and assessment of human rights risks:** Identifying potential human rights risks and impacts arising from business activities, covering employees, suppliers, and relevant stakeholders.
2. **Assessment of impact severity:** Evaluating the severity and likelihood of impacts to prioritize material human rights issues.
3. **Establishment and implementation of prevention and mitigation measures:** Defining control, prevention, reduction, or remediation measures and integrating them into relevant operational processes.
4. **Monitoring, auditing, and review of performance:** Regularly monitoring and evaluating the effectiveness of measures to support continuous improvement.
5. **Grievance and remediation mechanisms:** Providing accessible grievance mechanisms for employees and stakeholders and implementing appropriate remediation when violations occur.
6. **Disclosure and stakeholder communication:** Transparently disclosing human rights performance and HRDD processes to stakeholders through sustainability reports and appropriate communication channels

### Human Rights Risk Assessment, Prevention, and Mitigation Measures

The Company conducts human rights risk assessments covering key stakeholder groups throughout the business value chain, including employees, customers, Tier 1 suppliers and contractors, communities, and the environment, while linking assessments to potential human rights risks arising from operations, as well as business- and location-specific risks.

In 2025, the Company conducted human rights risk assessments for KCE Electronics Public Company Limited, representing 25% of manufacturing entities within the Group, and applied the assessment results to define prevention and mitigation measures, as the followings.

#### 1. Employee Rights

##### 1.1 Risk Issues

- Unfair employment practices
- Forced labor / child labor
- Freedom of association and collective bargaining
- Discrimination and harassment
- Occupational health and safety
- Violation of employees personal data

##### 1.2 Prevention and Mitigation Measures

- Comply with labor laws, establish fair employment conditions, and regularly review wages and welfare provisions.
- Prohibit forced labor and child labor, conduct onsite workplace assessments, and continuously monitor compliance with policies.

- Respect employees rights to freedom of association and collective bargaining without interference, and support good-faith negotiations.
- Implement non-discrimination and anti-harassment policies, recruit and evaluate based on merit, and impose appropriate disciplinary measures.
- Provide secure grievance mechanisms and whistleblower protection, including regular training for employees and management on labor rights.
- Comply with ISO 45001 standards and occupational health and safety policies, provide personal protective equipment (PPE), conduct health examinations, perform emergency drills, and systematically monitor workplace accidents.
- Comply with Personal Data Protection Act (PDPA) requirements, appoint responsible persons, implement data security measures, and provide regular employee training.

## **2. Customer Rights**

### **2.1 Risk Issues**

- Discrimination against customers
- Violation of customer data privacy

### **2.2 Prevention and Mitigation Measures**

- Establish a non-discrimination policy and uphold business ethics to ensure fair and transparent customer service
- Implement data security measures in accordance with TISAX standards and appropriately control access to and use of customer data
- Provide regular training to employees on TISAX requirements and the Personal Data Protection Act (PDPA)

## **3. Supplier and Contractor Rights**

### **3.1 Risk Issues**

- Discrimination against suppliers and contractors
- Use of forced labor / child labor by suppliers
- Oversight of contractors occupational safety practices

### **3.2 Prevention and Mitigation Measures**

- Establish and enforce a Supplier Code of Conduct covering human rights issues, including the prohibition of forced labor and child labor
- Conduct risk assessments and audits of suppliers and contractors before and during contractual engagement, including onsite audits
- Provide training and strictly supervise contractors to ensure compliance with the Companys safety requirements and regulations

## **4. Community and Environmental Rights**

### **4.1 Risk Issues**

- Environmental pollution impacts

### **4.2 Prevention and Mitigation Measures**

- Operate in accordance with ISO 14001 standards and environmental policies, including proper waste management and chemical control
- Control pollution through air pollution control systems and wastewater treatment systems, including implementation of greenhouse gas (GHG) emission reduction and energy management measures
- Listen to community feedback and complaints, and continuously monitor and improve operational practices accordingly

## **HRDD process diagram**



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

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

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations (cases)</b>	0	0	3
Total number of cases or incidents leading to significant labor disputes (cases) <sup>(1)</sup>	0	0	2
Total number of cases or incidents leading to disputes with the community/society (cases) <sup>(2)</sup>	0	0	1

Remark: <sup>(1)</sup> The Company recorded two labor-related cases, which involved disciplinary misconduct and were under the mediation process. The Company assessed that these cases did not have any significant impact on its operations.

<sup>(2)</sup> The Company received one community complaint concerning smoke emitted from the ventilation stack. Upon investigation, no severe health impacts were identified. The Company has completed corrective actions and implemented necessary improvements accordingly.

## Details of incidents and corrective measures for significant social and legal violations

Year of incident	Details	Progress status
2025	<p><b>Incident</b></p> <p>-</p> <p><b>Impact that occurred or is expected to occur</b></p> <p><u>Non-financial impact</u></p> <p>-</p> <p><b>Corrective or remedial measures</b></p> <p>-</p>	Remediation plans being implemented
2025	<p><b>Incident</b></p> <p>-</p> <p><b>Impact that occurred or is expected to occur</b></p> <p><u>Non-financial impact</u></p> <p>-</p> <p><b>Corrective or remedial measures</b></p> <p>-</p>	Incident no longer subject to action

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	4
Data disclosure coverage (%)	:	100.00

### 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, Child labor, Safety and occupational health at work, Others : Non-discrimination

#### Fair Labor Practices

The Company conducts its business in compliance with labor laws and human rights principles at all levels, including international labor standards of the International Labour Organization (ILO) and the principles under the UN Guiding Principles on Business and Human Rights. The Company has established clear labor and human resource management policies and practices and communicates them to employees at all levels. A fair remuneration structure is implemented in accordance with industry standards and legal requirements, primarily based on performance and competency. This is accompanied by the promotion of diversity and non-discrimination in all aspects to ensure equal opportunities for all employees to grow. In addition, the Company supports continuous skills development, covering both professional competencies and knowledge of labor rights, and provides mechanisms for receiving employee feedback and grievances, with appropriate and effective corrective and preventive actions.

#### Labor Management System

The Company has adopted a labor management system in accordance with the Thai Labor Standard (TLS 8001:2563) for its labor operations and has been certified by an accredited external auditor, Global Certification Service Co., Ltd. The certification scope covers the operations of the Company and its subsidiary, KCE Technology Co., Ltd. The system is subject to continuous annual audits and covers 90% of total employees. For subsidiaries that have not yet obtained TLS 8001 certification, the Company applies the principles and guidelines of the standard in their operations, together with regular monitoring and follow-up by internal auditors to enhance and align labor management practices consistently across the Group.

#### Measures to Prevent Discrimination and Harassment

The Company places importance on respecting human rights, equality, and the dignity of all employees, aiming to create a safe and fair working environment free from all forms of discrimination and harassment. A clear policy prohibiting discrimination and harassment has been established, covering verbal, physical, and electronic conduct. Recruitment, performance evaluation, and promotion processes are based on knowledge, capability, and performance. The Company supports equal pay for work of equal value, provides secure and confidential grievance channels with transparent and fair investigation processes, and regularly monitors and reviews gender data, remuneration, and promotion practices to prevent and mitigate long-term discrimination risks.

#### Living Wage

The Company recognizes the importance of providing a living wage that covers the basic needs of employees and their families, such as food, housing, healthcare, transportation, and education, excluding overtime pay and bonuses. This differs from the statutory minimum wage, which may not reflect actual living costs in each locality. Currently, the Company determines wages with reference to legal requirements, internal salary structures, and cost-of-living data in Bangkok and its vicinity to ensure appropriateness and fairness, with regular reviews in line with economic conditions and inflation. The Company is in the process of developing a systematic living wage assessment to inform future wage policy and sustainably enhance employees quality of life.

### **Working Hours**

The Company emphasizes appropriate management of working hours to avoid excessive overtime or prolonged working hours that may affect employees health and quality of life. Working hours and overtime are established in compliance with applicable labor laws and on a voluntary basis, with employee consent and fair overtime compensation. Workforce planning and production planning are conducted systematically, and working hours are continuously monitored to limit reliance on overtime while balancing operational efficiency and employee well-being.

### **Communication and Consultation with Employee Representatives**

The Company has established an Employee Committee elected in accordance with legal requirements to represent employees in conveying opinions, suggestions, and needs to management for consideration and improvement of working conditions and welfare. Employer representatives meet with the Employee Committee at least once per quarter. The outcomes, resolutions, and action plans of the meetings are communicated to employees through appropriate internal communication channels. Upon approval by the Chief Executive Officer and Managing Director, resolutions and proposals of the Employee Committee become effective and apply to all employees.

### **Equal Remuneration**

The Company regularly reviews its human resource management practices to promote diversity, eliminate gender bias, and ensure equal opportunities in recruitment, skill development, career progression, and remuneration. The remuneration policy aligns with industry standards and labor laws and adheres to the principle of equal pay for work of equal value, based on roles and responsibilities, performance, and competency, without discrimination. The Company annually monitors, analyzes, and reviews gender pay differences and uses the findings to improve remuneration policies and practices to strengthen fairness and talent retention.

### **Employee Benefits**

The Company invests in human capital and provides long-term stability for permanent employees by offering benefits beyond legal minimum requirements to support quality of life, financial security, and talent retention. These benefits cover all factories in Thailand, which are considered significant operational sites. Benefits for permanent employees include life insurance covering health, accident, and disability protection; a provident fund to promote retirement savings; and an Employee Joint Investment Program (EJIP) to encourage employee participation in ownership, as well as parental leave in accordance with legal requirements.

### **Employee Performance Evaluation**

The Company conducts performance evaluations based on Management by Objectives (MBO), setting annual Key Performance Indicators (KPIs) according to each position and monitoring results monthly. Employees can review their performance scores through the Intranet system to ensure transparency. If performance falls below target, individual development plans are implemented through discussion and additional coaching. A mechanism is also available for employees to request KPI reviews through designated channels. Annual evaluations are conducted for consideration of remuneration and bonuses, covering 100% of employees at all levels. Plant KPIs incorporate ESG and safety indicators to promote accountability and organizational sustainability.

### **Promotion of Diversity and Equality**

The Company promotes diversity and equality by implementing equal employment policies free from discrimination based on gender, race, nationality, religion, color, origin, disability, political opinion, trade union membership, or any other status. The Company respects labor rights and treats employees fairly in accordance with Thai labor laws and international standards, ensuring equality in all human resource management processes, including recruitment,

performance evaluation, promotion, career development, remuneration, working hours, leave, benefits, and the provision of a safe and appropriate working environment.

### Equal Opportunities for Persons with Disabilities

The Company promotes equal and fair employment opportunities by providing job opportunities for persons with disabilities in positions and roles appropriate to their physical condition and capabilities to support inclusive participation in the labor market. Appropriate and safe workplace facilities are provided, including restrooms, ramps, elevators, and parking spaces, to facilitate work performance and daily activities.

### Employee Development

The Company recognizes employee capability development as a key driver in enhancing competitiveness and sustainable growth in the PCB business. Human resource development is integrated under a systematic management framework, including policy and development planning, competency management, training needs analysis, annual training plans, and performance monitoring and evaluation to ensure that human capital investment aligns with corporate strategy and risk management. Continuous training is provided both internally and externally, including e-learning, to enhance professional and leadership skills. This is supported by KPI evaluation, career development planning, skill development for production employees, and the promotion of a learning culture and business ethics to sustain long-term performance and sustainability.

### Occupational Health and Safety

The Company prioritizes occupational health and safety for employees and stakeholders, striving to become a Zero Accident Organization. A management system aligned with legal requirements and ISO 45001 standards has been implemented, supported by a clearly defined occupational health and safety policy. Risk assessments are conducted across all work processes, with hazard control measures established and continuously improved. The Company provides training and promotes a safety culture, establishes channels for reporting accidents and suggestions, investigates and analyzes root causes to prevent recurrence, and ensures effective emergency management, drills, and preparedness of equipment and personnel to continuously and sustainably enhance safety standards.

## 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)
• Non-discrimination	1.1 Proportion of female executives to total executives (%) 1.2 Number of complaints related to discrimination and harassment (cases)	-	2025: 1.1 Not less than 30% 1.2 No labor-related complaints concerning discrimination and harassment.

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average training hours per employee	-	2025: At least 24 training hours per person annually
• Promoting employee relations and participation	3.1 Employee Engagement Level 3.2 Voluntary Turnover Rate of Permanent Employees	-	2025: 3.1 Not less than 75% 3.2 Not exceeding 12%
• Safety and occupational health at work	Number of work-related injuries resulting in more than 3 days of lost time	-	2025: Zero Work-Related Lost Time Injuries

## 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 management : Yes

#### Labor Relations Awards

- Honor Award for Outstanding Establishment in Labor Relations and Welfare at the national level for 2025, received consecutively for the 13th year
- Outstanding Healthy Organization Award: Excellence Level in Promoting Healthy Lifestyles in Four Dimensions for 2025
- Moral Learning Center Award for the Private Business Sector for 2025, recognizing the Company as a moral learning center in the private sector

#### Labor Practices

In 2025, the Group employed a total of 4,171 employees, comprising 56% permanent employees and 44% subcontracted employees. The workforce consisted of 43% female and 57% male employees. The Company transparently discloses gender diversity data and has set a target of having more than 30% female executives among total executives. Currently, female executives account for 43%, reflecting progress in achieving gender balance.

In revenue-generating functions, including Production and Sales, female executives represent 28%. The Company aims to enhance womens career advancement opportunities through technical and leadership skill development. Female employees account for 44% of employees in STEM-related roles within this group. In the same year, female employees represented 35% of new hires and 45% of total promotions, demonstrating the Companys continued ability to attract and develop female talent. No complaints related to discrimination or harassment were reported during the year.

#### Employee Development

In 2025, training programs were conducted to enhance essential knowledge and skills for employees at all levels, with an average of 27 training hours per employee per year. Both executive-level and operational-level employees achieved an average of more than 24 training hours in line with the target. The training plan for senior executives will be further improved, including increasing online training or e-Learning programs. Additional sustainability-related training courses will also be incorporated to equip employees with knowledge to further align operations with sustainable development objectives.

### **Employee Engagement and Participation**

In 2025, the employee engagement survey score was 75.3%, rated at a High level and meeting the target of 75%. Employees reported the highest satisfaction in relation to job characteristics, while career advancement opportunities scored below target. The Company has used the survey results to develop and implement continuous improvement plans to enhance employee experience and growth opportunities.

In the same year, the voluntary turnover rate was 10.2%, decreasing from the previous year and below the target of 12%. The Company analyzed the causes of turnover and applied the findings to continuously improve retention and incentive measures.

### **Occupational Health and Safety**

In 2025, the Company did not achieve its Zero Lost Time Injury target. There were 24 cases of work-related injuries resulting in more than three days of lost time, resulting in a Lost Time Injury Frequency Rate (LTIFR) of 2.02 per 1,000,000 working hours. No serious accidents or fatalities were reported.

The primary types of injuries were cuts from sharp objects and contusions from impact, mainly associated with machine operations, material handling, and unsafe behaviors. To address these issues, the Company has planned for 2026 to implement machine hazard analysis projects, develop task-specific safety standards and manuals, conduct training and knowledge assessments, review the use of personal protective equipment (PPE), and strengthen supervision. Clear safety KPIs will be established and continuously monitored, alongside promoting employee participation to enhance safety culture and reduce workplace accidents in the future.

### **Diagram of performance and outcomes for employee and labor management**



- ▶ Outstanding Establishment in Labor Relations and Welfare Award 2025 (National Level), received consecutively for the 13th year.



- ▶ Outstanding Healthy Organization Award: Excellence Level in Promoting Well-being in Four Dimensions, 2025



- ▶ Private Sector Moral Learning Center Award 2025, recognizing the Company as a moral learning center in the private sector.

Information on employment

Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	5,027	4,643	4,171
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	5027	4643	4171
Male employees (persons)	2759	2533	2358
Percentage of male employees (%)	54.88	54.56	56.53
Female employees (persons)	2268	2110	1813
Percentage of female employees (%)	45.12	45.44	43.47

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	1,702	1,489	1,116
Percentage of employees under 30 years old (%)	33.86	32.07	26.76
Total number of employees 30-50 years old (Persons)	2,884	2,764	2,645
Percentage of employees 30-50 years old (%)	57.37	59.53	63.41
Total number of employees over 50 years old (Persons)	441	390	410
Percentage of employees over 50 years old (%)	8.77	8.40	9.83

#### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	922	813	668

	2023	2024	2025
Percentage of male employees under 30 years old (%)	33.42	32.10	28.33
Total number of male employees 30-50 years old (Persons)	1,633	1,543	1,496
Percentage of male employees 30-50 years old (%)	59.19	60.92	63.44
Total number of male employees over 50 years old (Persons)	204	177	194
Percentage of male employees over 50 years old (%)	7.39	6.99	8.23

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	780	676	448
Percentage of female employees under 30 years old (%)	34.39	32.04	24.71
Total number of female employees 30-50 years old (Persons)	1,251	1,221	1,149
Percentage of female employees 30-50 years old (%)	55.16	57.87	63.38
Total number of female employees over 50 years old (Persons)	237	213	216
Percentage of female employees over 50 years old (%)	10.45	10.09	11.91

**Number of employees categorized by position**

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total number of employees in operational level (Persons)	4,880	4,497	4,017
Percentage of employees in operational level (%)	97.08	96.86	96.31
Total number of employees in management level (Persons)	130	119	127
Percentage of employees in management level (%)	2.59	2.56	3.04
Total number of employees in executive level (Persons)	17	27	27
Percentage of employees in executive level (%)	0.34	0.58	0.65

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	2,675	2,450	2,272
Percentage of male employees in operational level (%)	96.96	96.72	96.35
Total number of male employees in management level (Persons)	73	65	67
Percentage of male employees in management level (%)	2.65	2.57	2.84
Total number of male employees in executive level (Persons)	11	18	19
Percentage of male employees in executive level (%)	0.40	0.71	0.81

**Number of female employees categorized by position**

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total number of female employees in operational level (Persons)	2,205	2,047	1,745
Percentage of female employees in operational level (%)	97.22	97.01	96.25
Total number of female employees in management level (Persons)	57	54	60
Percentage of female employees in management level (%)	2.51	2.56	3.31
Total number of female employees in executive level (Persons)	6	9	8
Percentage of female employees in executive level (%)	0.26	0.43	0.44

### Significant changes in the number of employees

Significant changes in number of employees over the : Yes  
past 3 Years

Over the past three years, the Companys workforce decreased by 17% as a result of production process improvements and the increased adoption of automation technologies. These enhancements were implemented to improve efficiency, reduce redundant tasks, and strengthen overall competitiveness. The transition was managed alongside appropriate workforce planning and continuous upskilling initiatives to align employee capabilities with evolving technologies.

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (3) (Person)	2,753	2,529	2,349
Bangkok Metropolitan (Person)	364	386	408
Northern (Person)	164	121	116

	2023	2024	2025
Central (Person)	621	555	524
Northeastern (Person)	1,496	1,373	1,215
Southern (Person)	53	46	44
Eastern (Person)	55	48	42

Remark: <sup>(3)</sup> Excluding foreign employees.

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (4) (Person)	2,268	2,108	1,806
Bangkok Metropolitan (Person)	428	441	420
Northern (Person)	76	56	52
Central (Person)	485	454	384
Northeastern (Person)	1,188	1,069	880
Southern (Person)	37	40	32
Eastern (Person)	54	48	38

Remark: <sup>(4)</sup> Excluding foreign employees.

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities (persons)</b>	22	26	25
Percentage of disabled workers to total employment (%)	0.44	0.56	0.60
<b>Total number of employees with disabilities (Persons)</b>	22	26	25

	2023	2024	2025
Total male employees with disabilities (persons)	14	18	17
Total female employees with disabilities (persons)	8	8	8
Percentage of disabled employees to total employees (%)	0.44	0.56	0.60
<b>Contributions to empowerment for persons with disabilities fund</b>	No	No	No

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	2,393,276,000.00	2,343,646,071.00	2,311,651,875.00
Total male employee remuneration (baht)	1,237,104,019.00	1,376,186,248.00	1,277,303,461.00
Percentage of remuneration for male employees (%)	51.69	58.72	55.26
Total female employee remuneration (baht)	1,156,171,981.00	967,459,823.00	1,034,348,414.00
Percentage of remuneration for female employees (%)	48.31	41.28	44.74
Average of remuneration of employees (Baht/persons)	476,084.34	504,769.78	554,220.06
Average of remuneration for male employees (Baht/persons)	448,388.55	543,302.90	541,689.34
Average of remuneration for female employees (Baht/persons)	509,776.01	458,511.76	570,517.60
Rate of average of remuneration between female employees and male employees	1.14	0.84	1.05

## Information on provident fund management

## Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

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 managers 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 2025

1. Money Market Policy: Investments in deposits, debt instruments, and financial instruments.
2. Government Bond Policy: Investments in government bonds or state enterprise bonds.
3. Fixed Income Policy: Investments in securities or assets related to debt instruments and financial instruments from both public and private sectors.
4. 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 funds 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.

## Overview of methods for determining employee and employer contribution Rates

Employees who are members of the Provident Fund are required to make monthly contributions to the Fund. The contribution rate must be not less than 4% and not more than 8% of the employees wages. The employer shall make matching contributions to the Fund at the same rate as the employees contribution.

## Participation in provident fund membership

### Details of provident fund participation

### Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	2170	2478	2366
Number of employees joining in PVD (persons)	1262	1273	1436
Number of PVD members / Total employees (%)	25.10	27.42	34.43
Number of PVD members / Total eligible employees (%)	58.16	51.37	60.69

### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	41,655,002.22	39,535,069.35	39,154,457.66
Total amount of provident fund contributed by employee (baht)	44,835,038.20	44,163,660.39	43,498,733.16

### Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
KCE ELECTRONICS PUBLIC COMPANY LIMITED	Yes	4,171	2,366	1,436	34.43	60.69

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

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

### **Initiatives to encourage employees to achieve sufficient retirement savings**

The Company great importance on promoting long-term financial security for all employees, particularly in preparing sufficient retirement savings. With the objective of supporting employees in building a stable future and maintaining a good quality of life after retirement, the Company has implemented various programs and activities designed to encourage consistent and sustainable saving habits. The Company actively encourages employees to take full

advantage of the provident fund and other retirement-oriented savings products. Regular communications are provided to ensure that employees understand the benefits, conditions, and best practices related to retirement planning. These communications also emphasize the importance of early saving and the potential advantages of gradually increasing contribution rates over time.

All related activities are aimed at cultivating a strong saving culture within the organization and strengthening employees financial discipline. Through these efforts, the Company seeks to ensure that every employee is well-prepared and able to accumulate adequate savings for a secure and comfortable retirement. This commitment reflects the Company's broader dedication to supporting the well-being of its employees, both now and in the future.

#### Providing education or information on selecting appropriate investment policies

Providing acknowledge financial planning sessions and savings-management workshops conducted by qualified financial and investment professionals. Through these activities, employees gain a clearer understanding of fundamental saving principles, long-term investment strategies, risk assessment, and retirement-goal planning. To assist individuals in developing personalized saving plans that align with their income levels, financial objectives, and retirement timelines.

### Information on employee development

#### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	21.00	29.00	27.00
Total amount spent on employee training and development (Baht)	2,854,055.00	2,442,272.00	2,435,200.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000194	0.000183	0.000197
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000171	0.000161	0.000183

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on safety, occupational health, and work environment

#### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	14,081,235.00	12,919,201.00	11,862,660.00
Total number of hours worked by employees (Hours)	14,081,235.00	12,919,201.00	11,862,660.00

#### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	11	19	24
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	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

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	272	270	247
Total number of male employee turnover leaving the company voluntarily (persons)	163	162	126
Total number of female employee turnover leaving the company voluntarily (persons)	109	108	121
Proportion of voluntary resignations (%)	5.41	5.82	5.92
Percentage of male employee turnover leaving the Company voluntarily (%)	59.93	60.00	51.01

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	40.07	40.00	48.99

	2023	2024	2025
(5) Evaluation result of employee engagement	Yes	Yes	Yes

Remark: <sup>(5)</sup> In 2025, the Company conducted an employee engagement survey covering 2,179 employees, comprising 49% female and 51% male employees. The assessment covered nine dimensions: job characteristics, social aspects, job security, workplace and management, job instruction, communication, compensation and benefits, working conditions, and career advancement opportunities. The results indicated an overall employee engagement level of 75.3%, classified as High, achieving the target set for 2024-2025 of 75%. Based on the survey analysis, employees reported the highest satisfaction in job characteristics, while career advancement opportunities received lower-than-target scores. The Company has incorporated the survey findings into continuous human resource improvement plans and has set a target to increase employee engagement to 78% for 2026-2027. Concurrently, the Company aims to maintain the voluntary turnover rate of permanent employees at no more than 12% to strengthen workforce continuity, enhance productivity, and support sustainable organizational performance.

**Employee internal groups**

- Employee internal groups : Yes
- Types of employee internal groups : Welfare committee, Employee committee, Labor union

## 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
- Reference link to consumer data privacy and protection policy and guidelines : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20230202-kce-personal-data-protection-act-policy-th.pdf>
- Page number of the reference link : 1-4

#### 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
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

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

### Information on customer management plan

#### Customer management plan

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

#### Management Approach:

Sustainable customer relationship management is implemented through the following practices:

- Continuously drive innovation and research and development to deliver high-value, high-quality products and services that meet diverse customer needs
- Develop environmentally friendly products and services by focusing on reduced resource consumption, energy efficiency, and extended product life cycles.
- Ensure that products and services are safe, non-hazardous to consumer health, reliable, and supported by accurate and sufficient information for customers.
- Systematically and securely store customer data and ensure that such data is not misused.
- Establish fair pricing for products and services.
- Assign responsible units to provide product recommendations, consultation, problem resolution, and complaint handling to maximize customer satisfaction.
- Implement management systems in accordance with international standards

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : Yes

### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction Assessment Score	-	2025: Not less than 90%
• Protection of customer personal information	Number of customer confidential data leakage incidents	-	2025: None of customer confidential data leakage incidents

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

#### Performance:

##### 1. Customer Satisfaction Assessment Score (Customer Scorecard)

Customers provide the Company with a satisfaction assessment scorecard, evaluating performance across five dimensions: Delivery, Quality, Technical Expertise, Customer Responsiveness, and Competitiveness. These evaluations reflect the level of customer satisfaction toward the Company. In 2025, a total of 24 customers submitted satisfaction assessment results. The Company achieved an average customer satisfaction score of 91%

#### Customer Satisfaction Improvement Plan

Enhancing customer satisfaction is a key priority for the Company in delivering excellent service and achieving the highest level of customer satisfaction. The Company has established the following guidelines for improving customer satisfaction:

- Understand customer needs and expectations
- Establish clear customer satisfaction targets by defining measurable indicators
- Develop effective communication channels with customers
- Regularly measure and evaluate customer satisfaction
- Utilize assessment results to continuously improve product and service quality
- Enhance employees skills and understanding of customer service

**2. Customer Audit**

VDA 6.3 is a process audit standard applied in the automotive industry, particularly among manufacturers associated with the German automotive industry. The assessment covers three main areas: Manufacturing Processes, Supplier Management, and Customer Care/Service. In 2025, a total of 7 automotive customers conducted VDA 6.3 audits at the Company. The Company achieved an average VDA 6.3 audit score of 90%, receiving a Grade A (High Potential). This rating indicates that the Company passed the assessment at a high level, demonstrates strong process capability, and maintains a very low level of process risk. No short-term follow-up audit was required.

Nevertheless, the Company implemented corrective actions to address the identified findings and formally responded to customers upon completion.

**Customer satisfaction**

	2023	2024	2025
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](mailto:whistleblower@kce.co.th)

Company's website : [www.kce.co.th](http://www.kce.co.th)

Address : 72-72/1-3 Lat Krabang Industrial Estate, Soi Chalongsong  
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 : No

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

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

#### Management Approach:

- Establishing a Community and Social Responsibility Policy aligned with the Sustainable Development Goals (SDGs)
- Building partnerships with the public sector, private sector, and civil society to effectively implement projects.
- Conducting surveys and interviews to gather opinions, concerns, and needs of surrounding communities, and utilizing the information to develop community development plans or projects aligned with the capabilities of both the organization and the community, while providing opportunities for community participation in evaluation processes.
- Promoting stakeholder communication and engagement in defining community and social development approaches to ensure sustainability, and utilizing multiple communication channels to disclose project outcomes and build public trust.
- Monitoring implementation progress and continuously improving initiatives.
- Encouraging participation through volunteer activities and ongoing collaboration with communities.

#### Community and Social Development Plan

The Company's community and social development plan focuses on fostering continuous engagement with communities surrounding its factories and society at large through the implementation of corporate social responsibility initiatives. These include projects initiated by the Company and those carried out in collaboration with external organizations. The Company places importance on listening to community feedback and assessing community needs through regular dialogue sessions and site visits conducted annually. The information gathered is used to design and develop projects aligned with the needs and expectations of communities and society, thereby creating shared value, strengthening positive relationships, and promoting sustainable and mutually beneficial coexistence. The plan comprises 6 key projects.

1. Child and Youth Development Project
2. Health and Quality of Life Projects
3. Support for Vulnerable Groups and Disaster Relief Projects
4. Livelihood and Economic Empowerment Project
5. Environmental Stewardship Project
6. Religious and Cultural Promotion Initiatives

## 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(s)	Indicators(s)	Base year(s)	Target year(s)
• Education	Number of child and youth development project	-	2025: Number of child and youth development project at least 3 projects

## 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

### Community and Social Development Projects in 2025

#### 1. Child and Youth Development Project

The Company upholds and protects childrens rights in accordance with the Childrens Rights and Business Principles (CRBP), recognizing that education is a fundamental foundation for the sustainable development of children and youth. The Company is committed to promoting equitable and appropriate access to educational opportunities through initiatives that enhance learning, skill development, and the potential of children and youth. These efforts aim to equip them with the readiness to thrive and become key contributors to society in the future.

#### ● Green Society Project

The Company has continuously implemented the Solar Cell for Green Community project for the fourth consecutive year. In 2025, the Company supported the installation of a solar-powered lighting system at Wat Tippawas School, Lam Pla Thio Subdistrict, Lat Krabang District, Bangkok, a school located in the community surrounding the factory. The project enhanced lighting at the sports dome area and internal school roads used for teaching and student activities. Solar lighting fixtures were installed at the sports dome and along school roads, contributing to improved safety, reduced accident risks, energy savings, lower electricity expenses, and the promotion of sustainable renewable energy use.

#### Project Satisfaction Evaluation Result: 100%

#### ● Green Energy for Education Project

In 2025, the Company continued the Green Energy for Education project for the fourth consecutive year at Phra Dabos School, Samut Prakan Province, under the Phra Dabos Foundation established under the Royal Initiative of His Majesty King Bhumibol Adulyadej (Rama IX). The Foundation plays a significant role in providing educational and vocational opportunities for underprivileged individuals. The Company supported the use of clean energy alongside the enhancement of learning quality through the installation of a 10-kilowatt Solar Rooftop system on the schools multipurpose building. The system generates approximately 16,000 kWh of electricity per year, reducing electricity expenses by around THB 65,000 annually and lowering greenhouse gas emissions by approximately 78 tons of carbon

dioxide equivalent per year. Beyond energy savings, the system also serves as a learning resource on renewable energy and innovation, enhancing students knowledge and skills while laying a foundation for sustainable development in clean energy education and human resources.

#### **Project Satisfaction Evaluation Result: 100%**

- **One Classroom, One Opportunity Towards a Digital Society Project**

The Company implemented this project to promote access to information technology and computers, which are essential tools for youth learning and skill development. The Company donated computer sets to Wat Bueng Bua School, Lat Krabang District, Bangkok, a school located in the community surrounding the factory. The support benefited students in Grades 4-6, with a total of 150 students and teachers. This initiative enhanced teaching and learning effectiveness, expanded access to information technology, and contributed tangibly to reducing educational inequality.

#### **Project Satisfaction Evaluation Result: 100%**

- **Scholarship Program:** The Company supports educational opportunities for employees children and youth in surrounding communities. In 2025, a total of 166 scholarships were granted to employees children, amounting to THB 450,000, to alleviate financial burdens and enhance morale. In addition, scholarships and educational supplies were provided to 12 schools located near the Companys factories and 2 schools in remote areas in Phitsanulok and Chiang Rai provinces, to promote continuous and sustainable access to education.

- **Dual Vocational Training and Cooperative Education Internship Program:** The Company promotes student capability development and strengthens collaboration between educational institutions and enterprises through integrated learning programs that combine classroom theory with practical workplace training. This approach enhances professional skills, work discipline, and readiness for the labor market. In 2025, the Company and its subsidiaries hosted a total of 26 interns, comprising 14 higher vocational certificate students and 12 undergraduate students, with a total investment of THB 2,748,284

- **Open House for Learning Program:** The Company welcomed 33 faculty members and students from the Faculty of Applied Science at King Mongkuts University of Technology North Bangkok for a study visit to observe the PCB production process and wastewater treatment system. The initiative supported experiential learning outside the classroom and provided students with direct exposure to real industrial operations, in alignment with coursework in electronics technology and circuit board assembly.

#### **2. Health and Quality of Life Projects**

- **Charity and Health Running Activities:** The Company promotes community and employee health by participating in charity running events. These included the Healthy City Lat Krabang Run, organized by Nakarapibal Hospital to raise awareness of health and non-communicable disease prevention, and the Run with Heart, Together Hi-Tech 6th Edition event to raise funds for medical equipment for Bang Pa-In Hospital. A total of 52 employees participated in these activities.

- **KCE Blood Donation Every 3 Months Project:** The Company promotes a spirit of volunteerism and social contribution by providing opportunities for executives and employees of the Company and its subsidiaries to participate in blood donation activities every three months. The initiative supports blood reserves for hospitals and medical institutions, benefiting patients and society as a whole. In 2025, executives and employees donated a total of 171,000 cc of blood.

#### **3. Support for Vulnerable Groups and Disaster Relief Projects**

- **Support for Vulnerable Groups:** The Company provided assistance to elderly persons, bedridden patients, and persons with disabilities in seven surrounding communities, covering a total of 70 households, through the distribution of essential consumer goods. The Company also supported wheelchair donations through the Be the Arms and Legs for Grandparents project of the Mirror Foundation, donated items to support the rehabilitation of children with disabilities at Camillian Home for Children with Disabilities, Lat Krabang District, and donated unused computer equipment to the Association of the Physically Handicapped (International) for recycling to generate income in support of sustainable quality-of-life development for persons with disabilities.

- **Disaster Relief Assistance:** The Company contributed to flood relief efforts in areas surrounding Ban Wa Industrial Estate, Phra Nakhon Si Ayutthaya Province, and in southern Thailand. Assistance included cash donations, ready-to-eat food, essential supplies, and medicines, delivered through the Ban Wa Industrial Estate Office, Lat Krabang Industrial Estate Office, and the Thai Airways donation center.

4. **Livelihood and Economic Empowerment Project**

- **Community Market Project:** Organized at the end of each month, this initiative promotes positive relationships between the Company, employees, and surrounding communities. The Company provides space within the factory for community members and small entrepreneurs to sell consumer goods, food, and local products to employees. The project generates income for communities, reduces employee expenses, and supports the local grassroots economy. Six communities participate in the initiative.

5. **Environmental Stewardship Project:** The Company implemented the Plant to Reduce for a Sustainable Future: Lets ZERO Together project by planting trees within the Lat Krabang Industrial Estate to increase green areas and reduce greenhouse gas emissions. This was carried out alongside the promotion of a circular economy through a water hyacinth upcycling project to produce compost and cushioning materials, aiming to reduce the use of foam and plastics. The project has been continuously implemented in collaboration with local agencies since 2016 to deliver sustainable environmental outcomes.

6. **Religious and Cultural Promotion Initiatives:** The Company organized tree candlelight procession activities on important Buddhist holy days to reduce pollution from incense and candles while increasing green space. The Company also supported charitable food distribution activities during the Kathin ceremony at Wat Phra That Sop Saed in Lampang Province, with participation from executives and employees, to preserve religion and culture and strengthen positive relationships with the community.

**Benefit from implementing social development project**

Financial benefits

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

	2023	2024	2025
Scholarships (Baht)	348,000.00	2,730,948.00	2,898,284.00
Donations / Grants (Baht)	825,731.00	1,559,217.00	933,228.00

Non-financial benefits

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

	2023	2024	2025

	2023	2024	2025
Beneficiaries of the company's community development projects (Places)	19.00	20.00	26.00
Educational beneficiaries (Places)	12.00	22.00	14.00

#### Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	1,173,731.00	4,290,164.00	3,831,512.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.007977	0.032069	0.031025
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.007035	0.028205	0.028725

Additional explanation : <sup>(\*)</sup> Total revenues and total expenses from total financial statement

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

# ESG Performance

Company Name : 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

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 SETs 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 Companys compliance with policies, work procedures, rules, regulations and customary practices ensures the success of good Corporate Governance. The Company is committed to continuously enhancing its corporate governance practices in order to achieve its objectives of stability and sustainable growth for the organization and its shareholders.

The Company has adopted the Good Corporate Governance Guidelines for Listed Companies as prescribed by the Stock Exchange of Thailand, which cover four main categories as follows:

Section 1 Shareholders Rights and Equitable Treatment of Shareholders

Section 2 Consideration of Stakeholder Interests and Sustainable Business Development

Section 3 Disclosure and Transparency

Section 4 Board of Directors Responsibilities

Reference link for the full version of corporate governance policy and guidelines : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-cg-policy-en.pdf>

#### 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 Company's policies and practices for the recruitment and appointment of directors and senior executives comply with the criteria prescribed by the law and the Board of Directors. Initially, the Nomination and Remuneration Committee is tasked with assessing the suitability of candidates to serve as directors in accordance with the Company's policy, which requires the Board's composition to be diverse in various aspects, including professional skills, specific expertise, gender, etc. The Committee considers individuals with the knowledge, expertise, and experience that can contribute to and align with the Company's business operations, as well as those who are dedicated and able to devote sufficient time to perform their duties responsibly. The Committee then presents its recommendations to the Board of Directors for approval before proposing the candidates to the shareholders meeting for appointment. In addition, the Board of Directors has appointed sub-committees to handle specific matters as assigned.

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

Reference link for Nomination of directors : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20260209-kce-cg-charter-nr-en.pdf>

### **Determination of director remuneration**

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, in comparison with the remuneration of other Companies of similar size and business nature. The remuneration criteria is application to all directors, including the executive directors.

Reference link for Determination of director remuneration : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20260209-kce-cg-charter-nr-en.pdf>

### **Independence of the board of directors from the management**

The Company attaches great importance to ensuring the independence of the Board of Directors from management to promote transparency, efficiency, and accountability in corporate governance. The following principles and practices have been implemented:

#### **1. Separation of Roles and Responsibilities**

The Board of Directors is responsible for setting the Company's policies, direction and strategies as well as overseeing the Company's operations, while management is responsible for implementing those policies to ensure a proper balance between policy-making authority and day-to-day management.

#### **2. Board Composition**

The Board of Directors consists of four Independent Directors, representing one-third of total number of directors in compliance with the principles of good corporate governance set by the SET. This ensures that recommendations and decisions are made objectively and free from undue influence from management or major shareholders.

#### **3. Board Meetings and Decision-Making**

The Board shall meet at least 4 times a year to deliberate and make decisions on key matters. All directors are able to express their opinions independently without any influence from management. The Company Secretary performs the duty of coordinating and providing information support in an impartial manner.

#### **4. Role of the Audit Committee and Independent Directors**

The Audit Committee and independent directors are responsible for independently reviewing the Company's operations and financial reporting, separate from management, to ensure that the Company's business is conducted properly, transparently, and in accordance with good corporate governance principles.

### **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 Corporate Governance and Sustainability 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).

Additional details regarding the development of directors are provided in Section 8.1.1

### **Board performance evaluation**

The Company's policy and guidelines on the performance evaluation of directors stipulates that the Board of Directors shall conduct annual assessments of the Board as a whole, the sub-committees, and individual directors, as well as an annual evaluation of the Managing Director, in accordance with the criteria prescribed by the Nomination and Remuneration Committee. These evaluations provide an opportunity for the Board to jointly review the performance and challenges encountered during the year and to identify areas for enhancing the Board's overall effectiveness. Furthermore, the Company has established a review process to ensure that the evaluation criteria remain appropriate and continue to align with the roles, duties, and responsibilities of the directors, as well as with recognized good corporate governance practices.

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

### **Corporate governance of subsidiaries and associated companies**

The Company's policy and guidelines on the governance of subsidiaries and associates establishes mechanisms to enable effective oversight of management and operational accountability of such subsidiaries and associates. This is to ensure proper control and to safeguard the Company's interests in its investments, The Company appoints representatives as directors, executives, or persons with controlling authority in proportion to its shareholding, subject to approval by the Board of Directors. Individuals appointed as director in subsidiaries or associates are required to act in the best interests of the respective entity and must obtain prior Board approval before voting or making decisions on significant matters that would otherwise require Board approval if undertaken by the Company. The scope of authority, duties, and responsibilities of the Company's representatives is clearly defined, particularly regarding oversight and participation in determining key policies that are material to business operations.

Additional details on the governance of subsidiaries and associated companies are presented in Section 8.1.3.

### **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 to 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 Head of Internal Audit 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 Companys significant information, including financial and non-financial reports, as well as operating results in an accurate, complete, timely, transparent manner to ensure reliability and to provide stakeholders with regular updates on the Companys operational status. Such information is presented in the Annual Report, Sustainability Report and through various articles and news releases and is disseminated in both printed and electronic format through channels that are easily accessible to Shareholders.

### **The Rights of Shareholders**

The Company recognizes and places importance on the fundamental rights of its shareholders, both as investors in securities and as owners of the Company. These rights include the ability to purchase, sell, or transfer shares; receive a portion of the Companys profits; receive adequate and timely information about the Company, attend the shareholder meetings; express opinions; and participate in decision-making on significant matters of the Company. Such significant matters include the declaration of dividends, the appointment or removal of directors, the appointment of the external auditors, approval of significant transactions affecting the Companys business direction and amendments to the Memorandum of Association and the Articles of Association.

In addition to the fundamental rights outlined above, the Company has implemented various measures to promote and facilitate the exercise of shareholders rights, including those of institutional investors, in participating in shareholder meetings. These measures include:

1. The Company convenes its Annual General Meeting of Shareholders within four months from the end of its fiscal year. A notice of meeting is prepared specifying the venue, date, time, meeting agenda, and all matters to be presented for consideration, together with adequate supporting information. Each agenda item is clearly identified as being for acknowledgement, approval, or consideration, as applicable, and is accompanied by the Board of Directors opinions. The notice of meeting is distributed to shareholders and the registrar at least 14 days prior to the meeting date, or in accordance with the requirements prescribed by the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). Furthermore, the Company publishes the meeting notice in newspapers for no fewer than three consecutive days and discloses all relevant information on the Companys website to ensure that shareholders have ample time to review the materials in advance. In the event that urgent matters arise which impact shareholders interests or relate to conditions, regulations, or legal requirements requiring shareholder approval, the Company will convene an Extraordinary General Meeting of Shareholders as deemed necessary.
2. The Company promotes the full participation of the Board of Directors, executive management, relevant departments, and the external auditors at shareholder meetings.
3. The Company provides shareholders with the opportunity to submit comments, recommendations, and questions in advance of the meeting date.

4. Prior to the commencement of the shareholders meeting, the Chairperson provides shareholders with a clear explanation of the number and proportion of shareholders attending in person and by proxy, the rules governing the conduct of the meeting, and the voting procedures applicable to each agenda item in a clear manner.
5. During the Shareholders meeting, prior to voting on each agenda item, the Company ensures that all Shareholders have an equal and fair opportunity to freely express their opinions, provide recommendations, or raise questions on the matters under consideration. Relevant directors and executive management attend the meeting to respond to any inquiries. Significant questions and comments are duly recorded in the minutes of the meeting to allow Shareholders to review and verify them.
6. In the Shareholders meeting agenda concerning the election of directors, the Company provides shareholders with the opportunity to submit nominations for directorship in advance of the meeting. Shareholders are entitled to vote for directors individually, selecting candidates they consider qualified to serve as directors and to protect their interests. This process promotes diversity and ensures genuine representation of shareholders.
7. During the Shareholders meeting, the Company strictly adheres to the agenda as specified in the notice of meeting. No additional agenda items are introduced, nor is the sequence of the agenda altered.
8. The Company employs ballot papers for all agenda items during physical shareholders meetings, while for electronic meetings (E-AGM), voting is conducted through E-Voting to ensure transparency and verifiability. A computerized system is utilized for shareholder registration and voting to enhance efficiency and accuracy. Furthermore, representatives of the external auditors are invited as an independent witness to oversee and verify the vote counting process.
9. Upon the conclusion of the shareholders meeting, the Company promptly publishes the meeting resolutions along with the voting results on the same day via the Stock Exchange of Thailand's news system and the Company's website. The Company prepares the minutes of the meeting accurately and completely reflecting the details of the meeting within 14 days from the meeting date and are disseminated through the Stock Exchange of Thailand's news system and the Company's website to allow shareholders to review them.

### **The Equitable Treatment of Shareholders**

The Company recognizes the importance of its shareholders and adheres to good corporate governance practices without discrimination on the basis of gender, age, race, nationality, religion, beliefs, political opinions, or disability. The Company is committed to protecting the rights and interests of its shareholders and places importance on the rights of all types of shareholders. All shareholders are entitled to equitable treatment, whether they are major or minority shareholders, foreign shareholders, or institutional investors, without discrimination. They are also protected against any improper actions, whether direct or indirect, undertaken for the benefit of controlling shareholders. These principles are established as part of the Company's Corporate Governance Policy, as follows:

#### **1. Submission of meeting agenda items and nomination of candidates for appointment as members of the Board of Directors**

In line with good corporate governance practices for protecting shareholders rights, the Company allows minority shareholders to submit proposals for the shareholders meeting agenda and to nominate candidates for consideration as directors in advance. These proposals are initially reviewed before being submitted to the Board of Directors for inclusion in the meeting agenda. Clear criteria for this process have been established and communicated to shareholders via the Company's website.

##### **Submission of meeting agenda items**

A shareholder who wishes to propose an item for the agenda or a candidate for director must be a shareholder of the Company on the date the shareholder proposes the agenda item or candidate for director. The shareholder making the proposal can be an individual or a group of shareholders holding a minimum of not less than 1% of the total number of voting right shares.

##### **Nominating individuals for appointment as members of the Board of Directors**

The candidates for Director Nominees must possess the following qualifications:

1. Hold qualifications according to the Public Company Act, Securities and Exchange Act and the Good Corporate Governance of the Company.
2. Possess the required knowledge, competence and independence, performs duties with due care and loyalty and is able to fully devote sufficient time and effort. Candidates are able to attend Board of Directors meetings regularly, well prepared in advance of each meeting, actively and constructively participates in discussions, demonstrates candor and integrity and exercises independent judgment and courage in expressing opinions during meetings.
3. Have the skills and knowledge crucial to the business: accounting & finance, business management, business strategy, corporate governance and laws.
4. Should not hold directorship positions in more than five listed companies, as this may impair the ability to effectively perform duties as a director.
5. Be not over 65 years of age on the appointment date. When appointed, a director can maintain his/her directorship until the expiry of his/her term.
6. Independence director must have general qualifications and specific skills, being independent from the group of major shareholders and have the qualifications of an Independent Director prescribed by the Capital Market Supervisory commission.

To comply with good corporate governance practices in protecting shareholders rights, the Company announced via the SET Portal and the Companys website from 4 September to 31 December 2024, an invitation for minority shareholders to propose agenda items for the shareholders meeting and to nominate qualified candidates for election as directors in advance. However, no shareholders submitted any proposals for consideration at this meeting

## **2. Designation of Proxies to the Annual General Meeting of Shareholders**

In order to preserve the rights of shareholders who are unable to attend the AGM meeting in person, shareholders have the right to appoint another person or any independent director of the Company from among all independent directors attending the meeting as a proxy. The Company provides information about independent directors in the proxy form as specified by the Ministry of Commerce, enabling them to participate in and vote on behalf of shareholders. If shareholders appoint a proxy to another person, the company will grant rights and act towards the proxy as if they were a shareholder. Additionally, the Company discloses the proxy form along with details and procedures on the website in advance of the meeting, at least 30 days before the meeting. Shareholders can also inquire for further information via telephone, email, etc

The Company has established guidelines for shareholders meetings and specified the required supporting documents for proxy appointments in the notice of the shareholders meeting. This enables shareholders attending in person and/or proxy holders to properly prepare the necessary documents to verify their identity in compliance with applicable laws. The Company does not impose any undue or burdensome conditions on the appointment of proxies.

## **Shareholders Meeting**

### **1. Determination of the Date, Time, and Venue of the Shareholders Meeting**

To facilitate and encourage participation by all groups of investors, including institutional investors, the Company has scheduled the Annual General Meeting of Shareholders on Tuesday, 22 April 2025. The meeting will be held in a hybrid meeting, via electronic meeting (E-AGM) and an on-site meeting (physical meeting). The live broadcast at the Ballroom, 3<sup>rd</sup> floor, the Grand Fourwings Convention Hotel, 333 Srinakarin Road, Huamark, Bangkok, Bangkok 10240

### **2. Advance Notice of the Shareholders Meeting**

The Board of Directors had resolved to set the date of the Annual General Meeting of Shareholders and finalized the meeting agenda together with the Boards opinions on each item, as well as the schedule for closing the share register book to determine shareholders rights to attend the meeting and receive dividends, the Company disclosed these details in advance through the information disclosure channel of the Stock Exchange of Thailand on 11 March 2025. The Company also published the complete Notice of the Meeting containing the agenda items, essential supporting information required for decision-making, the Boards opinions, and the minutes of the previous meeting, in both Thai and English on the Companys website at [www.kce.co.th](http://www.kce.co.th) at least 30 days prior to the meeting, starting from 24 March

2025. This was to provide shareholders with sufficient time to carefully consider and vote on each agenda item, and to facilitate the meeting in a manner that enables shareholders to fully exercise their rights. In addition, the Company published the Notice of the Annual General Meeting of Shareholders in both Thai and English newspapers for three consecutive days, from 25-27 March 2025, and distributed the Notice of the Meeting to shareholders 14 days in advance through the Thailand Securities Depository (TSD) on 7 April 2025

### 3. Conduct of the Shareholders Meeting

On the date of the Annual General Meeting of Shareholders, the Company conducted the meeting via an electronic platform (E-AGM) of OJ International Co., Ltd., a service provider assessed for compliance with the meeting control system by the Electronic Transactions Development Agency (ETDA), which is a standardized system that complies with the conditions and methods of Emergency Decree on Electronic Meeting B.E.2563 (2020) and Notice of the Ministry of Digital Economy and Society on Security Standards of Electronic Meeting B.E.2563 (2020)

The 2025 Annual General Meeting of Shareholders through electronic media (E-AGM) and in the meeting room (Physical Meeting), which adhere to standardized systems in compliance with the conditions and methods of Emergency Decree on Electronic Meeting B.E.2563 (2020), there will be no printing of the ballots for attendees participating via electronic media. Shareholders will cast their votes through the screen. For physical meetings, the ballots will be utilized for each agenda item. Shareholders will choose to vote for approval, disapproval, or abstention for each agenda item within the specified time (1 minute). Shareholders who do not vote or fail to press their vote into the system will be considered as approving the resolution. During the electronic media meeting (E-AGM), shareholders will have the opportunity to offer comments, pose questions, or express opinions related to the agenda items as appropriate in the chat box. Questions and answers, along with the names of the questioners, will be recorded in the minutes of the meeting.

### 4. Following the meeting

The Company submitted the resolutions of the shareholders meeting to the Stock Exchange of Thailand in the form of a news release via the SETs website, in order to inform shareholders who did not attend the meeting, on the same day after the meeting was concluded.

The Company also submitted the minutes of the Annual General Meeting of Shareholders to the Stock Exchange of Thailand within 14 days from the meeting date. The minutes included the procedures for vote casting and vote tabulation as informed to the meeting prior to commencement; detailed questions and answers raised by shareholders during the meeting; the voting results for each agenda item (specifying the number of votes for, against, and abstentions); as well as the list of directors who attended the meeting.

In addition, the minutes were published on the Company's website: [www.kce.co.th](http://www.kce.co.th) on 6 May 2025 to provide shareholders with an additional channel to access the information for their consideration.

Reference link for Shareholder : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-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 and with concern for their needs. The goals are to foster a good relationship between employees and the Company, 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 all employees comprehensively and fairly, and to respect and protect individual rights, freedoms, and human dignity by treating all employees equally without discrimination or distinction on the basis of origin, race, gender, age, skin color, religion, disability, social status, lineage, educational institution, or any other status that is not

directly related to job performance. The Company also supports and respects employees rights to freely express their opinions.

3. To establish appropriate channels for communication and for receiving opinions, including a whistleblowing system for reporting inappropriate conduct in accordance with the Companys Code of Conduct, and to ensure protection of employees against harassment, intimidation or any form of retaliation arising from such complaints or reports.

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 employees awareness about work discipline.

6. Conduct performance evaluations and manage compensation 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 establish clear, transparent, and fair criteria and processes for appointment, transfer, and promotion, as well as for rewards and disciplinary actions, free from discrimination.

8. To raise awareness and promote employees occupational health and safety and provide a good atmosphere and environment in the workplace.

9. To operate in compliance with internationally accepted occupational health and safety standards and safety standards as well as environmental management standards.

10. To encourage employees to have a Work-Life balance.

11. 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.

12. To comply with applicable laws, rules, regulations, policies, practices, and standards relating to employees and labor, and to promote the exercise of employees legal rights in accordance with the law.

Reference link for Employee : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-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 deliver products and services that meet the needs and expectations of consumers and surrounding communities, and to contribute to improving quality of life and promoting sustainable growth of society.
2. To create innovation and research and development continuously in order to get products and services to have high value, quality and meet the needs of customers in various dimensions.
3. To develop products and services with responsibility toward society and the environment by applying innovative technologies in the production of goods or services to ensure quality, efficient use of resources, environmental protection, reduction of negative impacts, and creation of positive impacts on society and the environment, thereby delivering value to customers and building long-term trust.

4. To produce safe products and services that pose no harm to consumers health and can be relied upon as well as to give accurate and adequate information about them to customers.
5. To monitor and verify the sources and quality of raw materials and service providers in order to manage sustainability-related risks throughout the supply chain, and to manage the quality of products and services effectively in accordance with international standards.
6. To conduct business ethically and with integrity, and to treat customers with courtesy and reliability.
7. To respect customers privacy rights by safeguarding customers business information and personal data, protecting such information from unauthorized access, and refraining from disclosing such information to third parties without customers consent.
8. To treat customers fairly and equitably on the basis of fair returns and mutual benefits for both parties.
9. To establish responsible units to provide product feedback, advice, solutions, and complaint-handling services in order to achieve the highest level of customer satisfaction with products and services, as well as to provide whistleblowing channels for reporting misconduct or violations of the Companys Code of Conduct, in accordance with the Companys whistleblowing policy.

Reference link for Customer : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-stakeholder-engagement-policy-en.pdf>

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### **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 conduct business in compliance with the principles of free and fair competition and applicable laws, in an ethical and transparent manner, and without taking unfair advantage of competitors through unlawful practices.
2. To refrain from obtaining confidential information through fraudulent or improper means.
3. To refrain from violating the intellectual property rights of other or business competitions.
4. To refrain from damaging competitors reputations through false or unsubstantiated allegations.
5. To support and promote free trade, and to avoid any agreements with competitors that may reduce or restrict fair competition, aimed at preventing monopoly or engaging in unfair trade.

Reference link for Business competitor : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-stakeholder-engagement-policy-en.pdf>

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### **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 conduct procurement process in a transparent, fair, and verifiable manner, and to strictly comply with applicable laws, regulations, requirements, policies, practices, and relevant standards, as well as social ethical standards.
2. To treat all suppliers fairly, equitably, and without exploitation, and to provide accurate, complete, clear, and sufficient information to all suppliers on an equal basis.
3. 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.
4. To source and select suppliers fairly, based on performance, reliability, and compliance with the Supplier Code of Conduct and relevant Company policies.
5. To make payments to suppliers accurately and on a timely basis.

6. To strictly comply with agreed commercial terms and contractual conditions. In the event that any condition cannot be fulfilled, the Company shall promptly notify the other party in advance in order to jointly consider appropriate solutions.
7. To establish clear and fair procurement policies and practices, as well as supplier selection criteria (Sustainable Procurement Policy).
8. To maintain business relationships with suppliers on an equitable and impartial basis, and not to request or accept any assets, gifts, or other benefits, whether directly or indirectly, from suppliers.
9. To engage with suppliers on a regular basis in order to exchange views and to listen to feedback or suggestions for improvement.
10. Not to support procurement from suppliers who fail to comply with the Supplier Code of Conduct, violate applicable laws or social ethical standards, or engage in corruption, human rights violations, or infringement of intellectual property rights.
11. To keep confidential all information and documents received from bidders or tender participants, and not to disclose such information to other parties, including not disclosing suppliers information to third parties without the suppliers consent.
12. To encourage suppliers to source environmentally friendly raw materials, products, or services, and to promote and support suppliers in conducting business in accordance with sustainable development principles with responsibility toward society and the environment, by adhering to the Supplier Code of Conduct.
13. To establish communication channels that allow suppliers to submit complaints or report suspected misconduct or violations of the Companys policies and Suppliers Code of Conduct, in accordance with the Companys whistleblowing policy.
14. To continuously monitor, review, and assess suppliers performance and effectiveness, and to provide recommendations for corrective actions and continuous improvement.

Reference link for Business partner : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-stakeholder-engagement-policy-en.pdf>

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### **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.
5. To manage the Companys business operations efficiently, to avoid any default on debt obligations, and to maintain the Companys debt repayment capacity at the strongest possible level.

Reference link for Creditor : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-stakeholder-engagement-policy-en.pdf>

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### **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 act improperly or inappropriately.
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 and continuously improve operations to enhance efficiency.
8. To refrain from giving, offering, or promising any assets or other benefits to government officials with the intent to induce them to perform or refrain from performing any act in violation of their official duties, in order to obtain benefits for the Company, oneself, or related persons.
9. To support the development of positive relationships between communities and government agencies, and to support social and environmental development.
10. To disclose operational information as requested by government authorities in a transparent and verifiable manner.

Reference link for Government agencies : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-stakeholder-engagement-policy-en.pdf>

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### **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 well-being 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 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/20260209-kce-stakeholder-engagement-policy-en.pdf>

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### **Business Partners**

The Company has a policy to ensure that its business partners uphold standards relating to human right, environment, work safety, and remuneration. Furthermore, the Company is resolved to develop the capabilities and knowledge of partners 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 partners to their workers shall not be less than the wage rate stipulated by law.
2. To promote safety awareness among partners and oversee a safe work environment in their operations.
3. To open up opportunities for partners to meet with executives and share their views in order to ensure that operations align with the established objectives.
4. To encourage partners to develop their knowledge to ensure maximum work efficiency.
5. To provide support and encourage partners 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.

### **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 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 and promote 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 a fair and transparent manner.
5. To refrain from taking advantage of the joint venture partners in any way.

### **The Media, Investors, Analysts**

The Company stresses the importance of disclosing information 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, investors, and analysts 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.
6. No actions shall be taken that constitute bribery, including offering or promising to provide any assets or other benefits that may lead to corruption to members of the media, investors, or analysts in exchange for news coverage or publicity.

Reference link for the other policy and guidelines : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-stakeholder-engagement-policy-en.pdf>

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## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

The Company places importance on conducting business with integrity, transparency, and accountability. A written Business Code of Conduct has been established at the group level, covering the parent company and all subsidiaries, to serve as a framework for directors, executives, and employees at all levels.

The Company's Business Code of Conduct reflects its values, principles, and standards for business operations in key areas, including ethics, legal compliance, good corporate governance, and responsibility toward stakeholders. Clear guidelines are defined to ensure practical implementation in daily operations. The Business Code of Conduct serves as an important mechanism to strengthen corporate culture, credibility, and compliance with applicable laws and regulations. The Company discloses the Business Code of Conduct on its website and through internal communication channels to ensure transparent access by stakeholders. The Code is regularly reviewed and updated to align with changes in laws, international standards, and the business environment.

In addition, the Company is a member of the Thai Private Sector Collective Action Against Corruption (CAC). The Company declared its intention to join the CAC initiative on 18 November 2013 and was first certified as a CAC member in 2015. The Company received its fourth consecutive recertification in 2023.

### Management Approach:

- The Business Code of Conduct applies to all directors, executives, and employees of the Company and its subsidiaries without exception or special exemption.
- Establish measures to prevent and combat all forms of corruption, including bribery in giving and receiving, as well as internal misconduct such as the acceptance of gifts or benefits that may create conflicts of interest.
- Promote respect for human rights and fair treatment of employees and stakeholders without discrimination.
- Define appropriate guidelines for the use, storage, and disclosure of Company information, including the prevention of insider information misuse for personal gain or insider trading.
- Require disclosure and avoidance of conflicts of interest, with transparent and fair management procedures.
- Establish clear practices for compliance with trade competition laws to prevent monopolistic practices, price collusion, and unfair trade conduct.
- Implement measures to prevent money laundering and illegal transactions, including insider trading.
- Ensure that business operations take into account environmental protection, as well as the health and safety of employees, suppliers, and communities.

- Provide secure and confidential whistleblowing channels, along with investigation procedures and disciplinary actions for misconduct. Measures are in place to protect whistleblowers from retaliation. Internal audits are conducted regularly, and findings are reported to the Board of Directors.
- Conduct ongoing communication, training, and monitoring of compliance with the Business Code of Conduct to ensure its effective implementation in practice.

### Performance Overview

- Zero incidents or complaints related to violations of laws, regulations, and the Business Code of Conduct
- Zero incidents or complaints related to corruption or bribery

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, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, 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 employees 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 directors 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 reviewing and feedback to the board of directors. The Board of Directors is also responsible for ensuring that the Company strictly complies with the rules, procedures and disclosure requirements relating to connected transactions as prescribed 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 employees working in functions involve exposure to risk (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.

Reference link for Prevention of Conflicts of Interest : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241216-kce-anti-fraud-corruption-policy-en.pdf>

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### Anti-corruption

The Company establishes the Anti-Fraud & Corruption Policy as follows:

1. The Company has a zero-tolerance policy and will not support any form of fraud or corruption practices including bribery, whether direct or indirect.
2. KCE personnel are strictly prohibited from participating in, facilitating, or accept any form of fraud or corruption, whether direct or indirect. This includes any involvement in facilitating or accept bribery, economic extortion, or illegal gratuities involving government officials or private companies that may be considered to be fraud or corruption.
3. KCE personnel must not ignore or neglect to raise concerns or report any suspected instance of fraud or corruption in relation to the Company. KCE Personnel are required to report such suspected acts to their supervisors or the responsible persons and to fully cooperate in the fact-finding and investigation processes.
4. KCE Personnel must encourage good values and awareness in working honestly, ethically and transparently, without fraud and corruption, as part of the organizational culture representing that corruption is unacceptable in very business transaction dealing with both public and private sectors.
5. KCE Personnel must operate in compliance with all related laws, especially the laws in relation to anti-fraud and corruption in every country in which the Company operates.
6. KCE Personnel must operate with transparency, accuracy, and fairness under the applicable regulations policies and guidelines of the Company, especially for marketing and sales, procurement, and accounting and finance processes.
7. Any act of KCE personnel (Board to operational-level employees) breaching this Anti-Fraud & Corruption Policy shall be considered for disciplinary action in accordance with KCEs Procedures which may include termination if deemed appropriate by the Companys Management. Additionally, any KCE Personnel found to be in violation of this Policy may be subject to the law if the act is proven to be a violation of related Laws.
8. The Company shall provide fair treatment and protect KCE Personnel. KCE Personnel will not be subject to disciplinary action, demotion or other adverse consequences for refusing involvement in any acts of fraud or corruption, even if such refusal may result in the Companys loss of business opportunities.
9. The Company values the importance of disseminating information providing education and fostering understanding among individuals who perform duties related to the Company or whose actions may impact the Company, to ensure compliance with this Anti-Fraud & Corruption policy.

Reference link for Anti-corruption : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241216-kce-anti-fraud-corruption-policy-en.pdf>

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### **Whistleblowing and Protection of Whistleblowers**

Whistleblowing measures and protection of whistle-blowers.

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, external parties, whistle-blowers and stakeholders may submit comments or useful suggestions, or provide information concerning wrongdoing, violations of the law, or actions inconsistent with the principles of good corporate governance via email: [whistleblower@kce.co.th](mailto: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. The policy provides protection to complainants against unfair treatment and ensures that their information is kept strictly confidential. In addition, all complaints will be investigated in accordance with the Company's established procedures to ensure fairness to the accused prior to any disciplinary or legal action being taken and the matter will subsequently be reported to the Board of Directors.

### **Prevention of Misuse of Inside Information**

The Company has established a policy to prevent the misuse of inside information for personal gain, to prevent the use of internal information for trading the Companys securities. Requiring directors, executives, and departments involved with critical information, policies and procedures for supervising directors and executives to prevent them from using the Companys internal information for personal benefit, which can be summarized as follows:

1. The Company will educate its directors and executives on the obligation to prepare and disclose reports on the Company's securities holding by (a) themselves, (b) their spouses or cohabiting couples (c) minor children and (d) juristic person in which the directors or executives, his or her (b) and (c) collectively hold shares more than 30 percent of the total voting rights, provided that such aggregate shareholding is considered the largest shareholding in such juristic person. The reports shall be disclosed to the Office of the Securities and Exchange Commission in accordance with Section 59 of the SEC Act and the penalty regarding Section 275 of SEC Act. The Company shall also educate its directors and executives on the reports on acquisition or disposal of securities in accordance with Section 246 of the SEC Act.
2. The Company requires directors and executives to prepare and submit reports on their securities holdings, as well as the holdings of their spouses or cohabiting partners, minor children, and legal entities in which the directors, executives, their spouses or cohabiting partners, and minor children hold more than 30% of the total voting rights of the entity, according to the specified securities holdings report format, to the Company secretary before submitting to the SEC. They must prepare and submit their securities holdings report within 30 days from the date they are appointed to the position of director and/or executives, and whenever there is a change in their securities holdings. They must also report any changes in securities holdings within 3 business days from the date of purchase, sale, transfer, or receipt of transfer of the securities. The Company secretary is required to summarize the securities holdings report and any changes in securities holdings for presentation to the Board of Directors for acknowledgment every 6 months.
3. The Company requires directors and executives to notify the Company Secretary of their intention to trade the Company's shares at least one day in advance and report changes in securities holding to the SEC in accordance with Section 59 and as specified in Announcement Sor Jor 6/2567 (2024). The report must be submitted within 3 business days from the date of the change in securities holdings, except in cases where the value of each transaction is less than 3 million Baht. In such cases, the report may be submitted within 3 business days after the cumulative value of the transactions reaches 3 million Baht or after 6 months from the date of the first transaction, whichever comes first. And they must notify the Company secretary to acknowledge and record the changes, as well as summarize the securities holdings of each director and executives to be presented to the Board of Directors at the next meeting. Additionally, the penalties for any violations or failure to comply with the above requirements have also been communicated.
4. The Company prohibits directors, executives, employees, and workers of the Company who have access to the Company's inside information from disclosing or using the Company's secrets and/or business information for personal gain or for the benefit of others. This includes using such information to buy or sell, offer to buy or offer to sell, or solicit others to buy or sell, or officer to buy or sell the Company's securities. Additionally, these individuals must not disclose such information to others who may use it for similar purposes, especially competitors, whether directly or indirectly, and regardless of whether they receive compensation. This also includes using such information to engage in business that competes with the Company or its subsidiaries.
5. The Company requires that directors, executives as well as individuals holding managerial positions in accounting or finance departments at the level of department director or equivalent, and relevant employees, including their spouses and minor children, who have access to significant inside information that may affect the price of the Company's securities, must suspend trading of the Company's securities during the period before the financial statements are disclosed or information regarding the Company's financial position and status is made public, until the Company has disclosed the information to the public. The Company will notify directors and executives as well as individuals holding managerial positions in accounting or finance departments at the level of department manager of equivalent, to suspend buying, selling, offering to buy, offering to sell, or soliciting others to buy, sell, offer to buy, or offer to sell the Company's securities, either directly or indirectly, and regardless of whether the actions are for their own benefit or for others benefit. This suspension will apply for at least 30 days prior to the disclosure of information to the public and for at least 24 hours after the Company's inside information has been publicly disclosed. Individuals with access to this inside information must not disclose it to others.

6. The Company prohibits directors, executives, employees, and workers of the Company, or former directors, executives or employees who have resigned, from disclosing inside information or the Companys secrets, as well as confidential information of the Companys clients that they have become aware of through the performance of their duties, to external parties. This prohibition applies even if the disclosure of such information may not result in harm to the Company or its clients.

7. Directors, executives and employees of the Company, or former directors, executives, employees, or former employees who have resigned, have the duty to maintain the confidentiality of the Companys inside information. They are obligated to use the Companys inside information solely for the purpose of conducting the Companys business. It is prohibited for directors, executives and employees of the Company to use the Companys confidential or inside information for the benefit of other companies in which they are shareholders, directors, executives, employees, or workers.

8. The Company has measures in place to prevent the misuse of inside information by restricting access to non-public information strictly to relevant and authorized personnel on a need to know basis. It also establishes internal information security systems and requires all related personnel to strictly comply with such measures.

9. The disclosure of information must be carried out by Companys personnel who have the authority and responsibility. General personnel do not have the duty to disclose information. When asked to disclose information that is not within their responsibility, they should advise the inquirer to consult the person responsible for disclosing that information, in order to ensure that the information provided is accurate and consistent.

10. The Company considers any actions that violate the Use of Inside Information Policy, unauthorized disclosure of information, which causes damage to the Company and relate individuals, as an offense subject to disciplinary action according to the Companys work regulations. The Company will consider penalties appropriate to the situation, ranging from a warning to termination of employment, as well as legal liability.

Reference link for Prevention of Misuse of Inside Information : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-use-of-inside-information-policy-en.pdf>

### **Money laundering prevention**

The Company recognizes the importance and potential impact of being involved in transactions related to money laundering. The company upholds the principle of conducting business exclusively with reputable customers and business partners who strictly comply with legal requirements. It exercises caution when engaging in transactions with individuals or entities where there is reasonable suspicion of involvement in unlawful activities. The company will not provide assistance or participate in any activities related to concealing or disguising the origin of funds or assets linked to illegal activities. Furthermore, it will not engage in transactions that could alter the status of such funds or assets to appear lawfully obtained. All employees of the company are required to fully cooperate with relevant authorities in preventing money laundering and must strictly comply with all applicable laws and regulations.

Reference link for Money laundering prevention : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-anti-fraud-corruption-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 receiving or giving of gifts, entertainment and hospitality to/from individuals and/or either government or private sectors must be transparent, and not made with the expectation of favorable treatment in return that may give the appearance as being for fraud or corruption. Thus, the approval process and consideration criteria shall 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 discomfortor create conflict of interests, unless they are given in accordance with customary practices.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20241216-kce-anti-fraud-corruption-policy-en.pdf>

### **Compliance with laws, regulations, and rules**

The company places great importance on compliance with laws, regulations, rules, and relevant regulatory requirements in all areas where it operates. Company personnel must study, understand, and strictly adhere to the applicable laws, directives, announcements, and company regulations, as well as comply with the regulations of relevant authorities. Additionally, they must respect the customs, traditions, and cultural norms of the local communities in which the company conducts its business

### **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, personnel must return all company property used in the performance of their duties, including work-related information, work products and inventions. This obligation applies to all information regardless of the form in which it is stored. Personnel are strictly prohibited from recording, copying, reproducing, or using such information for disclosure or personal gain without the Company's authorization.

### **Anti-unfair competitiveness**

The Company conducts its business based on ethical principles and fair trade practices. It does not support or engage in any behavior that constitutes unfair competition, such as misinformation, disparagement of competitors, or the abuse of market dominance.

### **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 places great importance on and strictly adheres to environmental management standards in compliance with relevant regulations and laws. As a result, an environmental policy has been established to guide the actions of management and employees, as well as to communicate with business partners and stakeholders. The key elements of the environmental policy are as follows:

- Compliance with environmental laws and regulations
- Waste Reduction, Natural resources consumption, Energy and water consumption
- Use of solar energy
- Reduction of CO2 and greenhouse gas emissions in the production process
- Pollution control and sustainable resource usage in order to preserving ecosystems
- Evaluation and improvement of the environmental management system
- Promotion of environmental performance improvements

- Fostering environmental and energy conservation awareness among employees and stakeholders The Group has implemented an environmental management system based on the international standard ISO 14001:2015 and has been certified by SGS (Thailand) Co., Ltd., with annual evaluations conducted. Additionally, the Company has received Green Industry certification at Level 3, Green System, from the Ministry of Industry

### **Human rights**

The Company recognizes the importance of respecting human rights and labor practices in accordance with international standards and legal requirements in every country where it operates. The Company is committed to adhering to the Universal Declaration of Human Rights (UDHR), the 10 Principles of the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. These principles affirm that all humans are entitled to rights and freedoms, dignity, and equality, without discrimination based on gender, religion, beliefs, or expression, and are protected by law under the Constitution of Thailand and international human rights treaties, with states bearing the responsibility to safeguard the human rights of their people. The Company fully understands that prioritizing and respecting universal human rights within the organization, where practices can be easily monitored and implemented, is crucial. This is equally important when it comes to the external value chain, which is more complex and less within the Company's direct control, presenting a significant challenge for business operations. If the Company neglects or allows human rights violations, either within the organization or in the value chain, it will negatively impact the organization's sustainability. The Company recognizes that business success alone is not sufficient for long-term viability. Gaining trust and support from all stakeholders through ethical practices, non-exploitation, and respect for others' rights is a fundamental pillar for the Company's growth and sustainability. The assessment of both positive and negative impacts covers economic, environmental, social, and human rights dimensions

### **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, 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 Company prioritizes ongoing development of its employees in terms of knowledge, competencies, ethics, and moral values as well as fostering awareness and instilling integrity, diligence, perseverance, and responsibility with the following promotion processes:

1. Preparing a business code of conduct and communicating it to directors, executives, and employees of the company.
2. Knowledge training: In 2025, executives and employees attended training for the KCE Life & Core Value Anti-corruption course.
3. Having a complaint channel and protecting whistleblowers.
4. There are penalties for those who violate the code of conduct.
5. Continuous review and improvement of development. The Company reviews to be in line with laws, practices, and new standards at least once year.





# CERTIFICATE OF PARTICIPATION

This certificate is proudly presented to:

**KCE ELECTRONICS  
PUBLIC COMPANY LIMITED**

In recognition of the company's CAC Change Agent Status and the commitment to fight against corruption through collective action, integrity, and transparency.

The CAC Change Agent Status is valid  
From January 2026 to January 2027.

Phrommet Bencharongkit  
Director  
Thai Private Sector  
Collective Action Against Corruption

หลักฐานการเข้าร่วม United Nation Global Compact (UNGC)

อ้างอิง : KCE Electronics Public Company Limited | UN Global Compact

The screenshot shows the United Nations Global Compact website. The main banner features the text "Over 20,000 business participants". Below this, there is a section titled "Company Information" for KCE Electronics Public Company Limited. The information includes:

- Type: Company
- Country: Thailand
- Sector: Electronic & Electrical Equipment
- Ownership: Publicly Listed
- Global Compact Status: Active
- Participant Since: 18 October 2007
- Next Communication on Progress (COP) due on: 31 July 2025

Financial Information links for Google Finance and Yahoo! Finance are also visible.

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

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

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

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

In 2025, the Company conducted a comprehensive review of its Business Code of Conduct and presented the updated to the Board of Directors to ensure its appropriateness, currency, and alignment with applicable regulations and best practices. The Company also communicated and provided training on the Code of Conduct to all directors, executives, and employees, reinforcing commitment to the principles of good corporate governance. The Board of Directors has approved and reviewed the Companys various policies as follows: the Business Code of Conduct; the Anti-Fraud & Corruption Policy, the Use of Inside Information Policy; and the Stakeholder Engagement Policy.

### Implementation of the CG Code for listed companies

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

In addition, in 2025 there are some corporate governance policy practices that the Company has not yet been able to implement, as follows

1. The Chairman of the Board is not an Independent Directors

However, the Company has clearly defined the roles and reviewed the responsibilities of the Chairman of the Board, focusing on the benefits of the Company, shareholders and all stakeholders. The independent directors are authorized to hold meeting, without other director or executives attending to consider matters as deemed appropriate by the independent directors for submission to the Board of Directors.

2. Independent Directors holding office for more than 9 consecutive years.

The Board of Directors shall consider the necessity of proposing the reappointment of such directors. The Board of Directors may consider the independence qualifications of such directors further, if deemed appropriate.

3. The Board of Directors does not yet comprise a majority of independent directors (more than 50%)

As the proportion of independent directors is currently slightly above one-third of the total number of directors. Nonetheless, the independent directors possess substantial experience and specialized expertise, and are able to perform their duties with independence.

4. The Board of Directors currently does not have at least one female independent director.

As the existing independent directors already provide adequate oversight across multiple areas of the Companys operations. Nevertheless, the Board presently includes three female directors.

### Other corporate governance performance and outcomes

#### Assessment of the CGR Checklist for the year 2025

In 2025, the Board of Directors fully complied with the corporate governance principles in accordance with the best practice guidelines of the Stock Exchange of Thailand. The Company received an Excellent CG Scoring rating for the

eleventh consecutive year under the assessment criteria of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC). The evaluation was conducted by the Thai Institute of Directors Association (IOD). The consistent results of the Company's annual corporate governance assessments reflect the strong commitment of the Board of Directors, management, and all employees to conducting business and managing operations in a concrete and continuous manner in line with good corporate governance principles.

#### AGM Checklist scores for year 2025

The Company has participated in the project to assess the quality of shareholder meetings for the year 2025 organized by the Thai Investors Association. The Company received an excellent evaluation result for the quality of the 2025 Annual General Meeting of Shareholders and deserves to be an example with a full evaluation score of 100 points (5 Coin), for the six consecutive years.

#### SET ESG Ratings

The Company successfully met the assessment criteria for sustainability performance and was selected for inclusion in the SET ESG Ratings 2025. The Company received a rating of AA.

## Corporate Governance Structure

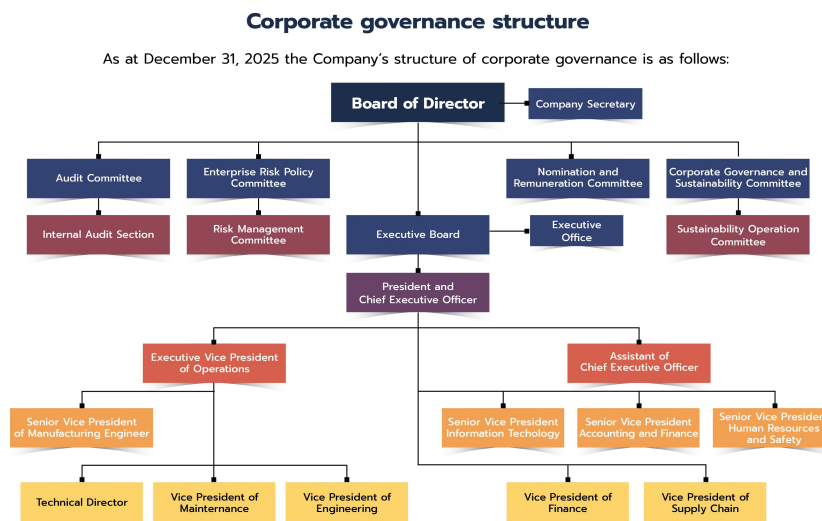
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

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

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	66.67	33.33	66.67	33.33	66.67	33.33
Executive directors	33.33		33.33		33.33	
	22.22	11.11	22.22	11.11	22.22	11.11
Non-executive directors	66.67		66.67		66.67	
	44.44	22.22	44.44	22.22	44.44	22.22
Independent directors	44.44		44.44		44.44	
	44.44	0.00	44.44	0.00	44.44	0.00
Non-executive directors who have no position in independent directors	22.22		22.22		22.22	
	0.00	22.22	0.00	22.22	0.00	22.22

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	60		61		62	
	55	72	56	73	57	74

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. BANCHA ONGKOSIT  Gender: Male  Age : 74 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  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 567,631 Shares (0.048019 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 1,962,741 Shares (0.166040 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Mrs. Voraluksana Ongkosit (wife)</p>	<p>Chairman of the board of directors  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>29 Apr 1982</p>	<p>Electronic Components, Corporate Management, Business Administration, Marketing, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. PITHARN ONGKOSIT  Gender: Male  Age : 44 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  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 184,193,202 Shares (15.582013 %)</li> </ul>	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>29 Apr 2014</p>	<p>Business Administration, Electronic Components, Marketing, Engineering, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mrs. CHANTIMA ONGKOSIT  Gender: Female  Age : 79 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Medicine  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 8,267,650 Shares (0.699410 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>28 Apr 1983</p>	<p>Business Administration, Project Management, Health Care Services, Strategic Management, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mrs. VORALUKSANA ONGKOSIT Gender: Female Age : 74 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 Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,962,741 Shares (0.166040 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 567,631 Shares (0.048019 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Mr. Bancha Ongkosit (husband)</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 1993	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 Gender: Female Age : 70 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 Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 11,333,913 Shares (0.958804 %)</li> </ul>	<p>Director (Non-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 1992	<p>Sustainability, Governance/ Compliance, Risk Management, Business Administration, Electronic Components</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. PAITON TAVEEBHOL  Gender: Male  Age : 75 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  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Apr 2012	Accounting, Finance, Law, Audit, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. KANCHIT BUNAJINDA  Gender: Male  Age : 58 years  Highest level of education : Master's degree  Study field of the highest level of education : MBA Finance  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>28 Apr 2016</p>	<p>Finance, Risk Management, Business Administration, Engineering, Audit</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. SUTEE MOKKHAVESA  Gender: Male  Age : 50 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	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 : 38 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 : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>Direct shareholding : 75,000 Shares (0.006345 %)</li> </ul>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	12 Dec 2023	Business Administration, Banking, Marketing, Strategic Management, Health Care Services

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.

### Diagram of list of the board of directors

## Board of Directors



**Mr. Bancha Ongkosit**  
 • Chairman of the Board of Directors  
 • Chairman of the Executive Board



**Mr. Pitharn Ongkosit**  
 • Vice Chairman of the Board of Directors  
 • President and Chief Executive Officer  
 • Chairman of Risk Management Committee  
 • Enterprise Risk Policy Committee Member



**Chantima Ongkosit, MD**  
 • Director  
 • Nomination & Remuneration Committee Member



**Mr. Paitoon Taveebhol**  
 • Independent Director  
 • Chairman of Audit Committee  
 • Chairman of Nomination & Remuneration Committee  
 • Enterprise Risk Policy Committee Member  
 • Corporate Governance and Sustainability Committee Member



**Mrs. Voraluksana Ongkosit**  
 • Director  
 • Executive Vice Chairperson  
 • Corporate Governance and Sustainability Committee Member



**Mrs. Siriphan Suntanaphan**  
 • Director  
 • Chairman of the Corporate Governance and Sustainability Committee  
 • Enterprise Risk Policy Committee Member



**Mr. Kanchit Bunajinda**  
 • Independent Director  
 • Audit Committee Member  
 • Chairman of Enterprise Risk Policy Committee  
 • Nomination & Remuneration Committee Member



**Sutee Mookhavesa, Ph.D.**  
 • Independent Director  
 • Audit Committee Member  
 • Enterprise Risk Policy Committee Member



**Mr. Sant Senadisai**  
 • Independent Director  
 • Corporate Governance and Sustainability Committee Member

List of board of directors who resigned / vacated their position during the year

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		3	6	4	2	5

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. 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		✓	✓		
<b>Total (persons)</b>		<b>3</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>5</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
----------------------	------------------	-------------

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	2	22.22
5. Electronic Components	3	33.33
6. Law	1	11.11
7. Marketing	3	33.33
8. Accounting	1	11.11
9. Finance	3	33.33
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** <sup>(\*)(\*\*)</sup>

	2023	2024	2025

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	Yes	Yes	Yes
Chairman is a member of the executive board or taskforce	-	Yes	Yes
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

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

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

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

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

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

To promote effective governance, transparency, and accountability, the Company has established measures to ensure an appropriate balance of power between the Board of Directors and Executive management, as follows:

### 1. Clearly Defined Roles and Responsibilities

- The Board is responsible for setting policies, overseeing the company's direction, and monitoring performance.
- Management is responsible for executing the strategies approved by the Board and managing day-to-day operations.

### 2. Separation of Powers

- The roles of the Chairman of the Board and the Chief Executive Officer (CEO) are clearly separated to prevent any concentration of power.
- Independent committees such as the Audit Committee and Nomination and Remuneration Committee are established to oversee key areas separately from management.

### 3. Board Independence

- A sufficient number of independent directors are appointed in accordance with regulatory requirements to provide objective oversight.

### 4. Monitoring and Evaluation of Management Performance

- The Board regularly monitors and evaluates management performance against agreed targets and key performance indicators.
- Senior executives are subject to annual performance reviews with feedback from the Board.

### 5. Conflict of Interest Prevention

- Policies are in place to disclose and manage potential conflicts of interest.
- Directors with personal interests in any matter must abstain from voting on related decisions.

#### 6. Transparency and Reporting

- Management is required to report material information to the Board accurately and in a timely manner.
- The Board is entitled to access all necessary information and summon executive management for clarification when needed.

### Information on the roles and duties of the board of directors

Board charter : Have

This Board Charter is established to define the framework within which the Board of Directors shall operate, ensuring clarity, transparency, and adherence to the principles of Good Corporate Governance. The Charter serves as a foundation for the Board to effectively perform its duties in setting policies, strategic direction, and overseeing the management and operations of the organization in a fair and responsible manner.

Reference link for the board charter : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20260209-kce-cg-charter-directors-en.pdf>

### Information on subcommittees

#### Information on subcommittees

#### Information on roles of subcommittees

### Roles of subcommittees

#### Audit Committee

##### Role

- Audit of financial statements and internal controls

##### Scope of authorities, role, and duties

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**

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20260209-kce-cg-charter-audit-en.pdf>

### **Executive Committee**

#### **Role**

- Others
- 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)
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. Monitoring and reviewing the implementation of policies and strategic plans to ensure the achievement of the Company's objectives
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. Be responsible for, and approve, the arrangement of short-term and long-term credit facilities for submission to the Board of Directors for consideration and approval
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 Companys fundraising plans for further submission to the Board of Directors
11. Approving the appointment of advisors for specific areas, as required by the Companys business operations

#### Reference link for the charter

-

### Enterprise Risk Policy Committee

#### Role

- Risk management

#### 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 Companys 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

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20260209-kce-cg-charter-risk-en.pdf>

### Nomination & Remuneration Committee

#### Role

- Director and executive nomination
- Remuneration

#### Scope of authorities, role, and duties

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 Companys business; the qualification of each director in terms of education, knowledge, expertise, skill, experience and specialization that related to the Companys business or industry that the Company currently operate
2. Considering the qualification of the Independent Director that conforms to the SECs regulations
3. Considering the qualification of top executive director who suits the Companys business management to achieve the Companys 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 Companys director, which conform to the structure and qualifications as determined and suit to the Companys 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 Directors 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

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20260209-kce-cg-charter-nr-en.pdf>

### Corporate Governance and Sustainability Committee

#### Role

- Corporate governance
- Sustainability development

#### 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 CGS Committee is obliged to conduct at least three 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

<https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/charter/20260209-kce-environmental-social-governance-sustainable-development-committee-charter-en.pdf>

#### 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<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 75 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<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 58 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

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. SUTEE MOKKHAVESA (*)  Gender: Male Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Continuing director (Full term of directorship and being re-appointed as a director)	1 Jan 2020	Finance & Securities, Insurance, Finance, Data Analysis, Risk Management

Additional explanation :

(\*) Directors with expertise in accounting information review

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

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. BANCHA ONGKOSIT Gender: Male Age : 74 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	The chairman of the executive committee	29 Apr 1982

List of committee members	Position	Appointment date of executive committee member
<p>2. Mrs. VORALUKSANA ONGKOSIT  Gender: Female  Age : 74 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</p>	<p>Vice-chairman of the executive committee</p>	<p>27 Apr 1989</p>
<p>3. Mr. PITHARN ONGKOSIT  Gender: Male  Age : 44 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</p>	<p>Member of the executive committee</p>	<p>29 Apr 2014</p>
<p>4. Mr. Fredrick Gharapet Ohanian  Gender: Male  Age : 72 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</p>	<p>Member of the executive committee</p>	<p>16 Jul 2013</p>
<p>5. Mrs. Wasara Chotithammarat  Gender: Female  Age : 60 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</p>	<p>Member of the executive committee</p>	<p>6 Oct 2022</p>

List of committee members	Position	Appointment date of executive committee member
6. Mr. Lin Po-Chiung Gender: Male Age : 57 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

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

**Other Subcommittees**

Subcommittee name	Name list	Position
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
Corporate Governance and Sustainability Committee	Mrs. SIRIPHAN SUNTANAPHAN	The chairman of the subcommittee
	Mrs. VORALUKSANA ONGKOSIT	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. PAITON TAVEEBHOL	Member of the subcommittee (Independent director)
	Mr. SANT SENADISAI	Member of the subcommittee (Independent director)

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. BANCHA ONGKOSIT Gender: Male Age : 74 years Highest level of education : Bachelor's degree Study field of the highest level of education : GRAPHIC DESIGN Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chairman of the Executive Board	29 Apr 1982	Electronic Components, Corporate Management, Business Administration, Marketing, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mrs. VORALUKSANA ONGKOSIT Gender: Female Age : 74 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Executive Vice Chairperson	27 Apr 1989	Business Administration, Governance/ Compliance, Sustainability, Corporate Management, Strategic Management
<p>3. Mr. PITHARN ONGKOSIT Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	President and Chief Executive Officer (The highest-ranking executive)	29 Apr 2014	Business Administration, Electronic Components, Marketing, Engineering, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
<p>4. Mr. Fredrick Gharapet Ohanian Gender: Male Age : 72 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 Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Executive Vice President of Operations	16 Jul 2013	Automotive, Electronic Components
<p>5. Ms. Siwipha Mahatharadol Gender: Female Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Assistant of Chief Executive Officer	1 Nov 2024	Business Administration, Finance, Accounting

List of executives	Position	First appointment date	Skills and expertise
<p>6. Mrs. Wasara Chotithammarat<sup>(*)</sup>  Gender: Female  Age : 60 years  Highest level of education : Master's degree  Study field of the highest level of education : MBA International Business  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : No</p>	<p>Senior Vice President of Accounting &amp; Finance</p>	<p>1 Jul 2022</p>	<p>Business Administration, Accounting, Finance</p>
<p>7. Mr. Athasidh Ongkosit  Gender: Male  Age : 45 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Bachelor of Science  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Senior Vice President of Information Technology</p>	<p>1 Aug 2013</p>	<p>IT Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>8. Mr. Viboon Sunthornwiwath  Gender: Male  Age : 58 years  Highest level of education : Master's degree  Study field of the highest level of education : Master of Science in Human Resource Management (M.Sc. in HRM)  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Senior Vice President of Human Resources</p>	<p>10 Jan 2017</p>	<p>Human Resource Management</p>
<p>9. Mrs. Patcharin Balankura (**)  Gender: Female  Age : 56 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</p>	<p>General accounting &amp; Group Consolidation manager</p>	<p>3 Jan 2022</p>	<p>Accounting</p>

List of executives	Position	First appointment date	Skills and expertise
10. Mr. Kantinan Phiromkunnatham Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Supply Chain Vice President	1 Aug 2025	Economics, Procurement, Negotiation
11. Mr. Jakkrapan Chatthee Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Electrical Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Maintenance Vice President	16 Dec 2025	Engineering

*Additional Explanation :*

*(\*) Highest responsibility in corporate accounting and finance*

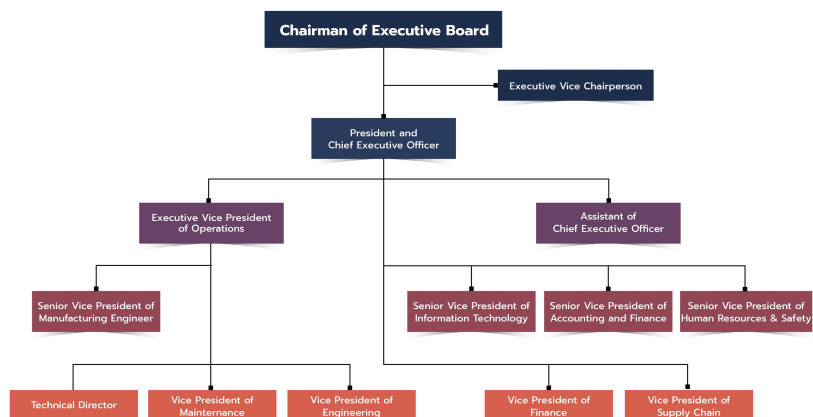
*(\*\*) Accounting supervisor*

*(\*\*\*) 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 : 31 Dec 2025  
 executive and the next four executives as of date

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



### Remuneration policy for executive directors and executives

The Company has a policy to compensate Directors, the Chief Executive Officer and Management at an appropriate level relative to other companies in the same business. This is to motivate and retain capable personnel. Remuneration is related to the Company's performance. The Nomination and Compensation Committee sets the remuneration policy and payment procedure and proposes the remuneration package to the Board of Directors for consideration, which proposes the package to the Meeting of Shareholders Meeting for approval. Details of the remuneration paid to Directors and Executives in 2025 are reported in the section Corporate Governance Structure.

The Nomination and Remuneration Committee set criteria concerning remuneration for the CEO and executives on both a short-term and long-term basis, as follows:

Short term: Remuneration is to be paid in the form of salary and annual bonus based on performance results (KPI)

Long term: An Employee Joint Investment Program (EJIP)

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

### Remuneration of executive directors and executives

#### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	30,357,341.00	32,035,768.00	31,890,335.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00

	2023	2024	2025
Total remuneration of executives (baht)	30,357,341.00	32,035,768.00	31,890,335.00

#### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	4,835,201.00	5,450,098.00	4,471,841.00
Employee Stock Ownership Plan (ESOP)	Yes	No	No
Employee Joint Investment Program (EJIP)	No	Yes	Yes

The Company has a reward policy that takes into account the performance of employees beyond short-term financial measures. In the past, the Company offered an Employee Stock Option Program (ESOP) and Employee Joint Investment Program of KCE Electronics Public Company Limited - No. 2 (Employee Joint Investment Program: "KCE-EJIP No.2) to motivate and reward employees for their dedication in helping the Company attain its goals.

#### Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives in the current year : 0.00

#### Executive Development

##### Executive Development Achievements in the past year

The Management attended other training courses as follows:

Management			Mrs. Siwibha Mahatharadol	Mr. Fredrick Gharapet Ohanian	Mrs. Wasara Chotithammarat	Mr. Athasidh Ongkosit	Mr. Viboon Sunthornwiwath	Mr. Kantinan Phiromkunatham	Mr. Jakkrapan Chatthee	Mrs. Patcharin.Balankura
Training Course	Institute	Date								
ISO14064-1 : GHG Calculation Method	SGS Academy	6 June						●		●
Value Chain Analysis	SET	2 July					●	●		
Introduction to Human Rights due Diligence	SET	3 July					●	●		
Fundamentals of Sustainability	SET	3 July					●	●		●
Sustainable Supply Chain Management	SET	3 July						●		
ESG RISK	SET	3 July					●	●		
Business and GHG Emission Reduction	SET	3 July					●	●		
Circular Business Model	SET	3 July					●	●		
Social Responsibility Atandard Code of conduct study of Code Requirements	Intertek	17 July						●		
AI & Chat GPT for Executive	NASONJAI	October - November					●	●		●
Governance and Risk Management for Using AI	SET	22 May	●		●					
Economic Update for CFO	TLCA	26 May			●					
Executive Forum : Data-Driven Leadership Amid Global Uncertainty	EY	19 August			●					
CFO Forum : Driving Value Creation Forward	TLCA	29 August			●					
Accounting System Development	TLCA	22, 29 September			●					
Green Bond and Suatainability Benefit	TLCA	24 September			●					
Subsidiary Governance Program (SGP)	IOD	2 October			●					
Audit Committee Forum 2025	EY	3 October			●					
Facing the Audit : Transfer Pricing Risk & Readiness	KPMG	27 October			●					
Tax Issues Mapping	TFAC	13 November			●					
Disclosure of Conflicts of Interest and Insider Information Management Policy.	TFAC	20 December			●					
Error of Corporate Income Tax Preparing for Business under BOI privilege	TFAC	22 December			●					●
Disclosure the Report of Interest and Insider Information Management Policy	SEC	October - November	●	●	●	●	●	●	●	●
Employee Welfare Fund: Laws and Practices that HR Must Be Prepared For	Beyond Age Co., Ltd.	3 May					●			
CFO Professional Development Program "Accounting Standards related to Climate-Related Risks"	SET/TLCA	26 August	●							
Financial Fraud: Financial Scams: Closer Than You Think - Class 2/2025	Professional Council	27 August	●							
Business leaders' summit 2025	KPMG	11 September								●
Internal Data Management	IA/KCE	17 October								●
TFRS 18: From Principles to Practice, Adjusting Accounting Systems and Linking Sustainability Reports The Federation of Accounting Professions under the Royal Patronage	TFAC	28 November								●
AI Fueled Business Growth with DCS and IBM Next-Gen Technology	DCS and IBM	20 June				●				
IBM Solutions Summit: The Race to Unlock Enterprise AI	IBM	5 August				●				
NTT DATA Business Solutions Transformation NOW 2025	NTT DATA	27 August				●				
scale fast business accelerator summit 2025	ITD	1 October				●				
Digitech ASEAN Thailand 2025	Ministry of Digital Economy and Society	21 November				●				
METALEX 2025	RX Tradex	21 November				●				

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 : Have  
investor relations

### List of the head of investor relations

General information	Email	Telephone number
1. Mrs. Niraphat Tiranakwit	niraphat@kce.co.th	02-326-0196

## Company's auditor

### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	4,355,000.00	<p>Types of non-audit service : - Compliance verification fee for BOI - Costs for inspecting the destruction of goods and assets. - Council legal counsel fees for mergers and acquisitions.</p> <p>Details of non-audit service : 995,000</p> <p>Amount paid during the fiscal year 0.00 baht            Amount to be paid in the future 995,000.00 baht            Total non-audit fee 995,000.00 baht</p>	<p>1. Mr. SUMATE JANGSAMSEE            Email: sumate@kpmg.co.th            Telephone number: (662) 677-2000            License number: 9362</p> <p>2. Mr. CHOKECHAI NGAMWUTIKUL            Email: chokechai@kpmp.co.th            Telephone number: (662) 677-2000            License number: 9728</p> <p>3. Mr. VEERACHAI RATANAJARATKUL            Email: veerachai@kpmp.co.th            Telephone number: (662) 677-2000            License number: 4323</p> <p>4. Mr. TREERAWAT WITTHAYAPHALERT            Email: teerawat@kpmp.co.th            Telephone number: (662) 677-2000            License number: 11464</p>

**Assigned personnel in case of a foreign company**

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

**List of designated individuals as representatives in Thailand**

## Performance Report on Corporate Governance

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

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

The Board is determined to lead the business successfully and to create the greatest benefit for Shareholders according to the Companys 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 2025, the Board continued to undertake the following activities:

1. Establish the Companys Policy and Business Direction

The Board joined with management in establishing and reviewing the Companys 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 managements performance according to the preset target in Board Meetings that are scheduled once a month, or 12 times per year. In 2025, a total of 14 Board of Directors meetings were held due to special agenda items concerning the consideration of overseas business acquisitions.

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 2025, 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.

- Determined the policy of CSR and sustainability development.

3. Foster necessary risk management and continuously followed up the results through the Enterprise Risk Policy Committees Report as in quarterly.

4. Review the management plan of the Risk Management Committee's risk mitigation plan.

5. Set 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. Encourage all Directors and management to attend various seminars or courses, which would be beneficial to perform 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. Review the policy and criteria in regard to the nomination and remuneration for directors and executive, including selection procedure remuneration structure and criteria's 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 revise the Committees 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 2025 annual survey by the Thai Institute of Directors Association (IOD)
13. Assess 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
Mrs. VORALUKSANA ONGKOSIT	Director	1 Jan 1993	Business Administration, Governance/ Compliance, Sustainability, Corporate Management, Strategic Management
Mrs. SIRIPHAN SUNTANAPHAN	Director	29 Apr 1992	Sustainability, Governance/ Compliance, Risk Management, Business Administration, Electronic Components
Mr. KANCHIT BUNAJINDA	Director	28 Apr 2016	Finance, Risk Management, Business Administration, Engineering, Audit

#### List of newly appointed director to replace the ex-director

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

#### Selection of independent directors

### Criteria for selecting independent directors

The Company has defined the role and qualifications of the Independent Directors in compliance with the Securities and Exchange Commissions 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 over the past year : No

### Selection of directors and the highest-ranking executive

### Method for selecting directors and the highest-ranking executive

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

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

### Number of directors from major shareholders

### Rights of minority shareholders on director appointment

A shareholder who wishes to propose an item for the agenda or a candidate for director must be a shareholder of the Company on the date the shareholder proposes the agenda item or candidate for director. The shareholder making the proposal can be an individual or a group of shareholders holding a minimum of not less than 1% of the total number of voting right shares.

The Company provided an opportunity for shareholders to propose agenda items and nominate candidates for directorship during the period from September 4 to December 31, 2024 via companys website, email, fax or the letter with details and guidelines published on the Companys website [www.kce.co.th](http://www.kce.co.th). including publishing the right granting through the channel of the Stock Exchange of Thailand, to preliminarily screen before submit to the Board of Directors for consideration. The Shareholders are given the opportunity to submit questions related to the agenda of the meeting in advance. Finally no Shareholders proposed an agenda or nominated a person to consider or send the questions related to the meeting agenda.

Method of director appointment : Others : It 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

### Details of qualifications for the selection of directors

## Information on the development of directors

### Development of directors over the past year

### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. BANCHA ONGKOSIT (Chairman of the board of directors)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> <li>• 2025: Enhancing sustainability disclosure in accordance with the International Sustainability Standards Board (ISSB Standards)</li> </ul>
2. Mr. PITHARN ONGKOSIT (Vice-chairman of the board of directors)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> <li>• 2025: Enhancing sustainability disclosure in accordance with the International Sustainability Standards Board (ISSB Standards)</li> </ul>
3. Mrs. CHANTIMA ONGKOSIT (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> <li>• 2025: Enhancing sustainability disclosure in accordance with the International Sustainability Standards Board (ISSB Standards)</li> </ul>
4. Mrs. VORALUKSANA ONGKOSIT (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> <li>• 2025: ESG Risks Mitigation</li> <li>• 2025: Enhancing sustainability disclosure in accordance with the International Sustainability Standards Board (ISSB Standards)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
5. Mrs. SIRIPHAN SUNTANAPHAN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: The Board's Roles in Climate Governance (BCG)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Boardroom Excellence: A Key to Corporate Success</li> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> <li>• 2025: ESG Risks Mitigation</li> <li>• 2025: Enhancing sustainability disclosure in accordance with the International Sustainability Standards Board (ISSB Standards)</li> </ul>
6. Mr. PAITON TAVEEBHOL (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Chairman Forum 2025 : Building Future-Ready Organizations Through Chairman</li> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> <li>• 2025: Leadership Forum with K.Sorayuth Risk Management in an Uncertain World"</li> <li>• 2025: National Director Conference 2025 : "Stronger Together Through the World of Contradiction"</li> </ul>
7. Mr. KANCHIT BUNAJINDA (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. SUTEE MOKKHAVESA (Director, Independent director)	Participating	<p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Board Cyber Forum 2025 : Cyber Defense with AI and Innovation Strategies</li> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> <li>• 2025: IT &amp; Cyber Security Session</li> <li>• 2025: Seminar on Risk Supervision of Insurance Business towards Stability and Sustainable Growth</li> <li>• 2025: Speaker, ASEAN Life Insurance Leadership Program</li> <li>• 2025: Speaker, Pacific Insurance Conference 2025</li> <li>• 2025: Speaker, Thailand Insurance Super Leadership Program</li> </ul>
9. Mr. SANT SENADISAI (Director, Independent director)	Participating	<p>Other</p> <ul style="list-style-type: none"> <li>• 2025: An in-depth look at the expectations regarding the roles and appropriate duties of the Audit Committee (AC) and the Chief Audit Executive (CAE).</li> <li>• 2025: Boardroom Excellence: A Key to Corporate Success</li> <li>• 2025: Disclosure the Report of Interest and Insider Information Management Policy</li> <li>• 2025: ESG Risks Mitigation</li> <li>• 2025: ESG in the Boardroom : A Practical Guide for Board ESG</li> <li>• 2025: ESG in the Boardroom : A Practical Guide for Board ESG</li> <li>• 2025: Enhancing sustainability disclosure in accordance with the International Sustainability Standards Board (ISSB Standards)</li> <li>• 2025: National Director Conference 2025 : "Stronger Together Through the World of Contradiction"</li> </ul>

### 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 Corporate Governance and Sustainability 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.

#### ● Self-assessment of the Overall Performance of the Board

The Board has established a self-assessment for the overall performance of the Board of Directors. It serves as a tool to reflect the operational efficiency of the Board in accordance with the principles of Good Corporate Governance and to facilitate a regular review of the performance of the Board. The process aims to set a standard of practice for the assessment of the performance of the Board of Directors, which is conducted on an annual basis and led by the Chairman of the Board. The Board of Directors performance and accomplishments are reported in the annual report.

#### *Self-assessment procedure - the entire Board*

1. The Board reviews and approves the form and format used in the assessment.

In 2025, 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.

#### ● 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 Boards 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.

● **Self-assessment of the Overall Performance - the Subcommittees**

All Subcommittees: The Audit Committee, the Nomination and Remuneration Committee, Corporate Governance and Sustainability Committee, and the Enterprise Risk Policy Committee conducted a self-assessment of their performances on a yearly basis. The results are used to improve their performances and to subsequently make the Board and the Company's operations more effective.

1. **The Audit Committee**

**Assessed topics:** - The overall performance of Directors

- Review of Financial Reporting
- Independence of Directors
- Compliance with the law
- The Committee's performance reported to the Board

2. **The Nomination and Remuneration Committee**

**Assessed topics:** - Qualifications of Directors

- Independence of Directors
- Structure and continued development plan for Directors
- The Remuneration policy
- Method/criteria for fair remuneration

3. **The Corporate Governance and Sustainability Committee**

**Assessed topics:** - The overall performance of Directors

- The CG Policy and Code of Conduct
- Anti-corruption measures
- Follow-up compliance with the policy
- Auditing compliance with the SET's regulations and related laws
- The Committee's performance reported to the Board

4. **The Enterprise Risk Policy Committee**

**Assessed topics:** - The supervision and execution of risk management

- Monitoring and assessment of the results
  - Stipulation of measures regarding risk management
  - The Committee's performance reported to the Board
5. **Evaluation of the Performance of the CEO**

The Board of Directors requires an evaluation of the CEOs performance be conducted on a yearly basis against target and evaluation criteria that are linked to the successful carrying out of the Companys 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 Companys 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 Companys 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

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

In 2025, the Company has conducted a performance evaluation of the Board of Directors to ensure that the Board effectively fulfilled its roles and responsibilities in accordance with good corporate governance principles. The evaluation covered key areas including policy formulation, oversight of management operations, meeting attendance and participation, constructive input, as well as monitoring and reviewing organizational performance.

The overall results indicated that the Board, its was excellent, demonstrating accountability, transparency, and a strong commitment to the best interests of the organization. The outcomes of the evaluation have been utilized as a basis for continuous improvement, with the aim of enhancing the Boards effectiveness and strengthening good governance practices to support the Companys sustainable growth in the future.

#### 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
Audit Committee	Group assessment	The average score was excellent	Excellent
	Self-assessment	The average score was excellent	The average score was excellent
	Cross-assessment (assessment of another director)	None	None
Nomination & Remuneration Committee	Group assessment	The average score was excellent	Excellent
	Self-assessment	The average score was excellent	Excellent
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Corporate Governance and Sustainability Committee	Group assessment	The average score was excellent	Excellent
	Self-assessment	The average score was excellent	Excellent
	Cross-assessment (assessment of another director)	None	None
Enterprise Risk Policy Committee	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 CEOs performance be conducted on a yearly basis against target and evaluation criteria that are linked to the successful carrying out of the Companys 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 Companys 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 Companys 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 : 14  
past year (times)

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

**Details of the board of directors' meeting attendance**

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. BANCHA ONGKOSIT (Chairman of the board of directors)	12	/	14	1	/	1		/	
2. Mr. PITHARN ONGKOSIT (Vice-chairman of the board of directors)	14	/	14	1	/	1		/	
3. Mrs. CHANTIMA ONGKOSIT (Director)	14	/	14	1	/	1		/	
4. Mrs. VORALUKSANA ONGKOSIT (Director)	14	/	14	1	/	1		/	
5. Mrs. SIRIPHAN SUNTANAPHAN (Director)	14	/	14	1	/	1		/	
6. Mr. PAITON TAVEEBHOL (Director, Independent director)	14	/	14	1	/	1		/	
7. Mr. KANCHIT BUNAJINDA (Director, Independent director)	14	/	14	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. SUTEE MOKKHAVESA (Director, Independent director)	13	/	14	0	/	1		/	
9. Mr. SANT SENADISAI (Director, Independent director)	14	/	14	1	/	1		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. BANCHA ONGKOSIT (Chairman of the board of directors)	12/14 (85.71%)	1/1 (100.00%)	N/A
2. Mr. PITHARN ONGKOSIT (Vice-chairman of the board of directors)	14/14 (100.00%)	1/1 (100.00%)	N/A
3. Mrs. CHANTIMA ONGKOSIT (Director)	14/14 (100.00%)	1/1 (100.00%)	N/A
4. Mrs. VORALUKSANA ONGKOSIT (Director)	14/14 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. SIRIPHAN SUNTANAPHAN (Director)	14/14 (100.00%)	1/1 (100.00%)	N/A
6. Mr. PAITON TAVEEBHOL (Director)	14/14 (100.00%)	1/1 (100.00%)	N/A
7. Mr. KANCHIT BUNAJINDA (Director)	14/14 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
8. Mr. SUTEE MOKKHAVESA (Director)	13/14 (92.86%)	0/1 (0.00%)	N/A
9. Mr. SANT SENADISAI (Director)	14/14 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>97.62%</b>	<b>88.89%</b>	<b>N/A</b>

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

Did not attend the meeting due to be sick.

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

At the 2025 Annual General Meeting of Shareholders, the shareholders' meeting resolved to approve the remuneration of company directors, Audit committee and Sub-Committee are as Monthly compensation fee, Meeting fee and Annual fee.

##### 1. Monetary compensation

##### 1.1 Directors' remuneration

Position	Monthly compensation	Meeting fee / Time	Annual fee
The Chairman	45,000	-	2,200,000
Director	40,000	-	1,100,000

##### 2.2 Compensation for sub-committee members

	Position	Meeting fee / Time	Annual fee
Audit Committee	The Chairman	40,000	560,000
	Director	35,000	480,000
Nomination & Remuneration Committee	The Chairman	30,000	-
	Director	25,000	-
Enterprise Risk Policy Committee	The Chairman	30,000	-
	Director	25,000	-
Corporate Governance and Sustainability Committee	The Chairman	30,000	-
	Director	25,000	-
Non-Executive Director Committee	The Chairman	30,000	-
	Director	25,000	-

2. Other Remunerations : None

## Remuneration of the board of directors

### Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. BANCHA ONGKOSIT (Chairman of the board of directors)</b>			<b>2,830,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	630,000.00	2,200,000.00	2,830,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
<b>2. Mr. PITHARN ONGKOSIT (Vice-chairman of the board of directors)</b>			<b>1,760,000.00</b>		<b>0.00</b>
Board of Directors (Vice-chairman of the board of directors)	560,000.00	1,100,000.00	1,660,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Enterprise Risk Policy Committee (Member of the subcommittee)	100,000.00	0.00	100,000.00	No	
<b>3. Mrs. CHANTIMA ONGKOSIT (Director)</b>			<b>1,740,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	590,000.00	1,100,000.00	1,690,000.00	No	
Nomination & Remuneration Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
<b>4. Mrs. VORALUKSANA ONGKOSIT (Director)</b>			<b>1,735,000.00</b>		<b>0.00</b>
Board of Directors (Director)	560,000.00	1,100,000.00	1,660,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	75,000.00	0.00	75,000.00	No	
<b>5. Mrs. SIRIPHAN SUNTANAPHAN (Director)</b>			<b>1,875,000.00</b>		<b>0.00</b>
Board of Directors (Director)	585,000.00	1,100,000.00	1,685,000.00	No	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	90,000.00	0.00	90,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Enterprise Risk Policy Committee (Member of the subcommittee)	100,000.00	0.00	100,000.00	No	
<b>6. Mr. PAITON TAVEBHOL (Director, Independent director)</b>			<b>2,680,000.00</b>		<b>0.00</b>
Board of Directors (Director)	585,000.00	1,100,000.00	1,685,000.00	No	
Audit Committee (Chairman of the audit committee)	200,000.00	560,000.00	760,000.00	No	
Nomination & Remuneration Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	
Enterprise Risk Policy Committee (Member of the subcommittee)	100,000.00	0.00	100,000.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	75,000.00	0.00	75,000.00	No	
<b>7. Mr. KANCHIT BUNAJINDA (Director, Independent director)</b>			<b>2,510,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	585,000.00	1,100,000.00	1,685,000.00	No	
Audit Committee (Member of the audit committee)	175,000.00	480,000.00	655,000.00	No	
Enterprise Risk Policy Committee (The chairman of the subcommittee)	120,000.00	0.00	120,000.00	No	
Nomination & Remuneration Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
<b>8. Mr. SUTEE MOKKHAVESA (Director, Independent director)</b>			<b>2,440,000.00</b>		<b>0.00</b>
Board of Directors (Director)	585,000.00	1,100,000.00	1,685,000.00	No	
Audit Committee (Member of the audit committee)	175,000.00	480,000.00	655,000.00	No	
Enterprise Risk Policy Committee (Member of the subcommittee)	100,000.00	0.00	100,000.00	No	
<b>9. Mr. SANT SENADISAI (Director, Independent director)</b>			<b>1,760,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	585,000.00	1,100,000.00	1,685,000.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	75,000.00	0.00	75,000.00	No	
<b>10. Mr. Fredrick Gharapet Ohanian (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>11. Mrs. Wasara Chotithammarat (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>12. Mr. Lin Po-Chiung (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the 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	5,265,000.00	11,000,000.00	16,265,000.00
2. Audit Committee	550,000.00	1,520,000.00	2,070,000.00
3. Executive Committee	0.00	0.00	0.00
4. Enterprise Risk Policy Committee	520,000.00	0.00	520,000.00
5. Nomination & Remuneration Committee	160,000.00	0.00	160,000.00
6. Corporate Governance and Sustainability Committee	315,000.00	0.00	315,000.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	4,160,000.00	6,090,000.00	6,810,000.00
Other monetary remuneration (Baht)	11,000,000.00	12,520,000.00	12,520,000.00
Total (Baht)	15,160,000.00	18,610,000.00	19,330,000.00

#### Remunerations or benefits pending payment to the board of directors

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

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

representatives in establishing important policies,  
Disclosure of financial condition and operating results,  
Transactions between the company and related parties,  
Other significant transactions, Acquisition or disposal of  
assets, Internal control system of the subsidiary operating  
the core business is appropriate and sufficient in the  
subsidiary operating the core business

The Company recognizes the importance of governing its subsidiaries and joint ventures to ensure aligned operations, adherence to sound corporate governance principles, and the protection of shareholder and stakeholder interests. To this end, the Company has established the following guidelines:

1. Governance Policy and Framework

The Company has established a governance policy and framework for subsidiaries and joint ventures to ensure that business operations comply with applicable laws and regulatory requirements. The framework defines the approval authority for significant transactions and sets out appropriate risk management practices.

2. Appointment of Directors and Executives

The Company appoints representatives with the requisite knowledge, skills, and experience to serve as directors in subsidiaries and joint ventures. These representatives are responsible for providing close oversight of operations and offering guidance on policy and management matters.

3. Performance Monitoring and Reporting

Subsidiaries and joint ventures are required to report regularly on operational performance, financial status, and related-party transactions. This enables the Company to monitor, evaluate, and manage risks across the Group effectively.

4. Internal Control and Risk Management

Subsidiaries and joint ventures are required to implement adequate internal control and risk management systems covering operational, financial, and legal compliance areas. This ensures that operations are transparent, auditable, and consistent with good corporate governance practices.

5. Disclosure of Material Information

## 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 : Yes  
interest over the past year

The Board of Directors has established a Conflicts of Interest Policy to encourage honesty and transparency in business operations and to prevent inappropriate transactions with related parties. The policy sets standards and guidelines, as well as an approval process for normal business transactions that may have conflicts of interest. In addition, when

entering into a major or significant transaction with a potential conflict of interest that affects the Company's business operations, the management must seek prior approval from the Board of Directors.

In 2025, the Company conducted conflict of interest awareness training for directors, executives, and employees through an e-learning platform to enhance understanding and prevent situations that may give rise to conflicts of interest. All employees and executives designated to participate recorded a full participation rate of 100 percent, demonstrating complete compliance with the program requirements. The Company also communicated its Conflict of Interest Policy to all personnel and monitored conflict of interest disclosures submitted by directors and executives, with the results reported to the Board of Directors.

#### Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

### Prevention of the use of inside information to seek benefits

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

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

The Company has implemented strict measures to prevent the misuse of insider information for personal gain and has continuously reviewed and enhanced its corporate governance policies. The Company enhanced its internal control systems and monitoring processes to regulate access to sensitive information. A designated blackout period was enforced for individuals with access to material information, and disciplinary actions aligned with corporate regulations were applied in cases of non-compliance.

The Company provides communication and training to enhance the knowledge and understanding of insider-trading prevention for directors, executives, and employees through an e-learning. This initiative aims to raise awareness and prevent the use of the Company's inside information for personal benefit or disclosure to unauthorized parties. All employees and executives required to participate in the program completed the training, achieving a 100%.

Throughout the year, no incidents of insider information misuse were reported, reflecting the Company's strong commitment to maintaining the highest standards of transparency and accountability for shareholders and all stakeholders.

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

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

## Anti-corruption action

### Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, 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

### Anti-Corruption Measures

1. The Company provides anti-corruption training as part of the New Employee Orientation program.
2. The Company provides anti-corruption training through the monthly KCE Life & Core Value and Anti-Corruption program for employees.
3. The Company displays anti-corruption campaign posters in areas that are easily visible to employees, such as the cafeteria, factory walkways, and public announcement boards.
4. The Company, through the Corporate Governance and Sustainability Committee and the Board of Directors, conducts an annual review of the Anti-Corruption Policy.
5. The Company disseminates its Anti-Corruption Policy to external parties, which can be accessed via the Companys website under the Corporate Governance section. <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-anti-fraud-corruption-policy-en.pdf>
6. The Company disseminates its Anti-Corruption Policy to internal personnel through the Companys Intranet under the Corporate Governance section.
7. KCE Technology Co., Ltd., a subsidiary of the Company, conducted a corruption risk assessment, identified appropriate control measures, and applied for certification under the Thai Private Sector Collective Action Against Corruption (CAC) initiative. The subsidiary received CAC certification on 30 June 2025.
8. The Internal Audit Department conducted audits to assess compliance with the Groups Anti-Corruption Policy, including practices related to receiving or giving gifts, gratuities, and business hospitality.

### Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

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

### Whistleblowing

1. The Company provides training on anti-corruption practices, including whistleblowing and complaint channels, as part of the New Employee Orientation program.
2. The Company provides training on anti-corruption practices, including whistleblowing and complaint channels, through the monthly KCE Life & Core Value and Anti-Corruption program for employees.
3. The Company displays posters showing whistleblowing and complaint channels in areas easily visible to employees, such as the cafeteria, factory walkways, and public announcement boards.
4. The Company, through the Corporate Governance and Sustainability Committee and the Board of Directors, conducts an annual review of the Fraud Risk Management Manual, which outlines procedures related to whistleblowing mechanisms.
5. The Internal Audit Department reports to the Audit Committee on a quarterly basis on any complaints received through the Whistleblower channel.
6. The Company publishes the Fraud Risk Management Manual for external parties, which can be accessed via the Companys website under the Corporate Governance section. <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-fraud-risk-management-procedures-en.pdf>
7. The Company provides a whistleblowing channel for external parties, which can be accessed via the Companys website under the Whistleblowing and Complaints section. <https://investor.kce.co.th/en/sustainability/whistleblower>
8. The Company disseminates the Fraud Risk Management Manual to internal personnel through the Companys Intranet under the Corporate Governance section.

### Number of cases or issues related to whistleblowing

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

## The monitoring of compliance with other corporate governance policy and guidelines

### Disclosure and Transparency

The Company recognizes the importance of information disclosure because it greatly affects decision-making by investors and stakeholders. The Company discloses accurate and complete corporate information, both financial and non-financial, as specified in relevant regulations in a timely and transparent manner through various channels, such as through the SET Community Portal (of the Stock Exchange of Thailand), Annual Report (56-1 One Report), as well as via the Companys website ([www.kce.co.th](http://www.kce.co.th)) (Thai and English) to ensure a factual presentation of vital information and transparent business practices. The Company distributes the annual report, financial statement and information explaining features of the Companys performance in the previous year to Shareholders annually at the Annual General Meeting of Shareholders.

The Company has established policies in regard to external communications as recommended by the Principles for Ongoing Disclosure and Material Development Reporting by Listed Entities to be practiced by staff members, as follows:

- The Company strives to give all parties equal treatment consistently within the set framework by avoiding favoritism or situations where conflicts of interest may arise.
- Dissemination of the Companys information will be made clearly, accurately and transparently. The information is to be credible and straightforward and distributed to stakeholders in a clear, easily understood, and timely manner.
- The Company ensures that any release of information will not jeopardize client relationships, or breach regulations concerning confidential information of clients, Shareholders or other stakeholders.
- The Companys employees must follow the Companys code of conduct where sensitive information is involved
- Spokespersons for the Company concerning sensitive information are limited to the Chairman of the Board. The managing Director, a Director, or an executive can be designated by the Chairman of the Board to act as a spokesperson to release information about selected important issues

The Company emphasizes disclosure of information by consistently adhering to the principle of transparency, fairness, completeness, promptness and accuracy, as follows:

- The Company discloses accurate, complete and timely financial information and non-financial information.
- The Board is responsible for the Companys and subsidiaries financial reports, the Boards statements, and the Audit Committees reports are presented in the companys annual report. All information presented in the financial reports is correct in accordance with generally accepted accounting principles and standards, and has been audited by an independent external auditor and is up to date.
- A summary of the Companys Corporate Governance Policy together with implementation of the policy is presented through various channels such as the Companys annual reports and the Companys website ([www.kce.co.th](http://www.kce.co.th))
- Remuneration of Directors and executives with the amount of payment that corresponds to the contributions and responsibilities of each person are also disclosed via the Companys annual reports and the Companys website ([www.kce.co.th](http://www.kce.co.th))
- Disclosure of audit and non-audit fees.
- The Corporate Governance report describes the roles and responsibilities of Directors as well as provides the number of Meetings and the attendance of each Director each year.

- All Directors are to disclose and/or report their securities trading and holding, connected transactions and the equity, via the Company Secretary; to the Board of Directors Meeting each quarter.
- The Board of Directors specifies the principle for the Companys directors and Executive managements to report on conflict of interest and related person according to the Section 89/14 of the Securities and Exchange Act B.E. 2551. The report is required to be reviewed each year and/or at the time there is a change, and to be submitted to the Company Secretary.
- The Board of Directors provides a policy to prevent the use of internal information acquired by being the directors, executive managements or the employees of the Company, to exploit the benefit for themselves or to enter into a competing business or related business, including the benefit for company stock trading or giving internal information to other party for the benefit of stock trading.

#### **Report on changes in securities holdings of directors and management for the year 2025**

Name list of Directors and Management holding the company shares, as at December 30, 2025

Name		Position	No. of shares Dec 30,2024	Increase / (Decrease)	No. of shares Dec 30,2025	Share held (%) Dec 30, 2025	Type of holding
<b>Directors</b>							
Mr. Bancha Ongkosit		▪ Chairman, ▪ Chairman of the Executive Board	445,751 1,900,450	121,880 62,291	567,631 1,962,741	0.05% 0.17%	Direct Indirect (wife)
Mrs. Voraluksana Ongkosit		▪ Director ▪ Executive Vice Chairperson ▪ Corporate Governance and Sustainability Committee member	1,900,450 445,751	62,291 121,880	1,962,741 567,631	0.17% 0.05%	Direct Indirect (husband)
Mr. Pitharn Ongkosit		▪ Vice Chairman of the Board of Director ▪ Director ▪ President and Chief Executive Officer ▪ Chairman of the Risk Management Committee ▪ Enterprise Risk Policy Committee member	164,790,546 -	19,402,656 -	184,193,202 -	15.58% -	Direct Indirect
Chantima Ongkosit, MD		▪ Director ▪ Nomination & Remuneration Committee member	8,267,650 -	- -	8,267,650 -	0.70% -	Direct Indirect
Mrs. Siriphan Suntanaphan		▪ Director ▪ Chairman of Corporate Governance and Sustainability Committee ▪ Enterprise Risk Policy Committee member	11,244,074 990,000	89,839 -	11,333,913 990,000	0.96% 0.08%	Direct Indirect (husband)
Mr. Paitoon Taveebhol		▪ Independent Director ▪ Chairman of the Audit Committee ▪ Chairman of the Nomination & Remuneration Committee ▪ Enterprise Risk Policy Committee member ▪ Corporate Governance and Sustainability Committee member	- -	- -	- -	- -	Direct Indirect
Mr. Kanchit Bunajinda		▪ Independent Director ▪ Audit Committee member ▪ Chairman of the Enterprise Risk Policy Committee ▪ Nomination & Remuneration Committee member	- -	- -	- -	- -	Direct Indirect
Sutee Mokkhavesa Ph.D.		▪ Independent Director ▪ Audit Committee member ▪ Enterprise Risk Policy Committee member	- -	- -	- -	- -	Direct Indirect
Mr.Sant Senadisai		▪ Independent Director ▪ Corporate Governance and Development Committee member	75,000 -	- -	75,000 -	0.01% -	Direct Indirect

## Name list of Directors and Management holding the company shares, as at December 30, 2025

Name	Position	No. of shares Dec 30,2024	Increase / (Decrease)	No. of shares Dec 30,2025	Share held (%) Dec 30, 2025	Type of holding
<b>Directors</b>						
Mr. Fredrick Gharapet Ohanian	Executive Vice President of Operations	700,000	-	700,000	0.06%	Direct
		-	-	-	-	Indirect
Ms.Siwibha Mahatharadol	Assistant of President of Chief Executive Officer	-	-	-	-	Direct
						Indirect
Mrs. Wasara Chotithammarat	Senior Vice President of Accounting & Finance	18,855	58,294	77,149	0.01%	Direct
		-	-	-	-	Indirect
Mr. Athasidh Ongkosit	Senior Vice President of Information Technology	61,638,887	12,601,590	74,240,477	6.28%	Direct
		2,000,000	(499,000)	1,501,000	0.13%	Indirect (wife)
Mr. Viboon Sunthornwiwath	Senior Vice President of Human Resources	92,620	50,979	143,599	0.01%	Direct
		-	-	-	-	Indirect
Mr. Kantinan Phiomkuntham	Supply Chain Vice President	-	-	-	-	Direct
		-	-	-	-	Indirect
Mr. Jakkrapan Chatthee	Maintenance Vice President	-	-	-	-	Direct
		-	-	-	-	Indirect

In 2025, no directors or management were found to have traded securities during the period that the company had specified to suspend trading.

### Policy on Intellectual Property

The Company acknowledges the importance of intellectual property created from an individuals knowledge and ability. The Company, therefore, always makes sure that information used in the Company will not violate the intellectual property of others.

- The Company does not permit or encourage its employees to use illegal software for any Company business.
- Employees who use the Companys computers must strictly follow the rules and conditions of the manufacturer and only with the permission of the Company.
- Employees are not allowed to use any intellectual initiatives created for the Companys business for personal purposes unless they receive permission from the Company. Employees have to return any intellectual property to the Company as soon as their employment is terminated.
- Employees will ensure that external information used for the Companys business purposes is legal and does not violate the intellectual property of others.

### 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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PAITON TAVEEBHOL (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Mr. KANCHIT BUNAJINDA (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. SUTEE MOKKHAVESA (Member of the audit committee)	5	/	5	5/5 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of the audit committee

In 2025, the Audit Committee held a total of 5 meetings. 4 of these were joint meetings with the Companys external auditor, and on 1 occasion, the Audit Committee met with the external auditor without the presence of management.

The Audit Committee performed its duties and responsibilities in reviewing the financial statements, key accounting policies, and financial reports to ensure that the Companys financial reporting was prepared in accordance with the accounting standards prescribed by the Federation of Accounting Professions, and that the information presented was accurate, complete in all material respects, and reliable. The Audit Committee also ensured that the Companys accounting policies were reasonable and that significant information was adequately disclosed.

The Audit Committee reviewed the audit reports issued by both the Internal Audit Department and the external auditor regarding the assessment of the internal control system. It also reviewed the Companys risk management and corporate governance practices to ensure that the internal control and risk management systems were adequate and appropriate.

In addition, the Audit Committee considered the independence of the Internal Audit Department; oversaw compliance with the Companys Anti-Fraud & Corruption Policies; reviewed related-party transactions or transactions that may involve conflicts of interest to ensure compliance with applicable laws and the requirements of the Stock Exchange of Thailand; monitored compliance with securities and exchange laws, regulations of the Stock Exchange of Thailand, and other relevant laws governing the Companys business; and reviewed, selected, and recommended the appointment of the Companys external auditor.

In performing its duties regarding the consideration, selection, and appointment of the Companys external auditor, the Audit Committee evaluates the auditor based on performance, scope of work, relevant experience, professional competence, reliability, the adequacy of resources, audit workload, independence, as well as approval by the Office of the Securities and Exchange Commission (SEC). The Audit Committee then submits its recommendation to the Board of Directors and the Shareholders Meeting for consideration and appointment of the external auditor.

The Audit Committee shall convene at least 4 meetings per year in accordance with the financial reporting cycle. The Chairman of the Audit Committee may call additional special meetings as necessary to consider matters that require joint discussion. In 2025, the Company held a total of 5 Audit Committee meetings.

## Information on summary of the results of duty performance of subcommittees

### Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. BANCHA ONGKOSIT (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Mrs. VORALUKSANA ONGKOSIT (Vice-chairman of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. PITHARN ONGKOSIT (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Mr. Fredrick Gharapet Ohanian (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mrs. Wasara Chotithammarat (Member of the executive committee)	12	/	12	12/12 (100.00%)
6 Mr. Lin Po-Chiung (Member of the executive committee)	6	/	6	6/6 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Executive Committee

During the year 2025, the Executive Committee held a total of 12 meetings. The Committee performed its duties in accordance with the authority delegated by the Board of Directors, including setting management policies, formulating the Company's business plans and annual budget, and exercising management authority as assigned. The Committee also monitored and reviewed the implementation of the Company's policies and business plans to ensure efficient and effective operations. In addition, the Committee considered the feasibility of new investment projects and regularly

reported the Company's operating performance to the Board of Directors. The Committee further carried out other duties as prescribed in its Charter and ensured that the Company's operations were conducted in compliance with applicable laws, rules, and regulations.

### Meeting attendance of Enterprise Risk Policy Committee

Meeting Enterprise Risk Policy Committee : 4  
(times)

List of Directors	Meeting attendance of Enterprise Risk Policy Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KANCHIT BUNAJINDA (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. PAITON TAVEEBHOL (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mrs. SIRIPHAN SUNTANAPHAN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mr. PITHARN ONGKOSIT (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. SUTEE MOKKHAVESA (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

In 2025, 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. Review 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 results every quarter 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 of Nomination & Remuneration Committee

Meeting Nomination & Remuneration Committee : 2  
(times)

List of Directors	Meeting attendance of Nomination & Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PAITON TAVEEBHOL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. KANCHIT BUNAJINDA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mrs. CHANTIMA ONGKOSIT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Nomination & Remuneration Committee

A summary report of the committees activities was presented to the Board of Directors 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. 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 2025 AGM, not less than 90 days, between September 4, 2024, and December 31, 2024. However, no candidate was proposed to be nominated as a director.
4. Suitable candidates were nominated for appointment as directors and sub-committee members, and presented to the Board of Directors and the 2025 Annual Shareholders' meeting (AGM). The directors who were retiring by

rotation in 2025 were reelected to resume their positions as directors for another term. The AGM approved the reappointment of all nominated directors as proposed.

5. Announcement inviting minor shareholders through the companys website to participate in overseeing and providing opinions regarding the companys operations, to propose an agenda item as well as a qualified candidate to be nominated for election to the Board of Directors in advance, not less than 90 days prior to the Annual General Meeting of Shareholders for the year 2026, from September 10, 2025, to December 31, 2025.

6. Nominated suitable candidates for appointment as directors to replace the directors who will be retiring by rotation in 2026, and to propose to the Board and the 2026 AGM for consideration.

7. The Committee considered the annual remuneration of year 2025 for the Board, the Audit Committee, Subcommittee and proposed to the Board and the AGM for consideration. The Committee's proposal was endorsed by the 2025 AGM. For the purpose of transparency, the remuneration of Directors was disclosed in this annual report.

8. The Committee evaluated the CEOs performance in 2025, with CEOs participation in goal setting and appraisal method for his performance self-assessment.

9. The Committee acknowledged the result of its self-assessment for 2025. The results of the assessment were used for further improvement of the Committees performance according to the principles of good governance.

10. 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.

#### Meeting attendance of Corporate Governance and Sustainability Committee

Meeting Corporate Governance and : 3  
Sustainability Committee (times)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. SIRIPHAN SUNTANAPHAN (The chairman of the subcommittee)	3	/	3	3/3 (100.00%)
2 Mrs. VORALUKSANA ONGKOSIT (Member of the subcommittee)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. PAITON TAVEEBHOL (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
4 Mr. SANT SENADISAI (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Corporate Governance and Sustainability

#### Committee

##### 1. Corporate Governance

The Committee remains committed to enhancing governance standards in alignment with international best practices. Key actions undertaken in 2025 include:

- Reviewing and providing recommendations on the 2025 Annual General Meeting of Shareholders, resulting in a full score of 100 points and an Excellent rating for the sixth consecutive year under the AGM Checklist assessment, reflecting strong transparency and effective shareholder rights protection.
- Continuously overseeing corporate governance performance, contributing to the Companys Excellent CG Scoring rating for the eleventh consecutive year by the Thai Institute of Directors (IOD), reinforcing its commitment to maintaining high governance standards.
- Reviewing and revising a total of 15 governance-related charters and policies to ensure alignment with regulatory requirements, international standards, and the evolving risk environment.
- Promoting a strong ethical culture across the organization through comprehensive training programs on the Code of Conduct, conflicts of interest, insider information usage, and anti-corruption practices, covering 100% of executives and employees. No corruption or ethics-related complaints were reported in 2025.
- Overseeing the integration of Corporate Governance, Risk Management, and Compliance (GRC) frameworks to ensure alignment with the Companys enterprise risk management processes.
- Monitoring compliance with the Personal Data Protection Act B.E. 2562 (2019). No data breach incidents were reported in 2025. The Company also underwent its annual TISAX information security assessment, with no confidential data leakage or significant non-conformities identified.

##### 2. Sustainability

The Committee has established a strategic oversight framework to ensure that ESG considerations are embedded into the Companys long-term value creation strategy. Significant achievements in 2025 include:

- Reviewing and endorsing sustainability policies, strategies, and material topics, and overseeing implementation in accordance with approved plans.
- Supervising climate initiatives, resulting in an 18.8% reduction in greenhouse gas emissions compared with the 2022 base year, while maintaining the long-term commitment to achieve Net Zero emissions by 2050

- Supporting energy efficiency initiatives through 11 energy-saving projects, achieving a 5.4% reduction in energy consumption compared with 2024. Renewable energy from Solar PV accounted for 3.2% of total electricity consumption, with continued efforts to explore additional renewable energy procurement in alignment with regulatory frameworks.
  - Overseeing water resource management, achieving a 4% reduction in water consumption and a 40% water recycling rate from production processes.
  - Supporting human capital development, with employees receiving an average of 25 training hours per person per year.
  - Promoting community engagement through the Green Energy for Education initiative, including the installation of a 10 kW Solar PV system at Phra Dabos School in Samut Prakan Province.
  - Strengthening responsible supply chain practices, with 100% of key suppliers assessed under ESG criteria.
- No human rights complaints were reported in 2025.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

The KCE Group recognizes the importance of sustainable development as a foundation for long-term business success. The Group conducts its business with an emphasis on sustainable economic growth, supported by strong corporate governance and effective risk management, alongside responsible operations toward society and the environment. The Group is also committed to supporting the United Nations Sustainable Development Goals (UN SDGs) and adopts them as guiding principles for organizational operations across all dimensions economic, social, and environmental under good governance practices.

#### Key Principles of the KCE Groups Sustainability Policy

- **Operate business in accordance with good corporate governance principles:**

Operate with integrity, ethics, and transparency, supported by appropriate risk management and internal control systems. Continuously improve product and service quality, promote business innovation for social and environmental benefits, and respond in a balanced manner to the needs and expectations of all stakeholder groups.

- **Operate business with social responsibility:**

Respect and adhere to international human rights principles throughout the value chain, develop the capabilities of employees at all levels, provide a safe working environment and standards, and create meaningful opportunities and sustainable benefits for communities and society.

- **Operate business with environmental responsibility:**

Address climate change by reducing energy consumption, increasing the proportion of renewable energy use, promoting sustainable production and consumption practices, ensuring efficient use of water and raw materials, and supporting the achievement of Net-Zero Emissions.

Reference link for sustainability policy : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-sustainable-development-policy-en.pdf>

#### Sustainability management goals

Does the company set sustainability management : Yes  
goals

The Company defines its sustainability direction in alignment with both its short-term and long-term business strategies by integrating Environmental, Social, and Governance (ESG) considerations into planning, risk management, investment decisions, and decision-making processes at all organizational levels. This approach aims to enhance competitiveness while creating sustainable value for stakeholders. The Company's sustainability framework is guided by the United Nations Sustainable Development Goals (UN SDGs) relevant to its business context.

**Environmental Dimension:** The Company is committed to reducing environmental impacts throughout its value chain by improving the efficiency of energy, water, and resource utilization, as well as implementing systematic waste management practices. It also promotes the use of renewable energy and environmentally friendly production technologies to support the transition toward a low-carbon economy and responsible resource consumption. This commitment aligns with the SDGs related to affordable and clean energy, climate action, and responsible consumption and production

**Social Dimension:** The Company places importance on respecting human rights, ensuring occupational health and safety, and continuously developing employee capabilities. It fosters a corporate culture grounded in shared

responsibility, diversity, and inclusion, while providing a working environment that supports learning and growth for employees at all levels. The Company also engages constructively with communities. These efforts contribute to the SDGs related to decent work, quality education, good health and well-being, and reduced inequalities.

**Governance Dimension:** The Company conducts its business with transparency, integrity, and strong corporate governance principles. It promotes an anti-corruption culture and responsible data management, while assessing and enhancing ESG standards across its supply chain to strengthen stakeholder confidence. This approach supports the SDGs related to strong institutions, partnerships, and sustainable economic growth.

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

## 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

Current business operations are interconnected across the Company's value chain, encompassing direct stakeholders ranging from suppliers, employees, customers, shareholders and investors to society and the environment. Each stakeholder group plays a distinct role and has varying impacts on the business. Therefore, managing impacts on stakeholders throughout the value chain is a critical factor in supporting sustainable business growth, strengthening positive relationships between the organization and all sectors, building trust, and mitigating potential risks arising from business operations, whether environmental, social, or governance-related.

### Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>- Consistent returns from investments.</li> <li>- Good corporate governance.</li> <li>- The business is stable and growing continuously.</li> <li>- The information is accurate, complete, timely, and transparent.</li> <li>- Implement risk management system.</li> <li>- A well-established internal audit and control system</li> </ul>	<ul style="list-style-type: none"> <li>- Transparent, fair, and auditable corporate governance</li> <li>- Fair distribution of dividends.</li> <li>- Development of business strategy plans.</li> <li>- Transparent disclosure of information.</li> <li>- Comprehensive risk management.</li> <li>- Development of internal control systems</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Annual General Meeting (AGM)</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>- Producing quality products, delivering on time, and offering competitive prices.</li> <li>- Innovation development of production processes and products.</li> <li>- Conducting Business with Integrity and Responsibility towards the Environment and Society.</li> <li>- Managing business risks and continuity.</li> <li>- Cybersecurity and customer confidentiality protection</li> </ul>	<ul style="list-style-type: none"> <li>- Manufacturing and delivering products and services as agreed upon, in accordance with IATF 16949 standard.</li> <li>- Competitive prices.</li> <li>- Annual sales representative meetings.</li> <li>- Collaborating with customers to develop products.</li> <li>- Disclosing the sustainable development information.</li> <li>- Continuously assessing risks and implementing risk mitigation.</li> <li>- Managing the security of information in accordance with the TISAX standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Others <ul style="list-style-type: none"> <li>• Meeting with customers at various intervals</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Competitors</li> </ul>	<ul style="list-style-type: none"> <li>- Ensuring fair and transparent commercial competition</li> <li>- Exchanging information, updates, and sources of raw materials and machinery</li> </ul>	<ul style="list-style-type: none"> <li>- Adhere to ethical principles of fair and transparent competition in compliance with relevant laws.</li> <li>- Refrain from any actions that infringe on competitors intellectual property rights.</li> <li>- Support and promote free trade by avoiding any agreements with competitors that restrict market competition.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Others <ul style="list-style-type: none"> <li>• Participating in various industry associations</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>- Managing the supply chain.</li> <li>- Procuring transparently and fairly.</li> <li>- Opportunities for collaborative business development and expansion.</li> <li>- Protecting confidential business information, intellectual property, and rights, including personal data.</li> </ul>	<ul style="list-style-type: none"> <li>- Efficiently managing the supply chain.</li> <li>- Business ethics and supplier code of conduct.</li> <li>- Anti-corruption policy and promotion of ethical practices.</li> <li>- Developing suppliers through knowledge-sharing and partner assessments.</li> <li>- Managing information security in accordance with the TISAX standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Creditor</li> </ul>	<ul style="list-style-type: none"> <li>- Conducting business with integrity and adherence to ethical principles</li> <li>- Sustainable and continuous business growth</li> <li>- Providing accurate, transparent, and reliable disclosures</li> <li>- Fully meeting financial obligations in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>- Upholding good corporate governance and business ethics principles</li> <li>- Operating with efficiency to demonstrate strong performance and growth potential</li> <li>- Ensuring comprehensive, transparent, and timely information disclosure</li> <li>- Conducting risk analysis and implementing appropriate mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Others               <ul style="list-style-type: none"> <li>• Holding meetings with creditors and/or financial institutions</li> <li>• Reporting performance through annual reports and the Company website</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with relevant laws and regulations.</li> <li>- Transparently disclosing business operations and verifiable.</li> <li>- Conducting business with consideration for its impact on the environment and communities.</li> <li>- Collaborating and supporting various projects of government agencies.</li> </ul>	<p>-</p>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Others               <ul style="list-style-type: none"> <li>• Participating in joint meetings with government agencies to receive news, feedback, and suggestions</li> <li>• Publishing information on the Companys website.</li> <li>• Follow news from the media of relevant agencies</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Community</li> <li>• Society</li> </ul>	<ul style="list-style-type: none"> <li>- Managing the impact of business operations on communities, society, and the environment.</li> <li>- Improving the quality of life and promoting activities beneficial to the community.</li> <li>- Establishing mutually beneficial relationships</li> </ul>	<ul style="list-style-type: none"> <li>- Assessing risks and impacts on communities, society, and the environment, along with establishing preventive and corrective measures.</li> <li>- Participating in and supporting various community activities.</li> <li>- Promoting employment and businesses within the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Surveying the needs of the community</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>Joint venture partners</li> </ul>	<ul style="list-style-type: none"> <li>- Conducting business with integrity and adherence to ethical principles</li> <li>- Sustainable and continuous business growth</li> <li>- Providing accurate, transparent, and reliable disclosures</li> <li>- Fully meeting financial obligations in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>- Upholding good corporate governance and business ethics principles</li> <li>- Operating with efficiency to demonstrate strong performance and growth potential</li> <li>- Ensuring comprehensive, transparent, and timely information disclosure</li> <li>- Conducting risk analysis and implementing appropriate mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• External Meeting</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• Holding meetings with creditors and/or financial institutions</li> <li>• Reporting performance through annual reports and the Company website</li> <li>• Conducting visits and maintaining direct engagement on various occasions</li> </ul> </li> </ul>

### Information on organization's material sustainability topics

#### Organization's material sustainability topics

The company has identified its sustainability : Yes  
materiality topics

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

#### Details of organization's material sustainability topics

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

## Information on sustainability report

### Corporate sustainability report

Corporate sustainability report : Have data  
Reference link for corporate sustainability report : <https://investor.kce.co.th/storage/downloads/sd-report/kce-sd-report-2025-en.pdf>  
Page number of the reference link : 9-17

### Company sustainability disclosure aligned with standards

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

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

The Company places significant importance on enterprise-wide risk management and internal control systems that are adequate and appropriate to the nature of its business operations. This is to enhance operational efficiency, reduce and prevent risks that may cause damage to the Company's assets, and ensure compliance with applicable laws and regulations. The Company has established a systematic risk management process in accordance with international standards and has integrated such processes into its business operations. A comprehensive risk management policy framework and operating system have been implemented across all business units under the Enterprise Risk Management (COSOERM) framework of the Committee of Sponsoring Organizations of the Treadway Commission, together with management system standards issued by the International Organization for Standardization

The Company has been certified under multiple international management systems, including

- ISO 9001 (Quality Management System),
- IATF 16949:2016 (Automotive Quality Management System),
- ISO 45001 (Occupational Health and Safety Management System),
- ISO 14001 (Environmental Management System).

These standards enable the Company to comprehensively identify risks and business opportunities across quality, safety, occupational health, and environmental dimensions. This integrated approach supports effective risk management, ensures that risks are maintained at acceptable levels, creates sustainable value for the organization, and aligns with the principles of Good Corporate Governance.

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.

The Board of Directors has established an independent Internal Audit function, separate from the Risk Management function, with a direct reporting line to the Audit Committee. Ms. Chayanee Chaidechkachorn, Assistant Director of the Internal Audit Department, is responsible for overseeing the Company's internal audit activities at the operational level. The Internal Audit function reviews internal management processes and evaluates the effectiveness of the Company's internal control and risk management systems to ensure operational efficiency, effectiveness, and alignment with Company policies. Audit results are reported quarterly to the Audit Committee and the Board of Directors to assess the adequacy and appropriateness of the internal control system.

Reference link to risk management policy and plan : <https://investor.kce.co.th/storage/sustainability/corporate-governance-policy/policy-and-procedure/20260209-kce-corporate-risk-management-en.pdf>

### 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 Strategic Risk

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Changes in technologies

ESG risk factors : Yes

##### Risk characteristics

Risk characteristics	Risk Level
1. Material Price increased / Material shortages Risk	Medium
2. Market Risk & Competition Risk	Medium
3. Market Risk & Competition Risk	Medium

##### Risk-related consequences

###### 1. Material Price increased/Material shortages Risk

Due to global economic uncertainties (inflation, geopolitical risks, the Fed's interest rate cut policies, central banks gold purchases, demand for AI and clean energy, as well as increasing demand from China), raw material prices have risen significantly.

Indicator: % increase in raw material prices

###### 2. Market Risk & Competition Risk

The global economy shows signs of recovery but remains fragile due to economic slowdowns in the U.S., China, and Europe. Major risks stem from uncertainties in global trade policies (tariff wars) and geopolitical tensions. Industry competition is also intensifying, particularly in the automotive sector, which is the Company's main customer group and is transitioning to electric vehicles (EVs). This transition has rapidly changed customer demand, with greater emphasis on cost and technological competitiveness, potentially affecting the Company's operating performance.

Indicator: Sales proportion by product category.

: Sample job ratio Automotive vs. Non-Automotive

###### 3. Technology Change Risk

The electronics industry experiences rapid technological changes in manufacturing processes, which may pose risks to competitiveness. The Company continuously invests in new production technologies and develops products and manufacturing processes to accommodate increasing product diversity. Emphasis is placed on quality control processes to meet customer requirements, particularly for HDI (High Density Interconnect) products, which require advanced manufacturing technology.

Indicator: Capital investment in new machinery to accommodate advanced technology.

##### Risk management measures

###### 1. Material Price increased/Material shortages Risk

The Company has implemented risk management measures to mitigate the impacts as follows:

- 1.1 Internal cost reduction through company-wide cost-saving initiatives.

1.2 Sourcing alternative raw material suppliers to reduce reliance on materials from China.

1.3 Identifying and onboarding new raw material suppliers as alternatives.

1.4 Improving raw material inventory management.

**2. Market Risk & Competition Risk**

The Company has implemented the following measures to mitigate the impacts:

2.1 Expanding into additional customer segments such as Industrial and Telecommunications groups.

2.2 Enhancing raw materials and product quality through the adoption of advanced technology and automation systems.

2.3 Continuously monitoring customer demand to identify new business opportunities and develop new products.

**3. Technology Change Risk**

The Company has implemented the following measures to mitigate the impacts:

3.1 Studied and implemented higher-technology processes such as Back Drill, Copper Inlay, ELIC (multiple layer drilling), Metal Core, etc.

3.2 Introduced new materials such as Conductive Ink, Hydrogen-Free Laminate, and Heavy Copper 6Oz to support future advanced applications.

3.3 Sent employees to study and observe new technologies abroad, such as in China and Japan.

**Risk 2 Operation Risks**

Related risk factors :

Operational Risk

- Other : Production Output Risk

ESG risk factors : No

**Risk characteristics**

Risk characteristics	Risk Level
1. Production Output Risk	Medium
2. Human Resources Management Risk	Medium
3. Hazard Risk	Medium

**Risk-related consequences**

**1. Production Output Risk**

Currently, the Company has HDI orders exceeding its production capacity. As a result, there are outstanding orders pending delivery to customers. This may lead to customers imposing late delivery penalties on the Company, or the Company may incur additional expedited shipping costs to meet customer deadlines.

Indicators: Outstanding orders pending delivery

Increased freight costs compared to normal rates

**2. Human Resources Management Risk**

2.1 The Company emphasizes compliance with the Personal Data Protection Act (PDPA), including proper collection, storage, and destruction of personal and sensitive company data, to prevent data breaches that could cause damage to the Company.

Indicator: Number of data breach incidents

2.2 Human Rights and Labor Law Compliance Risk: Compliance with labor laws regarding employee working hours to ensure they do not exceed legally permitted limits.

Indicator: Number of employee complaints

2.3 Succession Planning Risk: The Company currently has several senior executives who have reached retirement age, and there is a risk arising from the absence of a clear succession plan.

Indicator: Number of employees enrolled in the successor plan.

### 3. Hazard Risk

Currently, climate change has become increasingly severe and volatile, which may lead to risks from natural disasters such as fires, floods, earthquakes, and other extreme events that could impact business operations, assets, and employee safety.

Climate Change Risk Indicators (Abbreviated) :

- Number of natural disaster incidents affecting operations
- Number of production downtime days
- Damage value as a percentage of total assets

#### Risk management measures

##### 1. Production Output Risk

The Company has implemented the following measures to mitigate the impacts:

- 1.1 Investing in additional advanced machinery to support HDI production capacity.
- 1.2 Aligning production planning with customer orders to control costs at an acceptable level.
- 1.3 Improving production processes to align with new technologies in order to reduce defect rates (damage) and shorten production lead time.
- 1.4 Strengthening preventive maintenance programs to reduce machine downtime.

##### 2. Human Resources Management Risk

The Company has implemented the following measures to mitigate these risks.

- 2.1 Providing training on the Personal Data Protection Act (PDPA), establishing a PDPA Committee, and appointing a Data Controller responsible for overseeing access, storage, and destruction of personal data to prevent data leakage and potential damage to the Company.
- 2.2 Mitigating labor law compliance risks by implementing a computerized system to control and approve employee overtime in accordance with legal requirements.
- 2.3 Developing a formal succession plan by clearly defining qualifications and criteria for each key position, recruiting candidates from both internal and external sources, and extending the retirement age for certain positions where no suitable successor has yet been identified.

##### 3. Hazard Risk

3.1 The Company and all its subsidiaries have mitigated potential risks by obtaining comprehensive insurance coverage, including All Risk Insurance and Business Interruption Insurance, from financially strong insurance providers to reduce exposure to potential losses. The Company also reviews its insurance policies annually to ensure that coverage limits remain appropriate and sufficient to cover potential damages in all circumstances.

3.2 The Company has established emergency response plans, such as fire evacuation plans (with drills conducted annually). In the past year, following the earthquake incident in August 2025 (B.E. 2568), the Company enhanced its earthquake response plan to strengthen preparedness and build greater confidence in the event of a similar occurrence in the future.

#### Risk 3 Financial Risks

Related risk factors :

##### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

ESG risk factors : No

#### Risk characteristics

Risk characteristics	Risk Level
1. Foreign Exchange Risk	Very High
2. Financial Leverage Risk	Low

**Risk-related consequences**

**1. Foreign Exchange Risk**

In 2025 (B.E. 2568), the appreciation of the Thai Baht has impacted the Company, as more than 90% of its total sales are generated from exports to overseas markets. As a result, the majority of the Companys sales revenue is denominated in foreign currencies, primarily U.S. Dollars. Meanwhile, part of the cost of sales arises from the import of raw materials from abroad. Therefore, fluctuations in the Thai Baht exchange rate may significantly affect the Companys costs, expenses, and overall operating performance.

Indicator: Percentage change in the Thai Baht exchange rate (%)

**2. Financial Leverage Risk**

Due to the slow economic conditions that have not yet fully recovered, the company is concerned about each customer's ability to repay their debts. If customers are unable to meet their payment obligations, it may negatively affect the company's liquidity.

Indicators: Customer credit ratings

Aging analysis report of overdue receivables

**Risk management measures**

**1. Foreign Exchange Risk**

The Company continues to implement hedging policies to mitigate risks arising from exchange rate volatility through the following approaches:

1.1 Managing foreign currency revenues and expenses in the same currency (Natural Hedge) to create a balance between foreign currency-denominated assets and liabilities.

1.2 Utilizing financial derivatives, such as Forward Contracts, to hedge the net exposure arising from differences between foreign currency-denominated assets and liabilities.

**2. Financial Leverage Risk**

The Company has implemented the following measures to mitigate the impacts of such risks:

2.1 Closely monitoring the payment performance of each customer.

2.2 Reviewing customers financial status through reputable institutions such as Moodys Ratings, S&P Ratings, and Fitch Ratings

**Risk 4 Information Technology Risk**

Related risk factors : Strategic Risk  
 • Other : IT Security Risk

ESG risk factors : No

**Risk characteristics**

Risk characteristics	Risk Level
1. IT Security Risk	Low

**Risk-related consequences**

Damage to or disruption of the main servers, core databases, and communication network systems whether caused by cyberattacks, system failures, or natural disasters may result in production interruptions and disruptions to business continuity. Such incidents could also lead to the loss of critical machine and production data or unauthorized access to sensitive business information, potentially causing operational and reputational damage to the Company

Risk Indicators:

- Number of cyberattack attempts or security breach incident
- System downtime duration
- Number of data loss or data breach incidents

### Risk management measures

The Company places great importance on this matter and has implemented the following measures:

1. Installing and regularly updating network security protection systems (Firewalls) to prevent unauthorized external access to the Companys critical data, as well as implementing antivirus software to protect computer systems from malware and cyber threats.
2. Implementing a data backup system to prevent data loss in the event that the primary operating systems and main data storage servers are damaged and cannot be restored. The Company has also established a fire-resistant server room capable of withstanding fire for approximately 10 hours and installed backup power supply systems to ensure continuity in case of power outages.
3. Entering into service agreements with vendors of computer hardware and related software to maintain and support the Companys IT systems.
4. Enhancing IT governance and management practices in compliance with the Trusted Information Security Assessment Exchange (TISAX) standard for the automotive industry, as the Companys products primarily support growth in this sector. The Company has implemented comprehensive information security controls covering both internal and external threats. It has successfully obtained TISAX certification, which is subject to renewal every three years.
5. Establishing an off-site Disaster Recovery Site (DR Site) to serve as a backup center for storing critical data and core systems. This site can be activated and data restored at any time in the event that the primary data center becomes inoperable due to natural disasters or human-related incidents. This ensures data integrity and supports uninterrupted business continuity.
6. Additionally, the Company has implemented Vulnerability Assessments (VA) to identify and evaluate potential security weaknesses that may be exploited by emerging cyber threats. These assessments analyze vulnerabilities in operating systems (OS), software applications, and network/security devices, determine their severity levels, and enable system administrators to take corrective actions to remediate and close identified gaps.

### Risk 5 Emerging Risk

Related risk factors : Strategic Risk

- Other : Economic downturn risk

ESG risk factors : No

### Risk characteristics

Risk characteristics	Risk Level
1. Economic downturn risk	Medium

### Risk-related consequences

Risk from International Conflicts and Global Economic Slowdown

International conflicts have led to a significant increase in global energy prices, resulting in higher costs of raw materials, supplies, and expenses related to transportation and production. In addition, rising energy prices have contributed to inflationary pressures in many countries, causing a slowdown in global economic growth and a decline in consumer purchasing power. This may lead to a reduction in customer order volumes and adversely affect the Companys revenue and operating performance.

Indicator: Order volume

### Risk management measures

The company has implemented a systematic risk management approach by formulating strategic production plans aligned with order volumes and market conditions. This enables the company to manage operations effectively and remain flexible in response to changing circumstances. The company focuses on maximizing machinery capacity utilization while investing in and adopting modern manufacturing technologies to enhance efficiency, reduce losses, and maintain production costs at an appropriate level. These measures help strengthen the company's competitiveness and ensure long-term operational stability. In addition, the company places great importance on maintaining close communication with overseas customers through its sales offices to continuously monitor order status and respond promptly to any changes.

**Risk 6 Environment, Social and Governance**

Related risk factors : Strategic Risk  
 • Climate change and disasters

Operational Risk  
 • Impact on human rights

ESG risk factors : Yes

**Risk characteristics**

Risk characteristics	Risk Level
1. Climate change impact risk	Medium
2. Human rights risk	Low
3. Governance Risk Management	Low

**Risk-related consequences**

**1. Climate change impact risk**

Climate change is a critical global issue that significantly impacts the environment, economic systems, and the quality of life worldwide. Many countries have therefore prioritized urgent collaborative actions to reduce greenhouse gas emissions. Thailand has announced its commitment to achieving Net Zero Emissions by 2065 (B.E. 2608). At the same time, the Company has received requirements from customers to participate in reducing greenhouse gas emissions in alignment with their sustainability targets. Accordingly, the Company places great importance on managing and adapting to climate change-related risks in order to maintain its competitiveness and ensure the continuity of customer orders in the long term.

Indicator: Amount of greenhouse gas emission reduction (Carbon Emission Reduction)

**2. Human rights risk**

Causes of Human Rights Risks

- Non-compliance with labor laws, such as excessive working hours or unfair wages.
- Workplace discrimination or harassment, including gender, racial, or religious inequality.
- Labor rights violations within the supply chain, such as forced labor or child labor.
- Unsafe working conditions and inadequate occupational health and safety measures.
- Lack of effective grievance mechanisms, resulting in unresolved issues.
- Insufficient awareness or oversight by management and employees.

Potential Impacts

- Legal impacts, including fines, lawsuits, or license revocation.
- Reputational damage and loss of trust from customers, investors, and the public.
- Business impacts, such as loss of purchase orders or contract termination.
- Employee impacts, including low morale and high turnover rates.
- Financial impacts, including increased costs for remediation and corrective actions.

Key Performance Indicator (KPI): Number of Employee Complaints.

### 3. Governance Risk Management

The Company places great importance on good corporate governance and is committed to conducting its business in strict accordance with corporate governance principles. The Company ensures that its operations are carried out with transparency, accountability, and compliance with its policies, as well as applicable laws and regulations, including the Corporate Governance Code of the Stock Exchange of Thailand (SET). This commitment aims to build confidence among all stakeholders, including shareholders, customers, employees, and the general public.

#### Risk management measures

##### 1. Climate Change Impact Risk

The Company has established and continuously implemented measures to reduce greenhouse gas (GHG) emissions as follows:

1.1 Develop and implement Carbon Footprint of Product (CFP) assessments to analyze and manage greenhouse gas emissions throughout the value chain.

1.2 Promote the use of renewable energy by installing rooftop solar power systems with a total installed capacity of 3.4 megawatt-peak (MWp) for internal consumption.

1.3 Enhance production efficiency and technological innovation to improve operational processes, reduce energy consumption, and minimize resource losses.

1.4 Encourage and raise employee awareness to adopt energy- and resource-efficient behaviors for optimal and sustainable utilization.

##### 2. Human Rights Risk Management

Human Rights Risk Mitigation Measures

2.1 Establish clear policies and guidelines: Develop human rights and labor policies in line with applicable laws and international standards, and communicate them to employees and business partners.

2.2 Conduct Human Rights Due Diligence: Regularly assess and monitor human rights risks across the organization and supply chain, and implement preventive and corrective measures.

2.3 Provide secure grievance mechanisms: Ensure accessible and confidential complaint channels, with protection against retaliation for whistleblowers.

2.4 Ensure fair investigation and remediation processes: Implement transparent investigation procedures and provide appropriate corrective actions and remedies.

2.5 Provide training and awareness programs: Conduct regular training for employees and management on human rights, non-discrimination, and ethical conduct.

2.6 Monitor and report performance: Track key indicators such as the number of complaints and resolution time, and report progress to management on a regular basis.

##### 3. Governance Risk Management

The Company has established clear anti-corruption and anti-bribery policies and guidelines, which are communicated to employees and stakeholders to ensure awareness and compliance. In addition, the Company conducts an annual corruption risk assessment and review to implement appropriate control measures in alignment with the requirements of the Thai Private Sector Collective Action Against Corruption (CAC).

## 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 : Yes  
policy and guidelines

Link for company's sustainable supply chain : [https://www.kce.co.th/FilePath/SupplyChain/Sustainable\\_Procurement\\_Policy\\_22052023.pdf](https://www.kce.co.th/FilePath/SupplyChain/Sustainable_Procurement_Policy_22052023.pdf)  
management policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

#### Management Approach:

- Establish a Sustainable Procurement Policy aligned with social, environmental, and governance responsibilities, ensuring transparency, fairness, and auditability.
- Establish a Supplier Code of Conduct to be adhered to by suppliers, covering human rights and labor practices, environmental responsibility, and business ethics.
- Define selection and evaluation criteria for suppliers with ESG responsibility.
- Assess risks and establish risk management approaches within the supply chain.
- Conduct Supplier Audits to ensure compliance with requirements and international standards.
- Support and promote local procurement and the development of domestic suppliers to strengthen the supply chain.
- Develop suppliers by enhancing knowledge and understanding of sustainable business practices based on environmental, social, and governance principles, enabling all parties to progress toward sustainability together.
- Provide channels for complaints and whistleblowing in cases of violations of the Supplier Code of Conduct.

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
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	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

**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\\_13012026.pdf](https://www.kce.co.th/FilePath/SupplyChain/KCE_Supplier_Code_of_Conduct_13012026.pdf)

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**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

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

#### Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	53.45	47.75	50.03

#### Additional explanation for research and development (R&D) expenses over 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 organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

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

#### INNOVATION DEVELOPMENT

Amid the rapidly evolving environment of the Printed Circuit Board (PCB) industry, driven by technological advancements, increasingly complex customer requirements, and global competition, the Company places strong emphasis on continuous innovation across all dimensions of its operations. The Company is committed to strengthening its research and development capabilities, improving manufacturing processes, and adopting advanced technologies to enhance product quality, operational efficiency, and sustainability. With a forward-looking vision and strong adaptability, the Company maintains its leadership position in Thailand's PCB industry while creating sustainable value for customers, stakeholders, and society.

#### Innovation Management Approach

##### 1. Fostering a Culture of Innovation and Talent Focus

A key driver of KCEs success is its systematic commitment to fostering a culture of innovation across all levels of the organization, from executives to operational employees. Personnel are encouraged to challenge conventional thinking, propose new ideas, and continuously improve working methods. This culture empowers employees to take initiative and actively contribute to operational improvements and business performance.

The Company regularly organizes cross-functional brainstorming sessions to promote collaboration across the organization, enabling teams to exchange perspectives and integrate diverse expertise. As a result, innovation is embedded across all functions rather than being limited to any single department. In 2025, this employee-driven approach resulted in the successful completion of 125 QIP/Kaizen projects.

## 2. **Technology Development: Process Enhancement and Automation**

Innovation remains a core pillar of the Company's strategy to sustain competitiveness in the PCB industry. The Company continues to invest in advanced manufacturing technologies and process enhancements to improve product quality, increase operational efficiency, and strengthen long-term scalability. During 2025, several key technology initiatives progressed from pilot phases to full-scale implementation. At the same time, new systems were introduced to further strengthen the Company's manufacturing capabilities.

### **Projects Fully Implemented in 2025**

- **Inner and Outer Layer Circuit Imaging:** The Company has fully implemented Laser Direct Imaging (LDI) technology to replace conventional ultraviolet (UV) exposure processes. This transition has reduced scrap rates and decreased reliance on manual labor, resulting in significant production cost reductions. In addition, LDI technology supports higher circuit density and improves registration accuracy, enabling the Company to meet customer quality expectations and requirements more effectively.
- **Solder Mask Printing:** The Company has transitioned the solder mask printing process on printed circuit boards to a fully automated system, replacing the semi-automatic process. This upgrade reduces manual handling, minimizes the risk of defects or scrap, increases production throughput, and enhances process consistency and product quality.
- **Solder Mask Exposure:** The Company has fully implemented Laser Direct Imaging (LDI) technology in the solder mask exposure process. The system supports a wide range of solder mask inks and delivers higher exposure accuracy through a fully automated process. This results in improved consistency and enhanced overall production efficiency.

### **Projects under Development and Implementation**

- **Automated Guided Vehicle (AGV) System:** The Company has completed testing of the Automated Guided Vehicle (AGV) system and is preparing for deployment. This system will automate material handling, improve overall workflow efficiency within production areas, reduce manual operations, and minimize accidents associated with material movement.
- **Electrolytic Copper Plating:** The Company plans to install an in-line horizontal electroless copper plating process in conjunction with a Vertical Continuous Plating (VCP) line. This investment will enhance copper plating consistency, process stability, and production capacity. It will also support the reliable production of very thin PCB panels and meet higher performance requirements.
- **Legend Printing:** The Company plans to adopt inkjet-based printing technology for legend printing to enable direct printing of 2D Matrix and QR codes on printed circuit boards. This capability supports customer traceability requirements.
- **Solder Mask Thermal Baking:** For the pre-bake and post-bake processes, the Company plans to replace gate-type ovens with double-row conveyerised machines. This upgrade will reduce manual handling, improve energy efficiency, optimize installation space, and provide more consistent temperature control.

## 3. **Product Development with Customer-Centric Approach and Customer Engagement**

The Company's innovation focuses on developing products that address the actual needs of customers and the market. Through continuous market research, systematic collection of customer feedback, and close monitoring of industry trends, the Company remains responsive to evolving application requirements.

This approach has led to the development of a wide range of advanced PCB solutions, including mSAP technology integrated with LDI and vacuum etching processes for high-density circuit designs, High-Density Interconnect (HDI) PCBs with Every-Layer Interconnection (ELIC), as well as semi-flex PCBs and thermal management PCBs featuring high copper thickness, metal core structures, copper inserts, and heat sink integration.

In parallel, the Company continues to advance its manufacturing process technologies, including fine-line HDI technology, advanced low-loss and high-thermal-performance materials, and embedded or integrated structures. These

developments support emerging applications in Artificial Intelligence (AI), 5G technology, data centers, the Internet of Things (IoT), and electric power systems. By closely aligning development activities with customers product roadmaps, the Company strengthens its position as a reliable partner capable of delivering solutions that meet both current and future technological requirements.

#### 4. Environmental, Social, and Governance (ESG) Commitment

The Company's ESG initiatives include environmentally friendly process improvements, responsible sourcing of raw materials, and continuous community engagement. By integrating innovation with sustainability, the Company strengthens its long-term business resilience while responding to increasing stakeholder expectations. This commitment enhances trust among customers, suppliers, employees, and the communities in which the Company operates, supporting sustainable business operation

### 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 : Yes  
from innovation development?

	2023	2024	2025
Cost reduction resulting from the innovation development of process (Baht)	45,966,880.00	25,309,658.00	44,954,600.00
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 : Yes  
benefits from innovation development?

	2023	2024	2025
Reduction in the organization's greenhouse gas emissions (Kilowatt-Hours)	820,000.00	6,266,201.00	4,293,063.25
Reduction in the organization's greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	410.00	2,602.00	1,783.00

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