



SUSTAINABILITY REPORT  
**2025**

รายงานความยั่งยืน  
**2568**



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**CORPORATE  
INTRODUCTION**



**KCE**

**KCE** บริษัท เค ซี อี อิเล็กทรอนิกส์ จำกัด (มหาชน)  
KCE ELECTRONICS PUBLIC COMPANY LIMITED



In 2025, the electronics industry continued to experience rapid transformation driven by technological advancements, global economic volatility, and rising sustainability expectations from stakeholders across all sectors. Within this dynamic environment, KCE Electronics Public Company Limited continued to adapt strategically to strengthen business resilience and reinforce its leadership in quality and sustainability within the printed circuit board (PCB) industry.

The Company remains focused on expanding into advanced technology electronics markets while enhancing manufacturing capabilities to address the increasing complexity of HDI products, enabling it to meet evolving customer requirements across diverse industries. These efforts are undertaken in parallel with the systematic integration of sustainability strategies into core business operations, reinforcing long-term competitiveness.

From an environmental perspective, the Company recognizes the critical role of the industrial sector in addressing climate change. In 2025, KCE achieved an 18.8% reduction in Scope 1 and Scope 2 greenhouse gas emissions compared with the 2022 base year, primarily through improvements in energy efficiency across production processes. The Company remains committed to its medium-term target of a 30% reduction by 2030 and continues progressing toward its long-term goal of achieving net zero greenhouse gas emissions by 2050, in alignment with Thailand's national climate objectives.

From a social perspective, the Company firmly believes that people are at the core of sustainable success. Accordingly, KCE places strong emphasis on enhancing employee capabilities through upskilling and reskilling initiatives to prepare the workforce for advanced technologies and the application of artificial intelligence. These efforts are complemented by the promotion of a strong safety culture, responsible workplace practices, and a working environment that supports learning, growth, and long-term sustainability.

In addition, the Company remains committed to conducting business alongside community and social development. The Green Energy for Education initiative has been implemented continuously for the fourth consecutive year to support access to clean energy in educational institutions and promote awareness of energy and environmental sustainability. At the same time, KCE continues to strengthen ESG standards throughout its supply chain through responsible sourcing practices and by encouraging business partners to operate in accordance with sustainability principles, thereby enhancing resilience across the entire value chain.

At the international level, the Company is a signatory to the United Nations Global Compact and supports the implementation of the United Nations Sustainable Development Goals (UN SDGs). KCE believes that sustainable business growth can be achieved through a long-term vision, strong corporate governance, and close collaboration with all stakeholders.

On behalf of the Board of Directors, management, and all employees, we extend our sincere appreciation to our shareholders, customers, suppliers, business partners, as well as regulatory authorities and government agencies for their continued trust and support. We remain committed to strengthening the organization's readiness to navigate change and to building a stable and sustainable future together.

Mr. Pitharn Ongkosit

President and Chief Executive Officer

KCE Electronics Public Company Limited

KCE Electronics Public Company Limited ("KCE") was incorporated on 5 November 1982 with an initial registered capital of THB 12 million to operate as a manufacturer and distributor of Printed Circuit Boards (PCBs) under the trademark "KCE." The Company was listed on the Stock Exchange of Thailand in August 1988 and was converted into a public company limited in December 1992. As of 30 December 2025, the Company had a total registered capital of THB 591,044,298, with paid-up capital of THB 591,044,298.

The Company and its subsidiaries are engaged in the manufacture and distribution of Printed Circuit Boards (PCBs), which are fundamental components of all types of electronic equipment. The main customer groups include manufacturers of electronic components or equipment for automotive applications, telecommunications assembly plants, computer manufacturers, industrial equipment producers, medical device manufacturers, and consumer product customers. Almost all production is export-oriented, serving customers across Europe, the United States, and Asia.

### VISION

KCE is a leading manufacturer and service provider that places the highest importance on customer success, delivering strategic solutions that meet or exceed agreed expectations both now and in the future, with good governance and responsibility toward society and the environment.

### MISSION

- ▶ Commit to delivering quality products and excellent services.
- ▶ Uphold professional responsibility toward all stakeholders.
- ▶ Strive for excellence through continuous development.
- ▶ Protect the environment and progress toward carbon neutrality.
- ▶ Support and contribute to society under the principles of good governance.
- ▶ Continuously train and develop employees' knowledge and competencies.

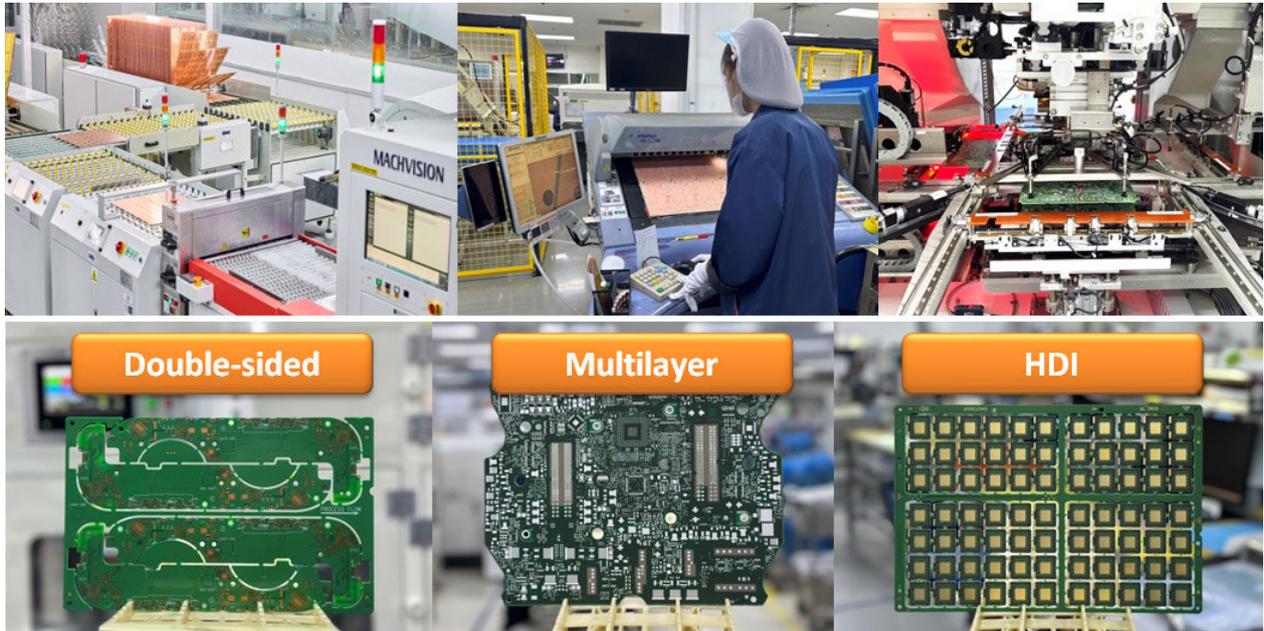
### NATURE OF BUSINESS OPERATIONS

#### MANUFACTURE AND DISTRIBUTION OF PRINTED CIRCUIT BOARDS (PCBs)

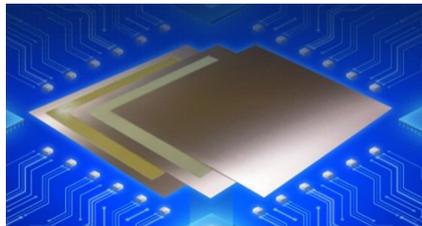
KCE Electronics Public Company Limited and KCE Technology Company Limited are manufacturers of Printed Circuit Boards (PCBs), which serve as fundamental components of electronic devices by providing structural support and electrical interconnection through copper signal pathways. A PCB consists of a substrate, which is an insulating material, and copper conductors that transmit electrical signals. The Company specializes in the production of various types of PCBs, including:

1. Double-sided plated-through-hole PCBs
2. Multilayer PCBs: Available with 4 to 40 layers of copper traces.
3. Semi-flex PCBs: These multilayer printed circuit boards feature areas that are thinned by depth routing, allowing them to bend easily for better fit within enclosures.
4. HDI (High-Density Interconnect) PCBs: Advanced multilayer boards with higher circuit density, characterized by fine lines and spaces, laser-drilled via holes connecting layers, and buried vias embedded within the board. HDI technology is essential for cutting-edge PCB designs.

5. High Speed / High Frequency PCBs: Special type of PCBs are built up for operating and receiving signals at high speed.
6. Heavy Copper PCBs: These boards have the copper thickness on outer / inner layers  $\geq 105 \mu\text{M}$  (3 oz/ft<sup>2</sup>) that used under high power condition.
7. Copper Coin-Embedded PCBs: This is a PCB heat dissipation method by placed the solid copper (copper coins) on the surface or within the PCB to create path for heat transfer, improved electrical conductivity.



## 2. MANUFACTURE AND DISTRIBUTION OF PREPREG AND LAMINATE



Thai Laminate Manufacturer Company Limited produces Prepreg and Copper Clad Laminate, which are key raw materials used in PCB manufacturing. Prepreg is produced from fiberglass cloth impregnated with epoxy resin and cured to achieve a material ready for use. Laminate sheets are produced by stacking layers of Prepreg to the required thickness, bonding them with copper foil, and subjecting them to pressing and curing processes until the materials are fully integrated into a single structure. The resulting laminate sheets possess properties suitable for use in the electronics industry.

## MANUFACTURE AND DISTRIBUTION OF CHEMICAL PRODUCTS



Chemtronics Products Company Limited's main products include copper sulfate and tin oxide. These products are manufactured by processing used chemicals and waste generated from PCB production through appropriate treatment and transformation processes. Copper sulfate is used in the animal feed industry, aquaculture, and agricultural fertilizers, and has received quality and safety certifications for feed additives and feed ingredients from the Department of Livestock Development and the Department of Fisheries. Tin oxide is used as a raw material in the production of tin-related products. This operation enhances the value of production waste and supports efficient resource utilization.



## AWARDS AND ACHIEVEMENTS IN 2025



Corporate Governance Report (CGR 2025) of Thai Listed Companies

**Excellent CG Scoring**

11<sup>th</sup> consecutive year

## S&P Global

S&P Global ESG Score

**Top 10%** of the ITC Electronic Equipment, Instruments & Components industry group



SET ESG Ratings 2025

**"AA"**

by the Stock Exchange of Thailand



EcoVadis Assessment 2025

**Silver Medal – Top 15%**



CAC Change Agent Award 2025

from the Thai Private Sector Collective Action Against Corruption (CAC)

3<sup>rd</sup> consecutive year



Thailand Energy Award 2025

Outstanding Award in Energy Conservation from the Ministry of Energy



Outstanding Establishment Award in Labour Relations and Welfare 2025

National Level, 13<sup>th</sup> consecutive year



Outstanding Healthy Organization Award

Promotion of Well-Being in Four Dimensions  
Excellent Level

# 1.3

## POLICY AND GOAL OF SUSTAINABILITY MANAGEMENT

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 GROUP'S 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.



Sustainability Policy

▶ **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.



### MEMBERSHIP IN THE UNITED NATIONS GLOBAL COMPACT (UNGC) AND SUPPORT FOR SUSTAINABLE DEVELOPMENT GOALS (SDGs)

#### WE SUPPORT



The Company places importance on conducting business with responsibility toward society, the environment, and stakeholders under principles of good governance and transparent business ethics to achieve long-term sustainable growth. In 2007, the Company became a participant of the United Nations Global Compact (UNGC) to demonstrate its commitment to conducting business in accordance with the Ten Principles of the UNGC, covering human rights, labour standards, environmental protection, and anti-corruption.

The Company has integrated the UNGC principles with the United Nations Sustainable Development Goals (Sustainable Development Goals: SDGs) as a framework for establishing sustainability strategies and operations. The Company focuses on supporting SDGs that align with its business context throughout the value chain, including SDG 8 Decent Work and Economic Growth, SDG 9 Industry, Innovation and Infrastructure, SDG 12 Responsible Consumption and Production, SDG 13 Climate Action, and SDG 17 Partnerships for the Goals, emphasizing transparency in business conduct.



## SUSTAINABILITY DEVELOPMENT GOALS



### ENVIRONMENT



**Reduce Green House Gas Emission**  
Scope 1 & 2  
**30%**  
by 2030  
compared to  
baseline year 2022 and  
**Net-zero Emission**  
by 2050



**Reduce Electricity Consumption**  
per production unit  
**10%**  
by 2030  
compared to  
baseline year 2022



**Increase Renewable Energy**  
**50%**  
by 2030



**Reduce Water Consumption**  
per production unit  
**10%**  
by 2030  
compared to  
baseline year 2022



**Reduce Waste Generated**  
per production unit  
**10%**  
by 2030  
compared to  
baseline year 2022



### SOCIAL



**Zero**  
**Human Right Violation**



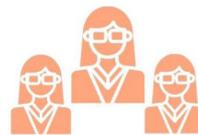
**Zero**  
**Lost Time Work-related Injuries**



**Zero**  
**Complaint from Community and Social**



**Employees at all levels receive training and skill development**  
**≥ 24**  
hours/person/year



**Female in Management Position**  
**≥ 30%**



### GOVERNANCE



**Employees Trained and Certified in Business Ethics and Anti-Corruption**  
**100%**



**Zero**  
**Business Ethics Violation Complaints**



**Zero**  
**Customer Confidential Data Breach**



**Zero**  
**Corruption Complaints**



**AVL supplier undergoing ESG Risk Assessment**  
**100%**

# 1.4

## MANAGEMENT OF IMPACTS ON STAKEHOLDERS IN THE 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.

### THE COMPANY'S BUSINESS VALUE CHAIN



The Company's value chain illustration reflects the value creation process throughout the entire Value Chain of the printed circuit board (PCB) business, encompassing the Primary Activities from upstream to downstream. It begins with Inbound Logistics, covering raw material sourcing and efficient supplier management, followed by Operations, or the PCB manufacturing process, ranging from design and production to quality control using advanced technologies. This is followed by Outbound Logistics for warehousing and timely distribution of products to customers worldwide, alongside Marketing & Sales, which focuses on building relationships and delivering solutions to customers in the automotive and advanced electronics industries. The process concludes with Service, encompassing technical support and continuous customer care. The Company is further supported by Support Activities, including Procurement, Human Resource Management, Technology Development, and Firm Infrastructure, which serve as key foundations in strengthening competitive advantage and achieving sustainable growth.



## STAKEHOLDER ENGAGEMENT POLICY

The Company places importance on treating stakeholders fairly, transparently, and responsibly under the principles of business ethics, corporate governance, and respect for human rights. The Company aims to create long-term value for shareholders while taking into account the interests of all stakeholder groups, which constitutes a fundamental basis for sustainable business operations.



Stakeholder  
Engagement Policy

Amid changing economic, social, environmental, and business contexts, stakeholders have become more diverse and their expectations have increased. The Board of Directors has therefore approved the Policy on Stakeholder Engagement to provide guidance for employees in conducting operations and making appropriate decisions.



## DEFINITION OF STAKEHOLDER

Stakeholders are persons or groups of persons who are directly or indirectly affected by a business operation of the Company, as well as those who may have interests in a business operation of the Company, or abilities to influence over the outcomes of a business operation such as shareholders, employees, customers, communities, business partners, government agencies, etc.



## GUIDELINES FOR IMPLEMENTATION

### 1. Identification and Analysis of Stakeholders:

Clearly identify and classify stakeholder groups, analyze risks, impacts, and material sustainability topics (Material Topics) to support the formulation of appropriate strategies and responses.

### 2. Communication:

Communicate regularly, transparently, and appropriately in accordance with the context of each stakeholder group to foster understanding, positive relationships, and trust.

### 3. Disclosure:

Disclose accurate, clear, and timely information in accordance with the Company's disclosure policy to ensure stakeholders receive sufficient and reliable information.

### 4. Engagement and Feedback Mechanisms:

Provide opportunities for stakeholders to participate, express opinions, provide suggestions, or submit complaints through appropriate channels. Feedback shall be considered constructively with due regard to stakeholder diversity.

### 5. Risk Management:

Identify, assess, and manage risks arising from stakeholder engagement to prevent negative impacts and promote effective collaboration.

### 6. Review and Reporting:

Continuously monitor, evaluate, and improve stakeholder engagement practices, and report significant performance outcomes and impacts to stakeholders and the public.



## STAKEHOLDER ANALYSIS IN THE BUSINESS VALUE CHAIN



## TABLE OF STAKEHOLDER EXPECTATIONS AND THE COMPANY'S RESPONSES TO STAKEHOLDER EXPECTATIONS

KEY STAKEHOLDER GROUPS	ISSUES OF CONCERN TO STAKEHOLDERS	RESPONSE TO ISSUES	ENGAGEMENT CHANNELS
<b>SHAREHOLDERS AND INVESTORS</b> 	<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>▶ Shareholders meetings.</li> <li>▶ Quarterly performance result announcements.</li> <li>▶ Meetings with financial analysts.</li> <li>▶ Inviting investors to visit business operations.</li> </ul>
<b>EMPLOYEE</b> 	<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>▶ Annual Management Meeting and Monthly Meetings with employees.</li> <li>▶ Provide opportunities for employee participation through various committees.</li> <li>▶ Channels for reporting incidents and complaints, via the Company's website, email, phone call, complaint boxes, and QR codes.</li> <li>▶ Communication between the Labor Relations Department and employees.</li> <li>▶ Employee satisfaction surveys conducted annually.</li> </ul>

KEY STAKEHOLDER GROUPS	ISSUES OF CONCERN TO STAKEHOLDERS	RESPONSE TO ISSUES	ENGAGEMENT CHANNELS
<p><b>CUSTOMERS</b></p> 	<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>▶ Channels for receiving complaints through sales offices in each country or the Company's website.</li> <li>▶ Meeting with customers at various intervals.</li> <li>▶ Responding to requests for information disclosure.</li> <li>▶ Allowing customers to visit or audit the production processes.</li> <li>▶ Evaluating customer satisfaction.</li> </ul>
<p><b>SUPPLIERS</b></p> 	<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>▶ Quarterly assessment of the suppliers' performance.</li> <li>▶ Channels for reporting incidents and receiving complaints on the Company's website.</li> <li>▶ Auditing and visiting the production processes of suppliers.</li> <li>▶ Meetings, training sessions, and seminars with suppliers.</li> </ul>
<p><b>COMMUNITY AND SOCIETY</b></p> 	<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>▶ Channels for receiving complaints through the CSR team and the Company's website.</li> <li>▶ Surveying the needs of the community.</li> <li>▶ Visiting the community on various occasions.</li> </ul>
<p><b>BUSINESS CONTRACTORS</b></p> 	<ul style="list-style-type: none"> <li>▶ Continuity of business operations together</li> <li>▶ Policy development and joint operational guidelines</li> <li>▶ Support in new knowledge and expertise</li> </ul>	<ul style="list-style-type: none"> <li>▶ Consider appropriate and fair compensation.</li> <li>▶ Encourage continuous knowledge development to maximize work efficiency.</li> <li>▶ Support business operations in accordance with the principles of sustainable development, with responsibility towards society and the environment, while adhering to ethical standards.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engage in discussions and exchange views through meetings and business partner visits.</li> <li>▶ Conduct meetings and discussions with executives.</li> <li>▶ Provide training sessions, seminars, and knowledge-sharing activities.</li> </ul>

KEY STAKEHOLDER GROUPS	ISSUES OF CONCERN TO STAKEHOLDERS	RESPONSE TO ISSUES	ENGAGEMENT CHANNELS
<p><b>JOINT VENTURE PARTNERS</b></p> 	<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>▶ 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>
<p><b>CREDITORS AND FINANCIAL INSTITUTIONS</b></p> 	<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>▶ 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>
<p><b>GOVERNMENT AGENCIES AND REGULATORY BODIES</b></p> 	<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>	<ul style="list-style-type: none"> <li>▶ Strict compliance with relevant laws and regulations.</li> <li>▶ Disclosing information in annual reports and responding to information requests.</li> <li>▶ Assessing the impact on the environment and society and implementing measures to reduce the impact.</li> <li>▶ Participating in and supporting various projects of government agencies that benefit the overall community.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Participating in joint meetings with government agencies to receive news, feedback, and suggestions.</li> <li>▶ Allowing visits to business operations.</li> <li>▶ Publishing information on the Company's website.</li> <li>▶ Meeting and visiting on various occasions.</li> <li>▶ Follow news from the media of relevant agencies</li> </ul>
<p><b>COMPETITORS</b></p> 	<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>▶ Participating in various industry associations</li> <li>▶ Publishing updates on the Company website and other media channels.</li> </ul>

## IDENTIFICATION OF KEY SUSTAINABILITY ISSUES

The Company gathers issues prioritized by stakeholders, requirements from governmental and various organizations both domestically and internationally, along with assessing organizational risks and opportunities, sustainable development policies, and the organization’s business direction. This includes reviewing past year’s operations to identify and prioritize issues impacting sustainable business operations. The process for identifying key issues involves four steps, as follows.



The assessment of the importance of impacts will consider their significance or impact on financial aspects, operations, strategies, reputation, and relevant laws/regulations. Meanwhile, the importance or impact on stakeholders will be evaluated based on the scope of the impact and the level of interest or influence on decision-making. The Environment, Social, Governance, and sustainable development committee will be responsible for approving the materiality assessment results annually.

## MATERIALITY TOPICS OF THE YEAR 2025



ECONOMIC	SOCIETY	ENVIRONMENT
1. Sustainable supply chain management 2. Customer relationship management 3. Organizational innovation management 4. Cybersecurity and information technology systems	5. Employee development and retention 6. Respect for human rights 7. Occupational health and safety 8. Community and social development	9. Climate change response 10. Energy management 11. Water management 12. Waste management

Based on the review of material sustainability topics for the year 2025, taking into consideration the organizational context, global trends, and the analysis of stakeholder interests and expectations, a total of 12 topics were reviewed. Among these, 4 topics were identified as highly material, as follows:

SUSTAINABILITY ISSUES	RISKS AND OPPORTUNITIES	STRATEGIC RESPONSES	STAKEHOLDERS AND IMPACTS
(1) Sustainable Supply Chain Management	<p><b>Risks:</b> Raw material suppliers may not comply with environmental, human rights, and quality standards, potentially affecting production continuity and corporate reputation.</p> <p><b>Opportunities:</b> Supplier assessment and development enhance transparency, traceability, and supply chain resilience.</p>	<ul style="list-style-type: none"> <li>▶ Establish a Supplier Code of Conduct</li> <li>▶ Conduct supplier risk assessments</li> <li>▶ Develop significant suppliers</li> </ul> <p>Further details are available in Section 2.4 Supply Chain Management</p>	<p><b>Stakeholders:</b> Suppliers, Customers, Communities</p> <p><b>Impacts:</b></p> <ul style="list-style-type: none"> <li>▶ Reduced risk of disruption and enhanced stability in quality, cost, and competitiveness</li> <li>▶ Customers receive quality products, suppliers benefit from development support, and communities experience reduced negative impacts</li> </ul>
(5) Employee Development and Retention	<p><b>Risks:</b> Shortages of specialized skills in PCB technology, automation systems, and digital competencies, as well as high employee turnover rates, may affect operational efficiency and business continuity.</p> <p><b>Opportunities:</b> Skill development and clear career pathways enhance employee engagement and retention of high-quality personnel.</p>	<ul style="list-style-type: none"> <li>▶ Develop technical competencies in PCB technology and automation systems</li> <li>▶ Establish clear Career Path frameworks</li> </ul> <p>Further details are available in Sections 4.3 Employee Capability Development and 4.5 Employee Engagement</p>	<p><b>Stakeholders:</b> Employees, Customers</p> <p><b>Impacts:</b></p> <ul style="list-style-type: none"> <li>▶ Improved production efficiency, reduced turnover-related costs, and support for long-term growth</li> <li>▶ Employees gain job stability, customers receive quality products, and society benefits from a highly skilled workforce</li> </ul>
(9) Climate Change Response	<p><b>Risks:</b> Severe weather events and carbon-related regulations may impact manufacturing facilities, operating costs, and the supply chain.</p> <p><b>Opportunities:</b> Carbon emission reduction and process efficiency improvements enhance competitiveness.</p>	<ul style="list-style-type: none"> <li>▶ Conduct Climate Risk assessments</li> <li>▶ Improve production process efficiency</li> <li>▶ Establish greenhouse gas emission reduction targets</li> </ul> <p>Further details are available in Section 3.2 Greenhouse Gas Management</p>	<p><b>Stakeholders:</b> Customers/Consumers, Shareholders and Investors, Customers, Communities, Government Authorities</p> <p><b>Impacts:</b></p> <ul style="list-style-type: none"> <li>▶ Enhanced business continuity and reduced legal and cost-related risks</li> <li>▶ Strengthened confidence among shareholders, investors, customers, and communities in long-term risk management</li> </ul>
(10) Energy Management	<p><b>Risks:</b> Volatility in energy prices and high energy consumption in PCB manufacturing processes may affect the Company's cost structure.</p> <p><b>Opportunities:</b> Enhancing energy efficiency and increasing the use of renewable energy contribute to cost reduction and lower greenhouse gas emissions</p>	<ul style="list-style-type: none"> <li>▶ Improve energy efficiency</li> <li>▶ Implement energy-saving technologies and renewable energy solutions</li> </ul> <p>Further details are available in Section 3.3 Energy Management</p>	<p><b>Stakeholders:</b> Customers, Communities, Government Authorities</p> <p><b>Impacts:</b></p> <ul style="list-style-type: none"> <li>▶ Reduced long-term operating costs and improved production efficiency</li> <li>▶ Customers and society benefit from efficient energy utilization</li> </ul>

KCE Electronics Public Company Limited has prepared the Sustainability Report 2025 with the objective of communicating the Company's sustainability performance, covering environmental, social, and corporate governance dimensions. This report also reflects the Company's commitment to supporting the United Nations Sustainable Development Goals (Sustainable Development Goals: SDGs) and the United Nations Global Compact (UN Global Compact), as well as addressing stakeholder expectations. This report has been prepared in accordance with the GRI Standards 2021 at the Core level.



## REPORTING SCOPE

This report presents performance results from 1 January 2025 to 31 December 2025, covering affiliated companies comprising offices and manufacturing facilities for the Company's raw materials and products, as follows:

1. KCE Electronics Public Company Limited  
Headquarter 72-72/1-3 Lat Krabang Industrial Estate, Soi Chalongkrung 31,  
Kwang Lumplatew, Lat Krabang, Bangkok
2. KCE Technology Company Limited (Subsidiary)  
117, 118 Moo 1 Hi-Tech Industrial Estate Asia Road, Banlain, Bang Pa-In, Ayutthaya  
province
3. Thai Laminate Manufacturer Company Limited (Subsidiary)  
70 Lat Krabang Industrial Estate, Soi Chalongkrung 31, Kwang Lumplatew,  
Lat Krabang, Bangkok
4. Chemtronics Products Company Limited (Subsidiary)  
1/97 Moo 5 Tambol Khan Ham, Amphur Uthai, Ayutthaya province



## CONTACT INFORMATION

For further information, please contact the Sustainability Department, KCE Electronics Public Company Limited 72-72/1-3 Lat Krabang Industrial Estate, Kwang Lumplatew, Latkrabang, Bangkok 10520

**Telephone:** (662) 326 0196-99

**Email:** [sustainability@kce.co.th](mailto:sustainability@kce.co.th)

**Website:** <https://www.kce.co.th/>

## GOVERNANCE DIMENSION



The winning artwork from the ESG Art Contest 2025 titled "A Livable World Begins with Us" by Mr. Wattanachok Damdeepanaw.

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PARTNERSHIPS  
FOR THE GOALS

The Board of Directors of KCE Electronics Public Company Limited recognizes the importance of good corporate governance as a fundamental foundation for sustainable business operations. The Board has established an appropriate, transparent, and accountable governance structure to oversee the Company's operations in accordance with good governance principles, corporate policies, applicable laws, the regulations of the Stock Exchange of Thailand, and international best practices under the framework of the Organisation for Economic Co-operation and Development (OECD). This approach aims to strengthen stakeholder confidence, support effective risk management, and create long-term value for shareholders.

The Board of Directors is responsible for defining the Company's vision, direction, strategies, and key policies, as well as overseeing risk management, internal control systems, and sustainability performance. Sub-committees with clearly defined roles and responsibilities have been established to support governance in specific areas, ensuring that Board decisions are prudent, independent, and considerate of all stakeholder groups.

The Company has established written corporate governance policies, a Code of Conduct, and operational guidelines to serve as frameworks for directors, executives, and employees across the KCE Group. Emphasis is placed on transparency, integrity, ethics, accountability, and the mitigation of conflicts of interest. These policies are regularly reviewed and updated to align with the evolving business context, changing circumstances, and stakeholder expectations. They are also disclosed on the Company's website to ensure transparency and accessibility.



Corporate  
Governance Policy

The Company promotes awareness and engagement in good corporate governance practices throughout the organization through multi-channel communication of policies and the Code of Conduct, as well as continuous monitoring of compliance. This ensures that business operations are conducted transparently, fairly, accountably, and with equal respect for all stakeholder groups.

In 2025, the Company fully complied with the Corporate Governance Code of the Stock Exchange of Thailand and received an "Excellent" CG Scoring rating for the 11th consecutive year. This achievement

reflects the strength of the Board structure, the corporate governance system, and the commitment of the Board of Directors, management, and employees to conducting business responsibly and sustainably.



## BOARD OF DIRECTORS STRUCTURE

The Board of Directors consists of 9 directors, comprising 3 executive directors and 6 non-executive directors, of whom 4 are independent directors, representing more than one-third of the total number of directors. All independent directors fully meet the independence qualifications as defined by the Company.

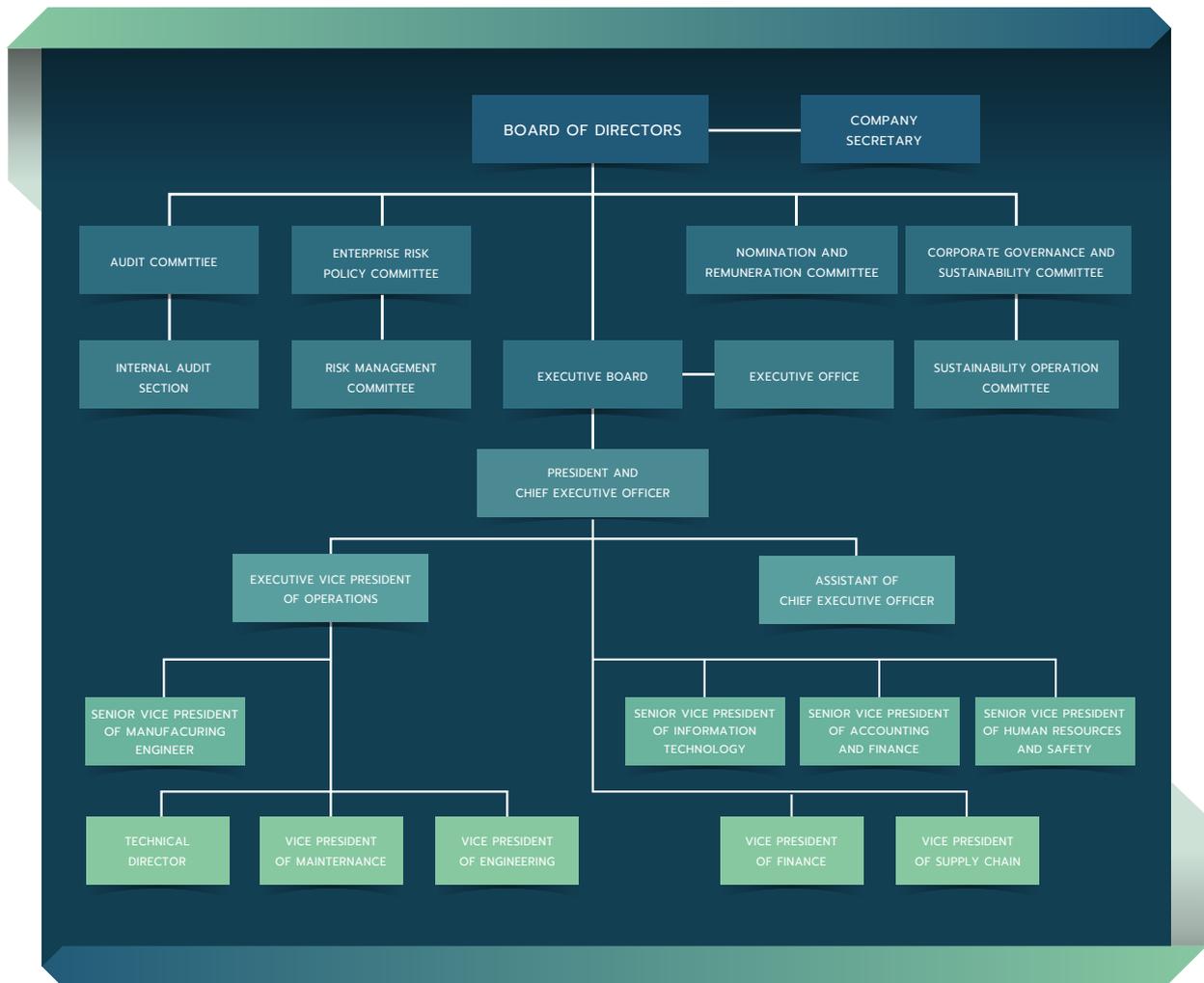
The Board of Directors plays a significant role in determining the Company's growth direction and development by establishing strategic plans, policies, vision, and mission. The Board also oversees and regularly monitors the Company's operational performance across various areas, with an annual review of the vision and mission. In addition, the Board has a key responsibility in defining the Company's Code of Conduct, corporate governance policy, and the Code of Conduct handbook for directors, executives, and employees.

The Board of Directors has established 4 sub-committees, namely:

- 1) Audit Committee
- 2) Nomination and Remuneration Committee
- 3) Corporate Governance and Sustainability Committee
- 4) Enterprise Risk Management Policy Committee

## CORPORATE GOVERNANCE STRUCTURE

As at December 31, 2025 the Company's structure of corporate governance is as follows:





LIST OF DIRECTORS	EXECUTIVE DIRECTORS	NON-EXECUTIVE DIRECTORS	INDEPENDENT DIRECTORS	BOARD OF DIRECTORS	AUDIT COMMITTEE	NOMINATION AND REMUNERATION COMMITTEE	CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE	ENTERPRISE RISK MANAGEMENT POLICY COMMITTEE
Mr. Bancha Ongkosit	✓			C	-	-	-	-
Mr. Pitharn Ongkosit	✓			VC	-	-	-	M
Mrs. Chantima Ongkosit, MD		✓		M	-	M	-	-
Mr. Paitoon Taveebhol		✓	✓	M	C	C	M	M
Mrs. Voraluksana Ongkosit	✓			M	-	-	M	-
Mrs. Siriphan Suntanaphan		✓	✓	M	-	-	C	M
Mr. Kanchit Bunajinda		✓	✓	M	M	M	-	C
Mr. Sutee Mokkavesa, Ph.D		✓		M	M	-	-	M
Mr. Sant Senadisai				M	-	-	M	-
<b>Total</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>persons</b>				

Remark : C – Chairman, VC – Vice Chairman, M – Member

Mrs. Wasara Chotithammarat was appointed as the Board of Directors's secretary.



### SCOPE, AUTHORITY, AND DUTIES OF THE BOARD OF DIRECTORS

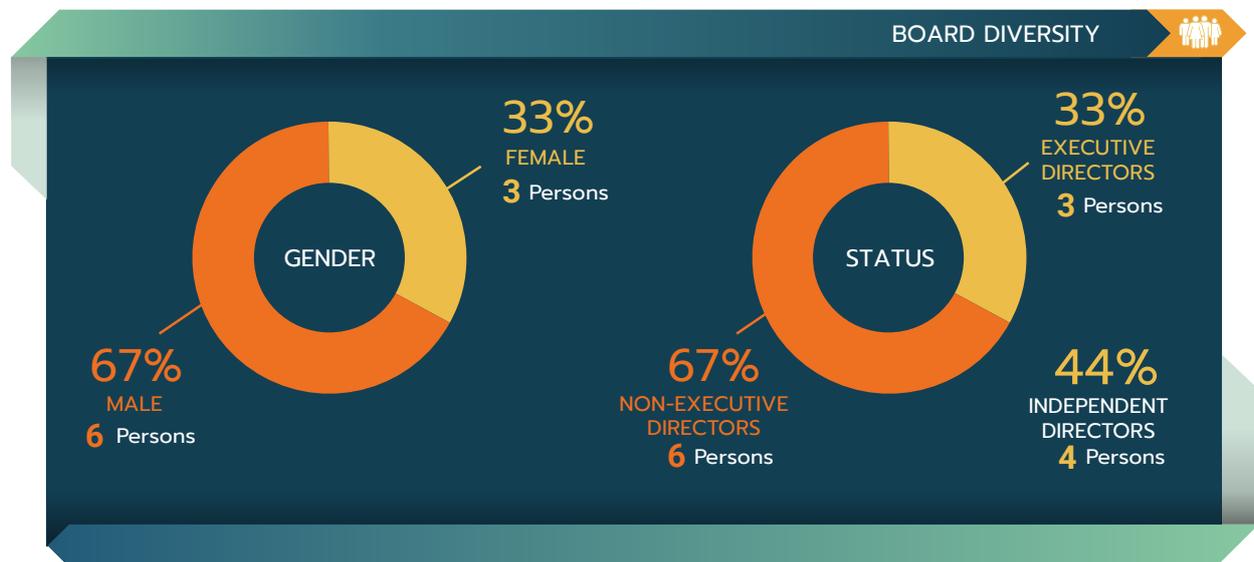
- ▶ Perform duties with responsibility toward shareholders with due care, honesty, compliance with applicable laws, and accurate and transparent disclosure of information.
- ▶ Determine and approve the Company's vision, strategies, policies, business plans, and budgets, and supervise and monitor management performance to ensure effective and sustainable achievement of objectives.
- ▶ Oversee business operations to ensure compliance with laws, regulations, shareholders' resolutions, and the rules and requirements of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

- ▶ Consider and approve significant matters of the Company, such as investments, asset acquisitions or disposals, material transactions, related-party transactions, dividend payments, organizational structure, and the appointment of directors, executives, and sub-committees.
- ▶ Supervise financial reporting systems, internal control, internal audit, and risk management to prevent fraud and conflicts of interest.
- ▶ Respect the rights of shareholders and stakeholders, ensure fair and transparent treatment, conduct regular Board performance evaluations, and attend meetings consistently in accordance with assigned duties.

## BOARD DIVERSITY

The Company has established a Board Diversity Policy as outlined in the Charter of the Nomination and Remuneration Committee and the Corporate Governance Policy. The policy promotes a Board composition comprising qualified individuals with diverse knowledge, competencies, and professional experience that are beneficial to the Company’s business operations, while upholding integrity and ethical standards. The selection process does not discriminate based on gender, race, religion, age, or specific areas of expertise.

Each director possesses knowledge and experience across various professional fields and performs duties with responsibility, independence of judgment, and adherence to ethical principles and good corporate governance practices. This ensures that operations are aligned with the Company’s objectives and strategies, creating maximum benefit for the Company, shareholders, and all stakeholders.



**BOARD SKILL MATRIX**


EXPERIENCE AND EXPERTISE	MR. BANCHA ONGKOSIT	MR. PITHARN ONGKOSIT	MRS. CHANTIMA ONGKOSIT, MD	MR. PAITON TAVEEBHOL	MRS. VORALUKSANA ONGKOSIT	MRS. SIRIPHAN SUNTANAPHAN	MR. KANCHIT BUNAJINDA	MR. SUTEE MOKKHAVESA, PH.D	MR. SANT SENADISAI
Management / Business	✓	✓	✓	✓	✓	✓	✓	✓	✓
Electronics and Automotive Industry	✓	✓				✓			
Accounting and Audit				✓			✓		
Finance and Capital Management		✓		✓			✓	✓	✓
Engineering	✓	✓							
Strategic and Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓
Economics and Analysis	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corporate Governance & Sustainability	✓	✓	✓	✓	✓	✓	✓	✓	✓
Marketing / International Commerce	✓	✓				✓			✓
Information Technology		✓						✓	✓
Laws and Tax				✓					
Insurance								✓	
Medical			✓						✓

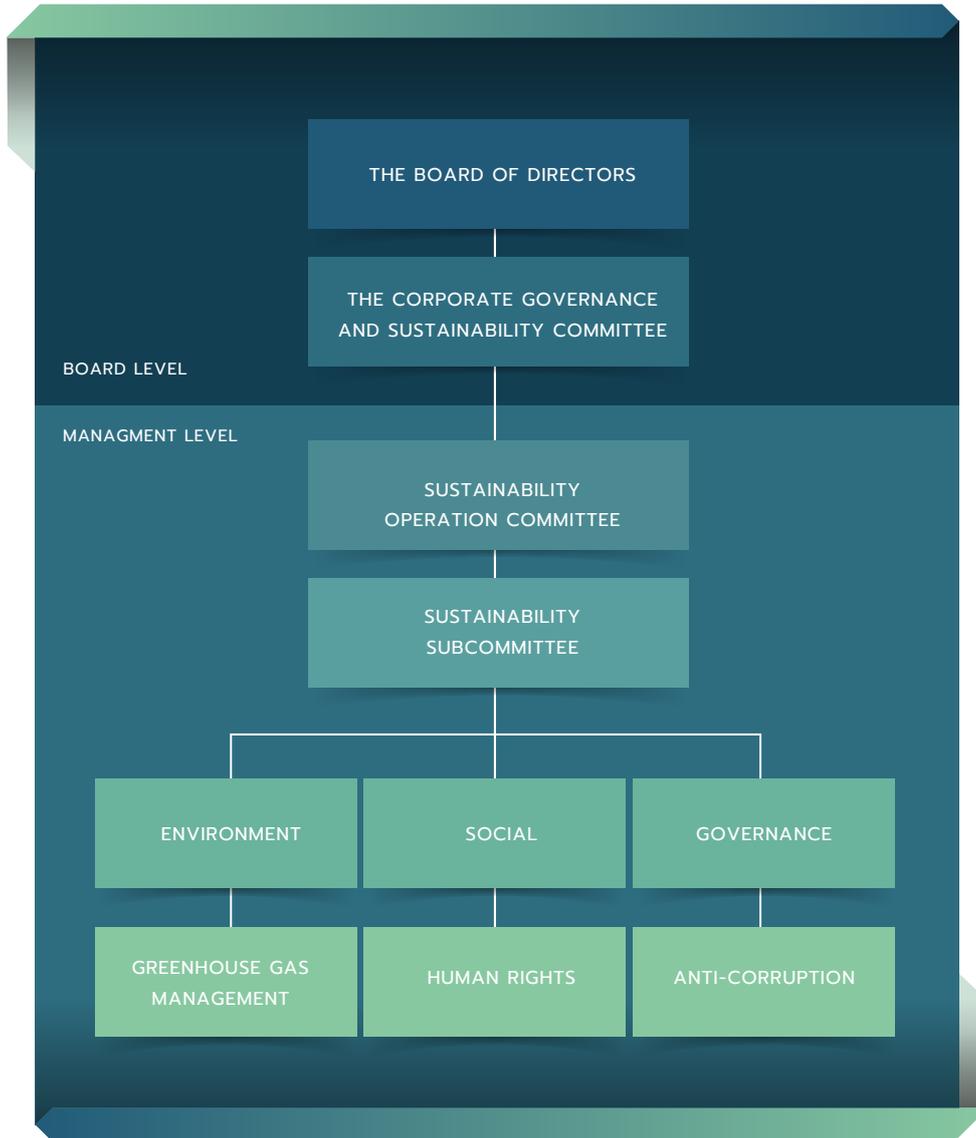
**PERFORMANCE SUMMARY ON THE BOARD DIVERSITY POLICY**


INDICATOR	TARGET	PERFORMANCE
1. Number of Independent Directors	At least one-third of the total number of directors, but not fewer than 3 persons	4 persons
2. Number of Directors with Knowledge of the Company's Industry or Business	At least 1 person	3 persons
3. Number of Directors with Accounting or Financial Expertise	At least 1 person	5 persons
4. Number of Female Directors	At least 1 person	3 persons



## SUSTAINABILITY GOVERNANCE STRUCTURE

The Company emphasizes good corporate governance alongside sustainable development by establishing a clear governance structure that defines roles, responsibilities, and reporting lines at all levels. This structure supports the systematic and integrated formulation of policies, oversight, monitoring, and implementation of ESG initiatives across the organization. The objective is to enhance transparency, accountability, and stakeholder confidence. The governance structure is outlined as follows:





## THE CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE



**Mrs. Siriphan Suntanaphan**  
Chairman



**Mrs. Voraluksana Ongkosit**  
Director



**Mr. Paitoon Taveebhol**  
Independent Director



**Mr. Sant Senadisai**  
Independent Director



## CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE

**Composition and Qualifications:** Comprises at least three Board members, with at least half being independent directors, possessing knowledge and experience in corporate governance and ESG matters.

**Tenure:** 3 years

**Meeting Frequency:** At least three times per year

**Reporting Line:** Board of Directors

### **Roles and Responsibilities:**

- ▶ Formulate, propose, and oversee policies on corporate governance, code of conduct, anti-corruption, and sustainability.
- ▶ Promote a culture of good governance, ethics, and sustainability throughout the organization.
- ▶ Oversee and provide recommendations on integrated GRC (Governance, Risk Management, and Compliance) and ESG implementation.
- ▶ Review and endorse strategies, action plans, budgets, material topics, and the annual sustainability report.
- ▶ Review and recommend improvements to related policies, charters, and practices.



## SUSTAINABILITY OPERATION COMMITTEE

**Members:** Senior executives from key functions (e.g., Sustainability, Operations, Human Resources, Engineering, Supply Chain).

**Meeting Frequency:** Quarterly

**Reporting Line:** Corporate Governance and Sustainability Committee

### Roles and Responsibilities:

- ▶ Review sustainability policies, implementation approaches, and targets.
- ▶ Receive and consider feedback from all stakeholder groups.
- ▶ Identify material sustainability issues and develop appropriate stakeholder engagement plans.
- ▶ Oversee, promote, and support sustainability initiatives to ensure the achievement of established goals.



## SUSTAINABILITY WORKING COMMITTEE

**Members:** Executives from relevant departments across all functions.

**Working Groups:** Divided into three areas:

- ▶ Environmental, with a sub-working group on greenhouse gas management.
- ▶ Social, with a sub-working group on human rights.
- ▶ Governance, with a sub-working group on anti-corruption.

**Meeting Frequency:** Quarterly

**Reporting Line:** Sustainability Management Committee

### Roles and Responsibilities:

- ▶ Drive environmental, social, and governance initiatives in accordance with corporate policies.
- ▶ Implement and support projects related to greenhouse gas management, human rights, and anti-corruption.
- ▶ Monitor, evaluate, and report sustainability performance to the Sustainability Management Committee.
- ▶ Integrate sustainability considerations into the operations of all departments.



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

### TARGET



Zero incidents or complaints related to corruption or bribery

INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Number of complaints related to violations of the Business Code of Conduct (cases)	0	0	0
Number of incidents of non-compliance with laws and regulations (cases)	0	0	0
Number of incidents or complaints related to corruption or bribery (cases)	0	0	0



## CORPORATE GOVERNANCE AND BUSINESS CODE OF CONDUCT HANDBOOK

The Company has prepared a Corporate Governance and Business Code of Conduct Handbook to serve as operational guidelines for directors, executives, and employees across the Group. The handbook is based on principles of good corporate governance, transparency, and accountability. The Company communicates and promotes understanding among employees to ensure appropriate application in daily operations, with the objective of creating sustainable value and trust among stakeholders. The handbook is regularly reviewed and updated to align with evolving risks and business contexts, while continuing to adhere to good corporate governance principles under the OECD framework, as well as applicable securities laws and regulatory guidelines of Thailand's capital market authorities.



CG & Code of Conduct



## ANTI-CORRUPTION POLICY

The Company recognizes the risks and impacts of corruption, which may affect its reputation, stakeholder confidence, and long-term sustainability. The Company has therefore established an Anti-Corruption Policy at the group level, covering the parent company and all subsidiaries, as a framework for directors, executives, and employees at all levels. The Policy has been approved and is overseen by the Board of Directors.



Anti-corruption Policy

The Policy aims to prevent and combat all forms of bribery and corruption, both direct and indirect. It covers guidelines related to gifts, hospitality, political contributions, donations, and sponsorships. The Policy also requires training, monitoring, investigation of policy violations, and appropriate disciplinary actions. The Company discloses the Policy and its implementation guidelines on its website to ensure transparent access for stakeholders.



## WHISTLEBLOWING AND COMPLAINTS

The Company has established an Anti-Corruption Policy and provides channels for both internal and external stakeholders to report concerns or submit complaints related to good corporate governance, the Business Code of Conduct, misconduct, or unlawful actions through secure and confidential channels. The Company considers complaints in a transparent, fair, and verifiable manner, with measures in place to protect whistleblowers and cooperating individuals from intimidation or retaliation. All information received is kept confidential, and investigations as well as disciplinary actions are conducted in accordance with applicable regulations and laws.

## WHISTLEBLOWING AND COMPLAINT CHANNELS

Stakeholders may report concerns or submit complaints through the following channels:

- ▶ “Whistleblowing” channel on the Company’s website
- ▶ “Whistleblowing” channel on the Company’s internal intranet system
- ▶ Email: whistleblower@kce.co.th
- ▶ By post addressed to the Internal Audit Manager, KCE Electronics Public Company Limited
- ▶ Other channels as additionally designated by the Company (if any)



Whistleblowing

Details of the complaint handling process and whistleblower protection measures are available on the Company’s website via QR Code.

## IMPLEMENTATION OF BUSINESS ETHICS AND ANTI-CORRUPTION PRACTICES IN 2025

1. The Board of Directors oversaw and monitored compliance by directors, executives, and employees at all levels with good corporate governance principles, the Business Code of Conduct, applicable laws, regulations, and operational guidelines. The Company emphasized consideration of stakeholders in all dimensions and the creation of sustainable value for the business, the environment, and society. No violations of laws or the Business Code of Conduct were identified.
2. The Company received the CG Scorecard assessment for 2025 under the Corporate Governance Report of Thai Listed Companies (CGR) conducted by the Thai Institute of Directors Association (IOD). The Company achieved an “Excellent” CG Scoring rating for the 11th consecutive year since 2014.
3. The Company received a full score of 100 in the Annual General Meeting (AGM) Checklist assessment for 2024 from the Thai Investors Association.



4. The Company received the CAC Change Agent Award for the third consecutive year for inviting 10 SME suppliers to declare their intention to join the CAC initiative, promoting transparency and sustainability throughout the supply chain.



5. KCE Technology Company Limited, a subsidiary of the Company, was certified as a CAC member for the first time on 30 June 2025.

6. The Company organized the International Anti-Corruption Day 2025 activity with the objective of raising employee awareness and fostering collaboration in the prevention of corruption, including encouraging whistleblowing in cases where corruption is identified.
7. The Company provided e-learning training programs for all executives and employees on the Business Code of Conduct, anti-corruption practices, insider information usage, and conflicts of interest.



**ร่วมด้วยช่วยกัน**  
อย่าดีใจ! เมื่อพบเห็นการทุจริต  
มีรางวัลสำหรับคนกล้าแจ้งการทุจริต



## 2.3

## INFORMATION SECURITY >

17 PARTNERSHIPS FOR THE GOALS



The Company utilizes information technology systems throughout the organization to enhance operational speed, accuracy, and efficiency. The Company therefore places significant importance on information security, recognizing that cyber threats have become increasingly diverse and capable of causing substantial organizational damage. The Company has established an Information Security Management System policy by implementing technological tools, processes, and procedures designed to prevent and respond to threats targeting network infrastructure, information systems, and applications, which may otherwise cause damage by unauthorized individuals.

### MANAGEMENT APPROACH



Information Security Management System Policy

- ▶ Establish an Information Security Management System Policy
- ▶ Information Security Management System Policy
- ▶ Manage information security risks through regular information security risk assessments, establish an Incident Response Plan with periodic testing, and implement a Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) to address emergency situations
- ▶ Provide cybersecurity awareness training for employees and conduct periodic testing, such as phishing simulation exercises
- ▶ Continuously monitor, audit, and improve the information security management system
- ▶ Implement an information security management system in accordance with the international standard TISAX (Trusted Information Security Assessment Exchange)
- ▶ Define access control measures and data leakage prevention mechanisms, as well as cybersecurity protection measures

### PERFORMANCE OVERVIEW

Zero information security incidents that have an impact on the Company's or customers' business operations

TARGET



INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Number of customer confidential data leakage incidents (cases)	0	0	0
Number of cybersecurity breach incidents (cases)	0	0	0
Number of information security incidents impacting the Company's or customers' business operations (cases)	0	0	0

In 2025, the Company did not encounter any information security incidents that impacted its business operations or customer data. This reflects the effectiveness of the Company's information security management system, which has been continuously implemented under the TISAX (Trusted Information Security Assessment Exchange) framework. The Company has established policies and control

measures covering cyber risk management, access control, data leakage prevention, threat monitoring, and business continuity planning alongside information technology disaster recovery plans. In addition, the Company regularly promotes cybersecurity awareness among employees at all levels. As a result, the Company has been able to mitigate cybersecurity risks, strengthen confidence among customers and stakeholders, and support continuous and sustainable business operations.



## INFORMATION SECURITY GOVERNANCE

The Company has established a systematic governance structure for information security under the TISAX (Trusted Information Security Assessment Exchange) framework. The governance structure covers all levels to ensure that information security policies, oversight, and operations are implemented effectively and are subject to appropriate review.

At the Board level, the Enterprise Risk Management Policy Committee (Risk Committee) is responsible for overseeing information security from a policy and risk management perspective. Directors with information technology expertise participate in the oversight process to ensure alignment with the Company's strategic direction and international standards.

At the senior management level, the Senior Director of Information Technology or Chief Information Officer (CIO) is designated as the primary person responsible for establishing and driving information security plans, overseeing compliance with policies, and managing and reporting cybersecurity incidents.

At the operational level, the Company has established a TISAX Committee comprising executives from relevant functions. The Committee is responsible for operational implementation, including risk assessments, the establishment of control measures, access control and data leakage prevention, as well as ongoing information security awareness programs for employees.

This governance structure demonstrates the Company's commitment to comprehensive oversight of information security activities in alignment with the TISAX framework and supports sustainable business operations



## INFORMATION SECURITY MANAGEMENT POLICY AND MEASURES

### ► Information System Security and Cybersecurity

1. Establish and enforce 14 Information Security Management System policies, including disciplinary measures for policy violations.
2. Provide training to employees at all levels to enhance awareness and understanding of the Information Security Management System policies, cybersecurity threats, and methods for prevention, avoidance, and response.
3. Conduct IT Security penetration testing every two years by simulating cyberattacks on the Company's computer systems, networks, websites, and organizational applications (Penetration Test) by certified experts. This aims to identify weaknesses or vulnerabilities in defensive systems that may impact network security, application systems, and websites, and to reduce the risk of malicious cyberattacks.
4. Implement a Two-Factor Authentication (2FA) system using One-Time Passwords (OTP) for remote access to the Company's information systems via VPN.

### ▶ Access Control

1. Classify customer and Company data according to confidentiality levels and control the use and disposal of information documents.
2. Restrict and assign individual access rights to sensitive customer data, and establish a centralized mechanism for transmitting customer information strictly on a need-to-know basis for operational purposes.

### ▶ Encryption Control

1. Develop a Secure File Portal system for the transmission of customers' original data files and discontinue the exchange of such files via email.
2. Implement email encryption to protect content from unauthorized access or modification during transmission, thereby enhancing the security of email communications.

### ▶ Physical and Environmental Security

1. Designate secure areas for the storage of confidential customer and Company documents and data, with controlled access through the installation of Access Door Control systems.



## INFORMATION SECURITY MANAGEMENT SYSTEM



TISAX (Trusted Information Security Assessment Exchange) is an information security assessment framework developed by the Verband der Automobilindustrie (VDA) for the automotive industry. It is based on the fundamental requirements of ISO/IEC 27001 and applies the Plan–Do–Check–Act (PDCA) management approach to enhance the effectiveness and continuous improvement of information security management systems. The framework encompasses three key characteristics as follows:

1. Confidentiality of customer and Company information by restricting access to information systems exclusively to authorized personnel.
2. Integrity of data and information systems to prevent unauthorized modification or alteration and to ensure accurate processing.
3. Availability of systems and information to support continuous business operations.

The Company and its subsidiary, KCE Technology Company Limited, have implemented an Information Security Management System in accordance with the TISAX standard and have been certified at TISAX Level 3 by DQS GmbH, a Certified Audit Provider accredited by the ENX Association. This certification enhances confidence among customers in the automotive industry and supports ongoing collaboration and business continuity. The TISAX certification is valid from 22 March 2023 to 17 February 2026. The Company has prepared for the recertification process scheduled for February 2026. Information technology systems certified under the TISAX standard account for approximately 70% of the Company's total IT infrastructure.

Meanwhile, other subsidiaries, including Thai Laminate Manufacturer Company Limited and the Chemtronics Group, have adopted the TISAX framework and requirements within their organizations to strengthen data protection and enhance overall information security across the Group.



## INFORMATION SECURITY PLANS / PROJECTS

### 1. Review and Testing of Business Continuity Plans Related to Information Security

The Company systematically manages operational risks and business continuity by conducting a Business Impact Analysis (BIA) and establishing a Business Continuity Plan (BCP) to address emergencies and disruptions that may affect operations. The Company requires that the plan be tested at least once per year. In 2025, the Company conducted a BCP exercise through a simulated cyberattack scenario at its headquarters. The BCP team fully participated in the exercise, and system recovery was successfully completed within the defined timeframe. In addition, the Company conducted one test of data backup and recovery for the SAP ERP system at the Disaster Recovery Center (DRC). The test results confirmed that the system could be restored to normal operation with complete and accurate data. The Company also maintains an IT Support Request system, including email and telephone channels, to ensure prompt incident reporting and resolution. Preventive measures and continuous cybersecurity threat monitoring are implemented to strengthen information system security and minimize potential impacts on overall business operations.



### 2. Information System Security Vulnerability Assessment

The Company systematically conducts vulnerability assessments and manages information system security weaknesses under the TISAX framework to address cyber risks and enhance business continuity readiness. The Company requires that IT Infrastructure Penetration Tests be conducted by external specialists at least once every two years, or upon significant system changes. In 2024, the Company conducted such testing to assess vulnerabilities in systems connected to the internet network. The assessment identified limitations related to outdated operating systems and legacy program designs. The Company completed corrective actions, improvements, and remediation of the identified vulnerabilities, followed by retesting to verify the effectiveness of the corrective measures. In 2025, the Company utilized the assessment results as a basis for strengthening information security control measures, access rights management, and continuous cybersecurity threat monitoring. The vulnerability assessment findings were integrated into the cyber risk management process and the Business Continuity Plan (BCP) to enhance preparedness for cybersecurity incidents and to support stable and sustainable business operations.

### 3. Training for Executives and Employees to Raise Awareness of Information and/or Cybersecurity

#### ▶ Cybersecurity Awareness Training

The Company places importance on managing cyber risks, particularly risks arising from human factors, which are among the primary causes of information security incidents. Therefore, annual Cybersecurity Awareness training is provided regularly to employees under the TISAX framework. The training is conducted by internal instructors from the Information Technology (IT) Department and

covers fundamental knowledge of information security, the principles of Confidentiality, Integrity, and Availability (CIA), and current cyber threats such as ransomware, phishing, and AI-related threats. It also includes guidance on the secure use of information systems, digital devices, and online communications in daily operations. This initiative aims to promote appropriate user behavior, reduce risks arising from human error, and support sustainable information security management and business continuity across the organization.



### ► Phishing Simulation

The Company conducts phishing email simulations for employees who use email at least once per year to assess the organization's exposure to cyber threats and measure employee awareness levels. Test results are recorded and analyzed to improve preventive measures and enhance training programs accordingly. In 2025, test emails were sent to 85 employees. Of these, 16 employees opened the email, 11 clicked on the link, and 1 employee submitted information through the form attached to the simulated email. No reports were submitted through the organization's phishing email reporting system. The results indicate the need for continuous enhancement of phishing awareness and knowledge. The Company has therefore utilized the analysis findings to strengthen email protection measures, improve reporting procedures, and conduct additional training activities to reduce long-term information security risks.



### ► AI & Digital Upskilling Program for Executive

The Company emphasizes enhancing the readiness of executives and supervisors to adapt to technological changes, particularly the application of Artificial Intelligence (AI) to support management and strategic decision-making. Accordingly, the Company organized the AI & ChatGPT for Executives program in the form of seminars and workshops. The program covered fundamental understanding of AI and ChatGPT, effective prompt writing techniques, and practical applications of AI in management, marketing, sales, human resources, finance, production, and risk management to improve operational efficiency and streamline processes. In 2025, a total of 44 executives and supervisors participated in the program. These participants represent key personnel responsible for defining the Company's direction and driving long-term organizational development.



The Company focuses on fostering sustainability throughout its supply chain by promoting and supporting suppliers in conducting business in accordance with economic, social, and environmental management principles, as well as complying with applicable laws, regulations, and mutually agreed business ethics. Sustainability considerations are integrated into procurement processes at every stage to enhance the Company's competitiveness and create value across the supply chain through responsible supply chain management practices.

#### 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.

#### SUPPLY CHAIN MANAGEMENT IMPLEMENTATION

##### 1. Governance and Management of Suppliers for Sustainability

The Company is committed to conducting business responsibly with suppliers and achieving sustainable growth together. The Company has established a Sustainable Procurement Policy, a Supplier Code of Conduct, and related strategies and targets. Oversight of sustainable supplier management is under the responsibility of senior management, including the Chief Executive Officer and Managing Director, and the Supply Chain Director, who supervise, monitor, and drive implementation in alignment with established strategies and targets. Performance results are reported to the Corporate Governance and Sustainability Committee and subsequently to the Board of Directors.



Sustainable  
Procurement  
Policy

## SUPPLY CHAIN MANAGEMENT IMPLEMENTATION

### Supplier Code of Conduct

The Company has established and publicly disclosed a Supplier Code of Conduct to define the principles, standards, and practices that suppliers must adhere to in conducting business responsibly. The Code covers human rights and labor practices, occupational health and safety, environmental responsibility, and business ethics. Monitoring measures and actions in cases of non-compliance are defined to ensure that operations throughout the supply chain align with ESG principles and respect the rights of all stakeholders.



Supplier Code of Conduct

The Supplier Code of Conduct covers key areas, including:

- ▶ **Human Rights and Labor:** Prohibition of child labor and forced labor; fair employment practices; wages and working hours in compliance with applicable laws; humane treatment; and freedom of association.
- ▶ **Occupational Health and Safety:** Provision of a safe working environment; emergency preparedness; and basic hygiene and sanitation.
- ▶ **Environment:** Prevention of impacts on biodiversity; energy management and greenhouse gas emissions reduction; waste and hazardous substance management; pollution control; and compliance with laws regarding restricted substances and conflict minerals.
- ▶ **Business Ethics:** Conducting business with integrity and transparency; anti-corruption practices; avoidance of conflicts of interest; prevention of money laundering; protection of data and intellectual property; and compliance with trade and import–export regulations.

In addition, the Company has established related policies, including the Environmental Policy, Anti-Corruption Policy, Conflict Minerals Policy, Supplier Diversity Policy, and purchase agreements, to provide clear operational frameworks for suppliers. The Company also provides complaint channels via its website and through the email [whistleblower@kce.co.th](mailto:whistleblower@kce.co.th), supported by systematic and transparent investigation procedures.

PERFORMANCE 			
INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Percentage of Tier 1 suppliers who have been communicated and acknowledged the Supplier Code of Conduct and related policies (%)	100	100	100
Number of complaints and whistleblowing cases related to unfair procurement practices (cases)	0	0	0
Number of complaints regarding child labor and forced labor among suppliers (cases)	0	0	0

## 2. Supplier Screening

The Company implements a systematic Supplier Screening process to identify significant suppliers and assess Environmental, Social, and Governance (ESG) risks alongside business relevance. This process constitutes a key step in managing risks and opportunities within the supply chain.

The supplier screening process covers four key dimensions: environmental, social, governance, and business relevance, including factors such as procurement value proportion, substitutability, and impact on business continuity.

The Company conducts screening through a Supplier Self-Assessment process every two years. Suppliers must achieve a minimum score of 70% to meet the evaluation criteria. The screening process considers various risk levels, including:

- ▶ Commodity-specific risk: Particularly for metal and mineral raw materials such as copper, tin, and gold, which involve complex supply chain structures and carry environmental and social risks.
- ▶ ESG risks arising from the nature of the supplier’s business and raw materials.
- ▶ Business risks associated with dependence on key suppliers.

### Identification of Significant Suppliers

To ensure appropriate screening and classification, the Company has established criteria for categorizing key suppliers within the Approved Vendor List (AVL). Suppliers are classified based on the nature of business engagement with the Company, business relevance, and ESG-related risk considerations.

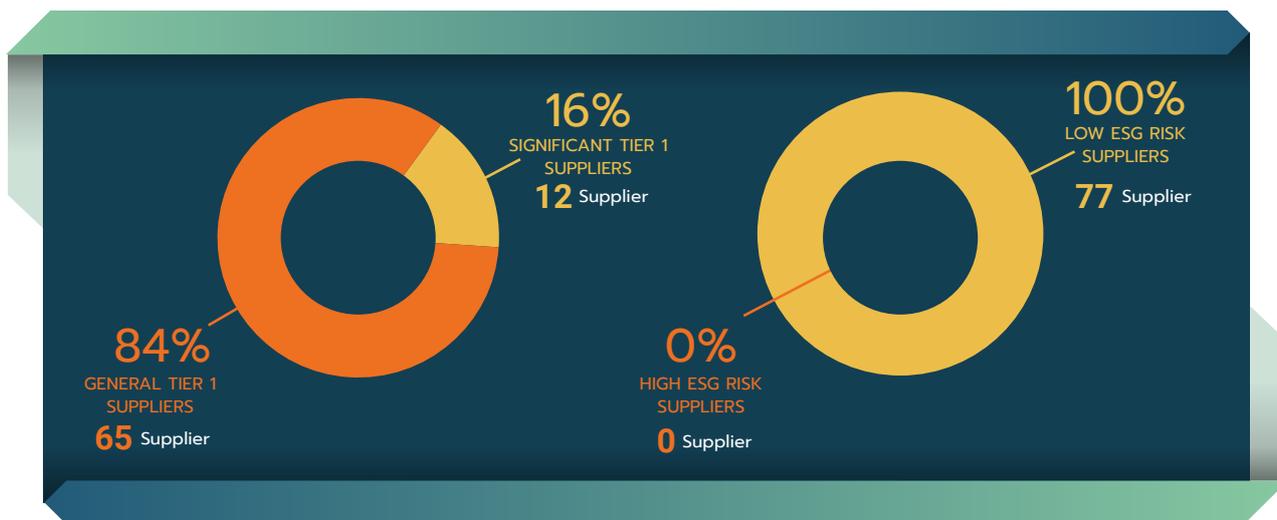
### Supplier Classification Criteria

- ▶ **Tier 1 Suppliers:** Key suppliers that conduct business directly with the Company.
- ▶ **Non-Tier 1 Suppliers:** Key suppliers that conduct business with the Company through intermediaries.
- ▶ **Significant Suppliers:** Suppliers that are critically important to the Company’s operations. Criteria include annual purchase value exceeding THB 100 million with consistent procurement; materials specified by customers; goods or services that are not substitutable; or suppliers with high ESG risk levels.

Information obtained from the screening process is used to identify significant suppliers, prioritize monitoring activities, and establish appropriate development and risk management measures.

### SUPPLIER CLASSIFICATION RESULTS

SUPPLIER CATEGORY	YEAR 2025
Total number of Tier-1 Suppliers	77
Total number of significant suppliers in Tier-1	12
▶ % of total number of significant suppliers in Tier-1	16
▶ % of total spend on significant suppliers in Tier-1	83
Total number of significant suppliers in non Tier-1	3
Total number of significant suppliers (Tier-1 and non Tier-1)	15
Total number of High ESG Risk Suppliers	0



### 3. Selection of New Suppliers and Evaluation of Existing Suppliers



#### Selection of Key Suppliers Using ESG Criteria

The Company carefully selects key suppliers by considering not only quality, price, and delivery capability, but also integrating Environmental, Social, and Governance (ESG) criteria as a critical component of the selection process. Key suppliers are required to undergo a sustainability assessment through a Supplier Self-Assessment and must achieve a minimum score of 70% to be registered as approved suppliers of the Company. The assessment covers three main ESG dimensions, including:

- ▶ **Environmental (E):** Compliance with environmental laws; management systems (e.g., ISO 14001); resource utilization; energy management and greenhouse gas emissions; waste management; and hazardous substance control.
- ▶ **Social (S):** Respect for human rights and labor standards; prohibition of child labor and forced labor; fair employment practices; and workplace safety.
- ▶ **Governance (G):** Anti-corruption practices; business transparency; protection of data and intellectual property; and management of conflict minerals.

In cases where a key supplier does not meet ESG criteria, a Corrective Action Plan must be developed within a specified timeframe. New suppliers will not be registered until they meet the required standards. Existing suppliers will be subject to monitoring and controlled procurement until appropriate improvements are implemented.

For existing key suppliers, the Company continuously monitors performance through quarterly Supplier Performance Ratings, annual Supplier Risk Assessments, and a review of the Supplier Self-Assessment every two years. In 2025, the Company registered one new domestic key supplier and added two additional key suppliers from other regions, following the established screening and evaluation criteria.

PERFORMANCE 			
INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
% of new suppliers assessed using ESG selection criteria	100	100	100
% of new suppliers meeting ESG selection criteria	100	100	100
% of existing suppliers meeting ESG selection criteria	100	100	100

### Supplier Performance Rating

To support effective management and monitoring of key suppliers listed in the Approved Vendor List (AVL), the Company conducts quarterly supplier performance evaluations covering product quality, pricing, delivery, and service. The evaluation score must not be lower than 80% or Grade B. In addition, the Company places importance on ESG considerations by incorporating weighted ESG criteria into supplier performance assessments. In cases where a supplier presents negative ESG risks—such as failing the preliminary sustainability risk assessment or having ESG-related complaints—and fails to implement corrective actions within the specified timeframe, the procurement officer will summarize the evaluation results and report them to the Supply Chain management for consideration of appropriate actions, including potential removal from the Company’s Approved Vendor List.

SUPPLIER PERFORMANCE EVALUATION CRITERIA	YEAR 2025
Product Quality	35%
Price	20%
Delivery Capability	25%
Technical Support and Responsiveness	15%
Logistics and Packaging	5%
Maximum Malus for Sustainability Evaluation Criteria	5%

### 4. Supplier Diversity and Equality

The Company recognizes and places importance on conducting business fairly, equitably, and without discrimination. The Company has established and published a Supplier Diversity Policy on its website to promote the participation of diverse suppliers, including women-owned businesses, and to provide equal opportunities for entrepreneurs from various groups to access fair competition in business activities. In addition, the Company aims to support domestic suppliers to stimulate the local economy, strengthen supply chain resilience, reduce environmental impacts from transportation, and

promote employment within communities. This forms part of the Company’s commitment to sustainable development in labor and human rights. All suppliers are required to undergo a preliminary sustainability risk assessment (Supplier Self-Assessment), covering environmental, social, governance, and quality dimensions, to ensure that their operations align with the Company’s ESG principles.

PERFORMANCE			
INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Percentage of raw material procurement value from domestic key suppliers	> 50	58	55
Percentage of domestic key suppliers	> 50	32	32

DIVERSE SUPPLIER GROUPS	YEAR 2025	YEAR 2024	YEAR 2023
Number of women-owned suppliers	5	5	2

**5. Selection of Environmentally Responsible Suppliers**

The Company is committed to selecting suppliers that operate with environmental responsibility. Suppliers are required to comply with applicable environmental laws and standards and to implement environmental sustainability management systems. The Company has incorporated ISO 14001 Environmental Management System certification as part of its supplier selection and evaluation process.

PERFORMANCE			
INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
ISO 14001 certification of key supplier	100%	71%	70%

**► Promoting Supplier Engagement in Greenhouse Gas Emissions Reduction Targets**

To reflect the Company’s commitment to environmental sustainability and greenhouse gas emissions reduction, the Company distributed a Supplier Carbon Footprint Survey to 76 key suppliers to collect data on greenhouse gas emissions (Scope 1, 2, and 3), energy consumption, as well as the current status, understanding, and awareness of suppliers regarding greenhouse gas management and reduction. The objective is to encourage suppliers to initiate the calculation of their organizational carbon footprint and develop greenhouse gas reduction plans aligned with the Company’s targets. In 2025, the Company received responses from 29 suppliers, of which 21 suppliers had already conducted organizational carbon footprint calculations. As the results did not yet meet the established target, the Company plans to expand its implementation efforts in 2026. The focus will be on ensuring that critical Tier 1 suppliers and critical Non-Tier 1 suppliers are able to report their carbon footprint data, establish greenhouse gas reduction targets, and systematically submit such information to the Company.

## PERFORMANCE



INDICATOR	TARGET 2025	PERFORMANCE 2025
% of suppliers responding to the Supplier Carbon Footprint Survey	40	38
% of suppliers reporting organizational carbon footprint data	30	28

### 6. Supplier On-Site Audit

The Company has established a systematic supplier audit process through on-site audits conducted at suppliers' manufacturing facilities, both domestically and internationally. The Company's audit team evaluates compliance with quality management systems in accordance with IATF 16949 and ISO 9001 standards, as well as adherence to ESG-related standards such as ISO 14001, ISO 45001, and RBA. The audit frequency is set at once every three years. In cases where an on-site audit is not conducted, suppliers are required to complete a Supplier Audit self-assessment and submit supporting documentation demonstrating compliance with the specified requirements for review by the Company's audit team. This ensures the effectiveness of quality management systems and the capability to comply with the Company's ESG requirements.

In addition, the audit process strengthens collaboration between the Company and its suppliers and supports supplier development in various areas, including production efficiency improvement, enhancement of product and service quality, and advancement in environmental and social responsibility. These factors are essential to sustainable business operations.

## PERFORMANCE



INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Total number of suppliers assessed via desk assessments/onsite assessments	20	25	25
% of unique significant suppliers assessed	35	40	35
Number of suppliers assessed with substantial actual/potential negative impacts	0	0	0
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	-	0	0
Number of suppliers with substantial actual/potential negative impacts that were terminated	-	0	0

### 7. Development and Training of Procurement Officers

The Purchasing Department plays a key role in driving the Company's supply chain toward sustainability in alignment with Environmental, Social, and Governance (ESG) principles. The Company provides continuous training to purchasing officers to enhance their knowledge and capabilities. Newly appointed purchasing officers in each year are required to undergo training on ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System standards.

In addition, to further develop procurement officers' competencies in sustainable procurement and to strengthen responsible and transparent supply chain management while effectively managing social and environmental risks, the Company required additional online training programs in 2025. Participants were required to complete the courses and obtain certification for a total of three courses, as follows:

YEAR	TRAINING / E-LEARNING COURSES	SUSTAINABILITY APPROACH			% OF PURCHASING OFFICERS AND RELATED-EMPLOYEES COMPLETED THE TRAINING
		E	S	G	
2024	Sustainable Supply Chain Management	X	X	X	100%
	Business Sustainability Fundamentals	X	X	X	100%
	ESG Risk Management	X	X	X	100%
2025	Circular Economy Principles	X	X	X	100%
	Human Rights Due Diligence		X	X	100%
	Introduction to Anti-Corruption		X	X	100%

## 8. Supplier Development

The Company is committed to conducting business with suppliers as strategic partners under sustainable practices and to strengthening suppliers' capabilities to operate responsibly in accordance with Environmental, Social, and Governance (ESG) principles, enabling long-term mutual growth. Accordingly, the Company has continuously implemented training programs and promoted sustainability knowledge for suppliers to enhance collaboration on sustainability, strengthen joint risk management capabilities, and improve long-term supply chain transparency. In 2025, suppliers were required to participate in three online training courses and obtain certification, as follows:

YEAR	TRAINING / E-LEARNING COURSES	SUSTAINABILITY APPROACH			PERCENTAGE OF SUPPLIERS WHO COMPLETED THE TRAINING
		E	S	G	
2024	Sustainable Supply Chain Management	X	X	X	54%
	Business Sustainability Fundamentals	X	X	X	54%
	ESG Risk Management	X	X	X	54%
2025	Greenhouse Gas Emissions in Business	X	X		73%
	Carbon Footprint for Organization	X	X		73%
	Circular Economy Principles	X	X	X	73%

## 9. Conflict Minerals

The Company has established a formal policy and management approach for minerals sourced from Conflict-Affected and High-Risk Areas (CAHRA), which is publicly disclosed on the Company's website. The objective is to prevent procurement activities from contributing to armed conflict, human rights violations, or environmental impacts within the supply chain. The policy aligns with international frameworks, including the OECD Due Diligence Guidance and the Responsible Minerals Initiative (RMI).

The Company has implemented a systematic due diligence process to monitor minerals throughout the supply chain, covering 3TG minerals relevant to the Company's products, namely Gold and Tin, which are essential to the manufacturing process. These minerals are monitored annually through surveys of 100% of key suppliers using RMI standard reporting templates, including the Conflict Minerals Reporting Template (CMRT), as well as EMRT and AMRT, as applicable.

The due diligence process includes Supplier Surveys, response verification for completeness and consistency, determination of the country of origin, and risk assessment of smelters and refiners. These activities are conducted jointly by the Procurement and Quality Departments.

Suppliers are required to develop a Risk Management Plan or Corrective Action Plan if non-conformities or risks related to conflict-affected areas are identified. The Company also considers alternative sourcing from low-risk areas. In cases where suppliers fail to comply with the requirements, the Company reserves the right to suspend or terminate the business relationship.

Based on the latest CMRT data collected from 100% of key suppliers, no 3TG minerals originating from conflict-affected or high-risk areas were identified.

PERFORMANCE 			
INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
% of suppliers communicated on the Conflict Minerals Policy	100	100	100
% of key suppliers signing the agreement on non-use of conflict minerals	100	100	100
% of key suppliers responding to RMI standard templates (CMRT, AMRT, and EMRT)	100	100	100
% of key suppliers using 3TG minerals originating from conflict-affected or high-risk areas	0	0	0



The Company places importance on sustainable customer relationship management and is committed to building customer satisfaction while developing and maintaining long-term relationships. This is achieved through the production of quality products and the delivery of excellent services, guided by the Quality Policy: "Deliver products and services to meet or exceed agreed requirements, continuously improve quality, and do it right the first time." The Company conducts business with integrity and builds customer confidence in safeguarding customer business information under good corporate governance and the Business Code of Conduct, alongside effective risk management and responsible environmental and social operations.



### 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.



### MANAGEMENT SYSTEMS IN ACCORDANCE WITH INTERNATIONAL STANDARDS

The Group has adopted international management standards across multiple dimensions of the organization, taking into account customer requirements and regulatory obligations in both domestic and international markets where the Company operates. The implementation of internationally recognized management systems enhances customer trust, improves operational processes, ensures compliance with laws and regulations, and strengthens the Company's corporate image in a rapidly changing business environment.

TABLE OF MANAGEMENT SYSTEMS CERTIFIED ACCORDING TO INTERNATIONAL STANDARDS



CERTIFIED SYSTEMS	INTERNATIONAL STANDARDS	KCE ELECTRONICS	KCE TECHNOLOGY	THAI LAMINATE MANUFACTURER	CHEMTRONICS PRODUCTS	% COVERAGE OF OPERATIONAL SITES 75%
Quality Management	IATF 16949 : 2016					75%
	ISO 9001 : 2015					50%
Testing Laboratory Competence	ISO/IEC 17025:2017					*
Environmental Management	ISO 14001 : 2015					75%
	Green Industry Level 3					75%
Occupational Health and Safety Management	ISO 45001 : 2018					25%
Thai Labor Standard	TLS. 8001 : 2020					50%
Information Security Management	TISAX Level 3					50%
Feed Additive and Pre-Mixture Quality System	FAMI-QS					*

\* Industry-specific standard

## PERFORMANCE

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

Customers provide the Company with a satisfaction assessment scorecard, evaluating performance across three dimensions: Delivery, Quality, and service. 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:

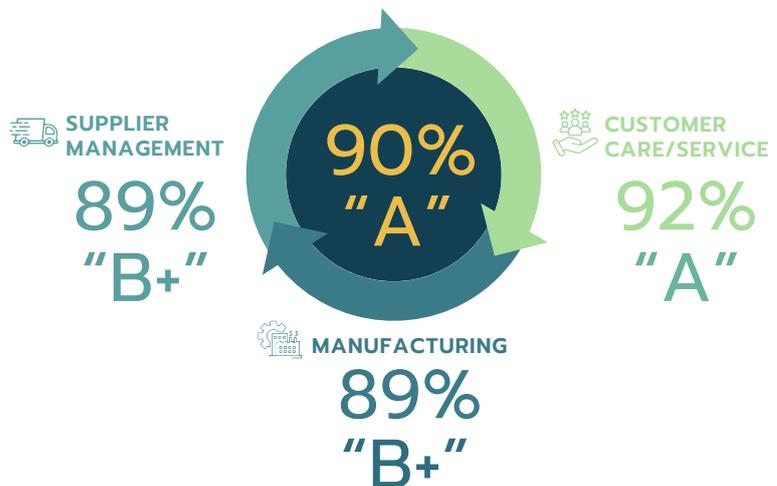
- ▶ Understand customer needs and expectations.
- ▶ Establish clear customer satisfaction targets by defining measurable indicators.
- ▶ Develop effective communication channels with customers.
- ▶ Regularly measure and evaluate customer satisfaction.
- ▶ Utilize assessment results to continuously improve 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.

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



## Customer Complaint Handling Process

Upon receiving a customer complaint through the Sales Representative Department, the Customer Quality Engineer (CQE) will carry out a structured 8-step process to identify the root cause of the issue and implement effective corrective actions to prevent recurrence.



8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



17 PARTNERSHIPS FOR THE GOALS



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 KCE's 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

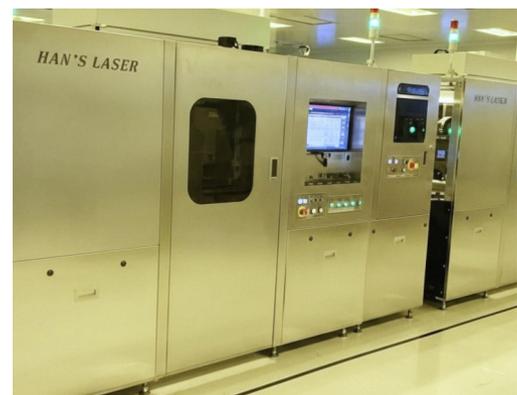
Innovation remains a core pillar of the Company's strategy to sustain competitiveness in the PCB industry. The Company continues to invest in advanced manufacturing technologies and process enhancements to improve product quality, increase operational efficiency, and strengthen long-term scalability. 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.

MARKET SECTOR APPLICATION	TECHNOLOGY DRIVER	INFLUENCE ON PCB DESIGN	ENABLING TECHNOLOGY	TECHNICAL DEVELOPMENT ROADMAP			
				2023	2024	2025	2026-2028
Artificial Intelligence (AI)	Interconnect Complexity	Circuit Density	mSAP & LDI Vacuum Etching	65 µm	50 µm	35 µm	20 µm
5G Network Telecommunications	Increasing Bandwidth / Datarate	Increasing Layer Count	Advanced Registration System	18 Layer	22 Layer	24 Layer	30 Layer
Internet of Things (IoT) Smart Devices Wearables	Component Package Size	HDI Microvia	Laser Drill Copper Filled Holes Thin Core Plating	HDI 4 Level Stacked Microvia	ELIV Every Layer Interconnect	SLP Substrate Like Packaging	3D Printing Flexible Circuit Embedded Components
Cloud Computing Data Center Server Farms	High Speed Signa Integrity	Low Permittivity Low Loss Materialsr	Plasma Desmear Back Drill	Modified Epoxies	Hydrocarbon PPO/ PPE	Extreme Low Loss Dielectrics	Liquid Crystal Polymer Optical Waveguide
Electric Drive Power Systems	High Voltage High Power	Heavy Copper Heat Dissipation	Heat Sink Attach Metal Core Copper Insert	6 - 12 oz/sqft Heavy Copper IMS & Heat Sink	Press fit Copper Coins	Conductive Resins	Busbar Heat Sink Attach

#### 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 operations.

##### Solder Mask Print Process



**Before Improvement:**  
Manual Solder Mask Printing



**After Improvement:**  
Automatic Screen Print Machine

ESG DIMENSIONS	ESG BENEFITS
Environment	<p><b>1. Reduced Material and Chemical Usage:</b> The automated printing process ensures consistent solder mask thickness and alignment, minimizing over-printing, reducing excess ink consumption and cleaning solvent usage, and lowering PCB scrap rates.</p> <p><b>2. Energy Efficiency:</b> Automated machines operate with optimized and repeatable cycles, resulting in lower energy consumption per unit compared to manual, operator-dependent processes.</p> <p><b>3. Lower Waste Generation:</b> Improved process stability reduces rework and scrap rates, thereby decreasing waste treatment requirements and minimizing overall environmental impact.</p>
Social	<p><b>1. Improved Working Conditions:</b> Reducing physically demanding tasks helps decrease employee fatigue and ergonomic risks.</p> <p><b>2. Workforce Upskilling:</b> Operators transition from manual tasks to machine operation, monitoring, and process control, supporting workforce skill development.</p> <p><b>3. Consistent Quality for Customers:</b> Improved printing consistency enhances product reliability, strengthening customer confidence and satisfaction.</p>
Economic & Governance	<p><b>1. Higher Production Efficiency:</b> Automated printing systems increase throughput and reduce reliance on manual labor.</p> <p><b>2. Lower Operating Costs:</b> Reduced scrap, rework, and material losses result in direct cost savings.</p> <p><b>3. Improved Process Control and Traceability:</b> Automated systems enable standardized process settings and clear documentation, supporting quality audits and governance requirements.</p>

# ENVIRONMENT



The winning artwork from the ESG Art Contest 2025 titled "Valuing Resources to Combat the Climate Crisis" by Ms. Benjaporn Sattayapipat.

# 3.1

## ENVIRONMENTAL MANAGEMENT >



The Company recognizes that environmental management is a critical factor for sustainable business operations in the electronics industry. The Company has implemented an Environmental Management System (EMS) as the primary mechanism to systematically oversee environmental performance. This includes establishing a clear organizational structure of responsibilities, planning processes, resource allocation, and operational procedures to ensure that environmental policies are effectively, consistently, and verifiably implemented. The Company is committed to continuously improving its environmental performance while strictly complying with applicable laws and regulations to mitigate environmental risks and strengthen long-term stakeholder confidence.

### PERFORMANCE OVERVIEW

Zero violations of environmental laws/regulations and no significant environmental complaints

INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Number of incidents of non-compliance with environmental laws/regulations and air pollution requirements (cases)	0	0	0
Total monetary fines for non-compliance with environmental laws/regulations and air pollution requirements (THB)	0	0	0
Number of significant environmental and air pollution complaints (cases)	0	0	0

### 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:



Environmental Policy

- ▶ 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 recognizes that environmental management is a critical factor for sustainable business operations in the electronics industry. The Company has implemented an Environmental Management System (EMS) as the primary mechanism to systematically oversee environmental performance. This includes establishing a clear organizational structure of responsibilities, planning processes, resource allocation, and operational procedures to ensure that environmental policies are effectively, consistently, and verifiably implemented. The Company is committed to continuously improving its environmental performance while strictly complying with applicable laws and regulations to mitigate environmental risks and strengthen long-term stakeholder confidence.



#### ENVIRONMENTAL MANAGEMENT SYSTEM IN ACCORDANCE WITH ISO 14001

The Company operates under an Environmental Management System (EMS) in accordance with ISO 14001:2015. An Environmental Management Representative (EMR) is appointed to oversee, monitor, and review the effective and consistent implementation of environmental policies. All departments are required to strictly comply with environmental policies, procedures, and applicable laws. Performance is monitored monthly and reviewed every six months. Annual targets are established covering key areas such as energy consumption, water usage, greenhouse gas emissions, restricted substance control, and environmental complaint management. Training and communication are provided to employees and executives at all levels to support continuous performance improvement.

The Company has obtained ISO 14001 certification from an external certification body, SGS (Thailand) Limited. The certification scope covers the operations of the Company and its subsidiaries, including KCE Technology Company Limited and Thai Laminate Manufacturer Company Limited, with annual surveillance audits conducted regularly. For subsidiaries not yet certified, the Company has adopted the principles of ISO 14001 and conducts regular internal audits to ensure consistent and effective environmental management practices across the Group.



#### ENVIRONMENTAL LEGAL COMPLIANCE

The Company places strong emphasis on compliance with environmental laws and regulations. Relevant laws, regulations, and requirements are systematically compiled and strictly implemented. Legal compliance assessments are conducted four times per year to ensure ongoing conformity. In addition to regulatory compliance, the Company actively minimizes environmental impacts and controls pollution across multiple aspects, including air emissions, wastewater, lighting, noise, heat, and radiation. Environmental monitoring is conducted in accordance with the annual environmental monitoring plan, covering ambient air quality, workplace conditions, and wastewater quality.

In 2025, the Company received no environmental complaints, and all environmental monitoring results were within the legal regulatory standards.

## AIR POLLUTION CONTROL

The Printed Circuit Board (PCB) manufacturing industry involves intensive use of chemicals and energy, which may generate air emissions that could impact the environment, employee health, and surrounding communities. The Company therefore prioritizes effective air pollution control to ensure sustainable operations in compliance with applicable laws and environmental standards.

Based on the environmental performance results in 2025, the Company's air quality levels were within the legal standard limits, and no significant complaints regarding air quality were reported.

## AIR POLLUTION MANAGEMENT APPROACHES

- ▶ Adoption of air pollution control technologies: Installation of Wet Scrubber systems to capture acid fumes and chemical vapors generated from production processes, and installation of Activated Carbon Filters to absorb Volatile Organic Compounds (VOCs).
- ▶ Process improvement to reduce emissions: Selection of safer alternative chemicals and the discontinuation of lead-containing surface finishing processes to minimize hazardous heavy metal emissions.
- ▶ Air quality monitoring and preventive maintenance: Regular air quality monitoring and scheduled maintenance of air pollution control equipment in accordance with established plans.
- ▶ Compliance with laws and international standards: Strict adherence to applicable environmental laws, regulations, and international standards related to air pollution control.

## AIR QUALITY MONITORING

The Company conducts air quality monitoring of emissions from ventilation stacks and within the factory twice annually by engaging Global Environmental Management Company Limited, a specialist in environmental monitoring and management, which is accredited in accordance with TIS 17025-2548 (ISO/IEC 17025:2017).

The annual monitoring results indicate that air quality from ventilation stacks and within the factory complies with all applicable legal standards in all respects. This reflects the Company's effective environmental management practices and its commitment to controlling air emissions to prevent impacts on employees, surrounding communities, and the environment.

AIR EMISSION MONITORING RESULTS								
MEASUREMENT INDEX	UNIT	STANDARD VALUE	MONITORING RESULTS					
			2023		2024		2025	
			1 <sup>ST</sup>	2 <sup>ND</sup>	1 <sup>ST</sup>	2 <sup>ND</sup>	1 <sup>ST</sup>	2 <sup>ND</sup>
Nitrogen Oxide (NOx)	ppm	200	45.41	50.09	42.38	12.5	35.36	45.10
Sulfur Oxide (SOx)	ppm	60	<1.30	<1.30	<1.30	9.1	<1.30	<1.30
Volatile Organic Compounds (VOCs)								
▶ Xylene	ppm	200	0.499	1.483	0.324	10.51	2.846	0.046



## EMPLOYEE TRAINING ON ENVIRONMENTAL MANAGEMENT SYSTEM AND ENVIRONMENTAL AWARENESS

The Company places significant importance on enhancing employees' knowledge and understanding in complying with the ISO 14001 Environmental Management System in order to systematically control environmental impacts and promote efficient resource utilization. Throughout the year, the Company organized four training sessions annually covering the Environmental Management System, environmental awareness, and energy conservation. These sessions were conducted for employees at all levels to support compliance with applicable requirements, reduce environmental risks, and promote sustainable growth.



### Key Training Topics Included:

- ▶ Policy, objectives, and requirements under ISO 14001
- ▶ Environmental laws and regulatory compliance
- ▶ Environmental impact assessment and environmental risk management
- ▶ Proper management of restricted substances and waste
- ▶ Energy conservation and efficient resource utilization
- ▶ Emergency response and fostering environmental awareness in daily operations



## BIODIVERSITY

The Company is located in the Lat Krabang Industrial Estate, which is not situated near ecologically sensitive areas or surrounding communities. Therefore, the Company's biodiversity risk assessment is considered low. Nevertheless, the Company recognizes the importance of biodiversity conservation and has implemented preventive measures to minimize potential impacts on ecosystems, as outlined below:

### 1. Waste and Wastewater Control to Minimize Impacts on Living Organisms within the Industrial Estate

- ▶ Treat wastewater to comply with legal standards prior to discharge into the central wastewater treatment system of the industrial estate.
- ▶ Control and prevent chemical leakage to minimize impacts on small organisms within the industrial estate area.

### 2. Regular Monitoring and Control of Air Quality

- ▶ Comply with standards for controlling vapors, VOCs, dust, and metal fumes in accordance with environmental requirements.
- ▶ Strive to minimize impacts on air quality, even though there are no nearby communities surrounding the plant

### 3. Emergency Prevention Systems to Reduce Ecosystem Impacts

- ▶ Establish emergency response plans, such as for chemical spills within the plant area.
- ▶ Conduct internal emergency drills to ensure effective prevention and control of incidents.

# 3.2

## GREENHOUSE GAS MANAGEMENT ►



Climate change is a critical global issue that significantly impacts the environment and livelihoods worldwide. Countries around the world recognize the urgent need for collective action, including Thailand, which has set a target to achieve Net-Zero greenhouse gas emissions by 2050. In addition, the Company has received requirements from customers to participate in reducing greenhouse gas emissions in alignment with their decarbonization targets. Accordingly, the Company places great importance on responding to climate change by implementing measures to reduce greenhouse gas emissions from its business operations. These measures include improving production efficiency, developing innovations and technologies to enhance manufacturing processes, increasing the use of renewable energy, promoting supplier engagement, and encouraging employees to adopt responsible energy and resource consumption behaviors.

### 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.

### TARGET

SHORT-TERM TARGET	MEDIUM-TERM TARGET	LONG-TERM TARGET
Reduce greenhouse gas emissions by 11% in 2025 compared to the baseline year 2022	Reduce greenhouse gas emissions by 30% by 2030 compared to the baseline year 2022	Achieve Net Zero Emissions by 2050

### PERFORMANCE OVERVIEW

INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Scope 1 & 2 Greenhouse Gas Emissions (tCO <sub>2</sub> e)	59,914	59,335	65,180
Scope 1 & 2 Greenhouse Gas Emissions Compared to the baseline year 2022	Decreased 11%	Decreased 18.8 %	Decreased 10.8%



## 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.



## LINKAGE OF EXECUTIVE COMPENSATION TO GREENHOUSE GAS REDUCTION TARGETS

The Company has integrated greenhouse gas reduction targets into its performance management and executive compensation framework. Plant KPIs form part of the Key Performance Indicators (KPIs) of the Chief Executive Officer (CEO) and executives at all levels, including indicators related to greenhouse gas emission reduction, which are linked to performance-based compensation. Annual greenhouse gas reduction targets are set at the plant level to support the achievement of the Net Zero target by 2050. Performance against these KPIs directly affects executive performance evaluations and remuneration and is aligned with international sustainability assessment standards.



## CLIMATE-RELATED RISK AND OPPORTUNITY MANAGEMENT

The Company recognizes the potential impacts of climate change on its supply chain, production processes, and customers. The Corporate Governance and Sustainability Committee has therefore approved the establishment of the Sustainability Management Committee and the Greenhouse Gas Management Working Team to ensure operations are aligned with the Company's sustainability policies and targets. A climate change risk and opportunity assessment has been conducted in collaboration with the Risk Management Committee to develop both short-term and long-term risk mitigation measures.

RISKS AND OPPORTUNITIES FROM CLIMATE CHANGE		
RISK	CLIMATE CHANGE IMPACTS	RISK MANAGEMENT MEASURES
<b>1. Physical Risk</b>		
<b>1.1 Extreme Heatwaves</b> Risk Level: Low	<ul style="list-style-type: none"> <li>Reduced machine efficiency or operational shutdown, leading to production disruption</li> <li>Increased energy costs due to higher demand for cooling systems</li> <li>Impacts on workforce health, such as heatstroke</li> </ul>	<ul style="list-style-type: none"> <li>Improve ventilation systems and temperature control within production facilities</li> <li>Utilize heat-resistant machinery or equipment with over-temperature protection systems</li> </ul>

RISK	CLIMATE CHANGE IMPACTS	RISK MANAGEMENT MEASURES
<b>1.2 Flooding</b> Risk Level: Medium	<ul style="list-style-type: none"> <li>Raw material shortages if flooding occurs in supplier regions, leading to production interruptions</li> <li>Manufacturing facilities located in high-risk areas (e.g., Ayutthaya Province) may experience damage, resulting in temporary production suspension or relocation</li> <li>Increased insurance premiums</li> <li>Delivery delays or risk of product damage during transportation</li> <li>Higher logistics costs</li> </ul>	<ul style="list-style-type: none"> <li>Diversify suppliers across multiple regions to reduce supply chain risk (supply diversification)</li> <li>Develop warehouse systems to maintain buffer stock of raw materials</li> </ul>
<b>1.3 Drought</b> Risk Level: Medium	<ul style="list-style-type: none"> <li>Prolonged drought conditions may result in water shortages for PCB manufacturing processes, potentially causing temporary production suspension</li> </ul>	<ul style="list-style-type: none"> <li>Enhance water recycling systems and install automated water control systems</li> <li>Establish and regularly test Business Continuity Plans (BCP) to ensure preparedness</li> </ul>
<b>2. Transition Risk</b>		
<b>2.1 Policies and Regulations</b> <ul style="list-style-type: none"> <li>Carbon tax / CBAM</li> <li>E-waste and Circular Economy regulations</li> <li>Environmental product and service standards</li> </ul> Risk Level: Medium	<ul style="list-style-type: none"> <li>Increased production costs from carbon emissions (Scope 1 &amp; 2) - Increased raw material and energy costs</li> </ul>	<ul style="list-style-type: none"> <li>Establish GHG reduction targets for Scope 1, 2, and 3 and Net Zero</li> <li>Develop and implement a Decarbonization Roadmap</li> </ul>
<b>2.2 Customer Requirements on Carbon Footprint</b> <ul style="list-style-type: none"> <li>Low-carbon supply chain</li> <li>Net Zero</li> <li>RE100</li> </ul> Risk Level: Medium	<ul style="list-style-type: none"> <li>Decreased sales if unable to meet customer requirements</li> <li>Reduced competitiveness if competitors offer lower-carbon products</li> <li>Increased investment in renewable energy, leading to higher energy costs (e.g., I-REC procurement)</li> </ul>	<ul style="list-style-type: none"> <li>Establish GHG reduction targets for Scope 1, 2, and 3 and Net Zero</li> <li>Develop and implement a Decarbonization Roadmap</li> <li>Increase Solar PV installation, source additional renewable energy, and procure Renewable Energy Certificates (I-REC)</li> <li>Assess Product Carbon Footprint (PCF) in accordance with ISO 14067 and develop a PCF calculation program</li> <li>Utilize recycled raw materials</li> <li>Select suppliers with ESG standards and conduct Supplier ESG audits</li> <li>Collaborate with suppliers to reduce raw material PCF</li> </ul>
<b>2.3 Transition to Low-Carbon Production Technologies</b> Risk Level: Medium	<ul style="list-style-type: none"> <li>Legacy machinery with high energy consumption or low efficiency results in higher carbon emissions, requiring investment for replacement or upgrade</li> </ul>	<ul style="list-style-type: none"> <li>Invest in energy-efficient machinery or systems with automated energy control</li> <li>Co-develop new products with customers focusing on green technology</li> </ul>

OPPORTUNITIES	POSITIVE IMPACTS FROM CLIMATE CHANGE	OPERATIONAL APPROACH
<b>1. Growth of the Green Electronics Market</b>	<ul style="list-style-type: none"> <li>Increasing demand for energy-efficient and environmentally friendly electronic devices</li> <li>Emerging markets such as solar inverters, EV chargers, and smart home technologies</li> </ul>	<ul style="list-style-type: none"> <li>Development of PCBs that support clean energy applications, such as High-Tg and Heavy Copper PCBs</li> <li>Expansion of production into Green Technology product segments</li> </ul>
<b>2. Transition to EV and Clean Energy</b>	<ul style="list-style-type: none"> <li>The EV, Battery Management System, and Solar/ESS markets require a large volume of PCBs</li> <li>Increasing demand for PCBs with high heat resistance and high precision</li> </ul>	<ul style="list-style-type: none"> <li>Manufacture PCBs for electric vehicles and advanced electronic technology applications</li> </ul>
<b>3. Access to New Customers through ESG / Low-Carbon Supply Chain</b>	<ul style="list-style-type: none"> <li>Major customers require partners with carbon reduction aligned with Low Carbon Supply Chain targets</li> <li>Create competitive advantages by demonstrating sustainability performance</li> </ul>	<ul style="list-style-type: none"> <li>Develop carbon reduction programs for Product Carbon Footprint</li> <li>Communicate ESG performance through the sustainability report and the Company's website</li> </ul>
<b>4. Innovation in Energy-Efficient Manufacturing Processes</b>	<ul style="list-style-type: none"> <li>Reduce energy and production costs in the long term through the adoption of high-efficiency technologies</li> <li>Reduce greenhouse gas emissions and support Net Zero / low-carbon manufacturing targets</li> <li>Opportunities to receive incentives from government or international organizations</li> </ul>	<ul style="list-style-type: none"> <li>Install rooftop Solar PV systems to generate clean electricity for internal use</li> <li>Upgrade machinery and utility systems to improve energy efficiency</li> <li>Apply for support from the Board of Investment (BOI) or the Energy Conservation Fund</li> </ul>



## GREENHOUSE GAS EMISSIONS OF THE COMPANY

### GREENHOUSE GAS EMISSIONS – SCOPE 1 AND SCOPE 2



GREENHOUSE GAS EMISSION	UNIT	2022 (BASELINE)	YEAR 2023	YEAR 2024	YEAR 2025	% CHANGE COMPARE TO BASELINE YEAR
Scope 1 - Direct Emission	tCO <sub>2</sub> e	3,101	2,466	2,997	3,204	
Scope 2 - Indirect Emission	tCO <sub>2</sub> e	69,965	64,225	62,183	56,131	
- Scope 2 Location-based	tCO <sub>2</sub> e	75,813	70,332	71,407	64,198	-18.8%
- Scope 2 Market-based	tCO <sub>2</sub> e	69,965	64,225	62,183	56,131	
<b>Total Scope 1 &amp; 2</b>	tCO <sub>2</sub> e	<b>73,066</b>	<b>66,691</b>	<b>65,180</b>	<b>59,335</b>	
Carbon Emission Per Production Unit	kgCO <sub>2</sub> e/sqft	3.81	4.38	4.04	4.04	+6.2%

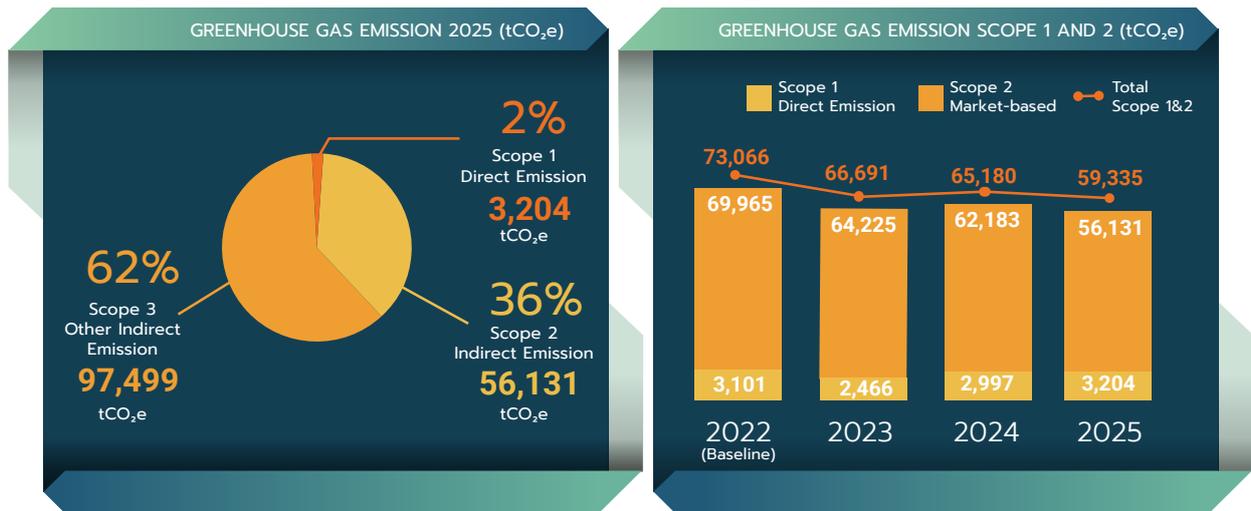
## GREENHOUSE GAS EMISSIONS – SCOPE 3 (OTHER INDIRECT EMISSIONS)



GREENHOUSE GAS EMISSION	UNIT	YEAR 2024	YEAR 2025
Scope 3 from Significant Upstream Activities	tCO <sub>2</sub> e	106,376	97,499
Category 1 Purchased goods and services	tCO <sub>2</sub> e	88,382	75,246
Category 3 Fuel- and energy related activities	tCO <sub>2</sub> e	16,117	15,741
Category 5 Waste generated in operations	tCO <sub>2</sub> e	1,877	6,512
Scope 3 from Significant Downstream Activities	tCO <sub>2</sub> e	8,920	0
Category 9 Downstream transportation and distribution	tCO <sub>2</sub> e	8,920	0*
<b>Total Significant Scope 3</b>	<b>tCO<sub>2</sub>e</b>	<b>115,296</b>	<b>97,499</b>

**Remark:** The unit tCO<sub>2</sub>e refers to tonnes of carbon dioxide equivalent.

\*In 2025, Scope 3 Category 9 was assessed as not material due to the reclassification of data categories in accordance with the definitions of the Thailand Greenhouse Gas Management Organization (TGO).



Carbon Emission Per Production Unit 4.04 kgCO<sub>2</sub>e/Sqft



In 2025, the Company reported total greenhouse gas (GHG) emissions under Scope 1 and Scope 2 of 59,335 tCO<sub>2</sub>e, representing a reduction of 18.8% compared with the 2022 baseline 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.

GHG emissions data for Scope 1, Scope 2, and Scope 3 were prepared in accordance with ISO 14064-1:2018 and the Greenhouse Gas Protocol, and were verified by an independent third party, SGS (Thailand) Limited, for the reporting period from 1 January to 31 December 2025 (Certificate No. TH-BA-25-39884-01), to ensure the accuracy, transparency, and reliability of the disclosed information.



KCE's Greenhouse Gas Verification Statement

## COMMITMENT TO SETTING SCIENCE-BASED TARGETS FOR GREENHOUSE GAS EMISSIONS (SBTi)

The Company has announced its commitment to setting Science-Based Targets through the SBTi initiative to ensure that its carbon emissions reduction efforts are aligned with the global objective of limiting the rise in global temperature to no more than 1.5°C. The Company has established a long-term Net Zero target by 2050 and a near-term target to reduce Scope 1 and Scope 2 emissions by 30% by 2030, compared with the baseline year 2022.

In 2025, the Company continued to disclose its greenhouse gas management information through the CDP (Carbon Disclosure Project) for the fourth consecutive year and received a Climate Change management rating of "C."



SCIENCE  
BASED  
TARGETS



## 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 baseline year 2022.

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, the Company has prioritized its actions according to the respective emission scopes as follows:



## 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.



Secondary Chiller System Installation Project

## 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



Auto screen printing machine

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: CCF) and product level (Product Carbon Footprint: PCF), 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.



Greenhouse Gas and Carbon Footprint of Organization Training

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.



ESG in Safety Week Activity photos

## PRODUCT CARBON FOOTPRINT

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.



## GREENHOUSE GAS MANAGEMENT OF SUBSIDIARIES

The Company has extended greenhouse gas management and reduction efforts to its subsidiaries in alignment with the Group’s sustainability policies and targets. In 2025, KCE Technology Co., Ltd. (KCET) and Thai Laminate Manufacturer Co., Ltd. (TLM) prepared their Carbon Footprint of Organization reports covering Scope 1, Scope 2, and Scope 3 emissions for the period from 1 January to 31 December 2025. The reports were verified by SGS (Thailand) Limited (TH-BA-25-39676-01 and TH-IE-25-40285-001).

Both subsidiaries have established a target to reduce Scope 1 and Scope 2 greenhouse gas emissions by 30% by 2030 compared to the 2022 base year, consistent with the parent company’s target. They have also developed action plans focusing on energy efficiency improvements, production process optimization, and increased use of renewable energy. The Company will continue to monitor and support implementation efforts to drive tangible greenhouse gas reductions across the Group.

GREENHOUSE GAS EMISSIONS OF SUBSIDIARIES					
GREENHOUSE GAS EMISSION	UNIT	KCE TECHNOLOGY		THAI LAMINATE MANUFACTURER	
		YEAR 2024	YEAR 2025	YEAR 2024	YEAR 2025
Scope 1 - Direct Emission	tCO <sub>2</sub> e	1,775	1,372	2,774	2,588
Scope 2 - Indirect Emission	tCO <sub>2</sub> e	33,304	33,748	2,610	2,501
<b>Total Scope 1 &amp; 2</b>	<b>tCO<sub>2</sub>e</b>	<b>35,079</b>	<b>35,120</b>	<b>5,384</b>	<b>5,089</b>
Scope 3 - Other Indirect Emission	tCO <sub>2</sub> e	179,598	60,551	-	69,274



KCET's Greenhouse Gas Verification Statement



TLM's Greenhouse Gas Verification Statement

# 3.3

## ENERGY MANAGEMENT >



Energy management is a critical factor affecting economic, social, and environmental dimensions, particularly in an era where energy resources are limited and energy demand continues to increase. Effective energy management enables the organization to address these challenges sustainably. The Company therefore places significant importance on energy management to reduce energy losses in production processes and operations, mitigate risks arising from energy-related issues, and enhance readiness to respond to changes in energy prices and relevant environmental regulations. Furthermore, effective energy management contributes to reducing greenhouse gas emissions and supports the achievement of sustainable development goals.

### 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.

### PERFORMANCE OVERVIEW

Reduce electricity consumption per unit of production by 10% by 2030 compared to the baseline year 2022. Increase the share of renewable energy consumption to 50% by 2030.

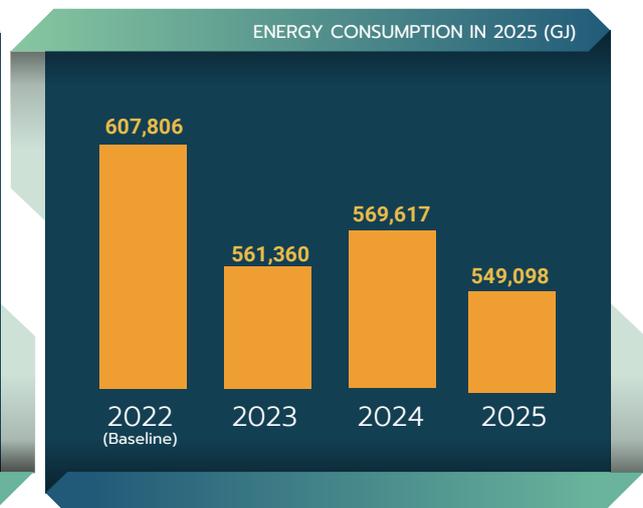
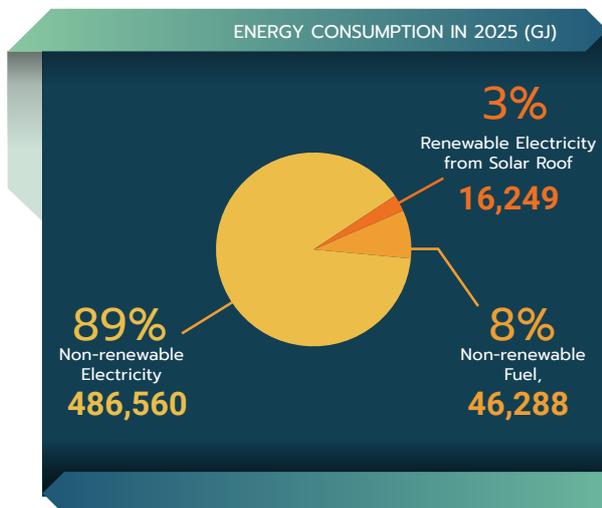
INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Electricity consumption per production unit (kWh/sqft)	6.87	7.55	7.44
Electricity consumption per production unit compared with the baseline year 2022	Decreased 3.75%	Increased 6%	Increased 4%
Proportion of renewable energy consumption	5%	3.2%	2.7%

\* Electricity consumption per production unit in the baseline year 2022: 7.14 kWh/sqft

## TABLE OF ENERGY CONSUMPTION OF THE COMPANY



ENERGY AND FUEL	YEAR 2022 (BASELINE)	YEAR 2023	YEAR 2024	YEAR 2025
<b>Electricity Consumption from Non-Renewable Energy (kWh)</b>				
▶ Private Power Producer	94,324,128	87,633,608	109,036,752	135,155,664
▶ Metropolitan Electricity Authority	57,332,000	53,059,192	33,805,504	0
<b>Electricity Consumption from Renewable Energy (Solar Roof) (kWh)</b>	<b>3,674,187</b>	<b>3,952,757</b>	<b>3,911,626</b>	<b>4,513,621</b>
<b>Total Electricity Consumption (kWh)</b>	<b>155,330,315</b>	<b>144,645,557</b>	<b>146,753,882</b>	<b>139,669,285</b>
<b>Total Electricity Consumption (GJ)</b>	<b>559,189</b>	<b>520,724</b>	<b>528,314</b>	<b>502,809</b>
% of Electricity from Renewable Energy	2.4%	2.7%	2.7%	3.2%
Electricity Cost Savings from Renewable Energy (Million THB)	13.5	14.5	14.4	16.6
Electricity Consumption Per Production Unit (kWh/sqft)	7.14	7.45	7.44	7.55
<b>Fuel Consumption from Non-Renewable Energy</b>				
▶ Natural Gas (SCF)	43,092,119	35,655,116	36,326,455	40,916,004
▶ Diesel Fuel (Litre)	55,075	57,457	53,177	50,837
▶ Gasoline/Ethanol Gasoline (Litre)	1,988	1,439	4,264	7,425
<b>Total Fuel Consumption from Non-Renewable Energy (GJ)</b>	<b>48,617</b>	<b>40,636</b>	<b>41,303</b>	<b>46,288</b>
Fuel Consumption from Renewable Energy (GJ)	0	0	0	0
<b>Total Fuel Consumption (GJ)</b>	<b>48,617</b>	<b>40,636</b>	<b>41,303</b>	<b>46,288</b>
<b>Total Energy Consumption (GJ)</b>	<b>607,806</b>	<b>561,360</b>	<b>569,617</b>	<b>549,098</b>



In 2025, the Company's total energy consumption was 549,098 gigajoules, comprising 92% electricity and 8% fuel. Electricity intensity was 7.55 kWh per square foot, a 6% increase from the 2022 base year, mainly due to a higher share of complex, energy-intensive HDI PCB production and reduced capacity utilization amid the global economic slowdown, while certain processes required continuous energy for cooling and operational control. Nevertheless, the Company closely managed production and scheduled partial machine shutdowns to minimize unnecessary energy use.

During the year, the Company continuously implemented energy efficiency initiatives across production processes and infrastructure, including upgrades to the Secondary Chiller system and improvements to the aeration system in the biological wastewater treatment (BIO), reducing electricity consumption without affecting operational performance. Additionally, electricity generation from the Solar Roof totaled 4,514 MWh, accounting for 3.2% of total electricity use, delivering approximately THB 16.6 million in annual cost savings. The Company plans to further expand renewable energy usage alongside ongoing efficiency projects to support long-term greenhouse gas emission reduction.

### THAILAND ENERGY AWARD 2025



Thailand Energy Award.

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 Company's commitment to enhancing energy efficiency, reducing costs, and supporting long-term greenhouse gas emission reduction.

### ENERGY MANAGEMENT PLANS/PROJECTS

Energy is a critical resource for the Company's 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, as outlined below.

NO.	PROJECTS	IMPLEMENTATION	ENERGY SAVING (MWh/year)	EMISSION REDUCTION (tCO <sub>2</sub> e/year)	INVESTMENT (MILLION THB)
1	Invertor for AHU 13 Unit	March	518	216	0.35
2	Motion Detection Sensor	March	10	4	0.06
3	Invertor for Scrubber 13 Unit	April	437	181	0.80
4	Invertor for RO Machine	April	133	55	0.27
5	Motor blower Dust Collector	April	84	35	0.73
6	FRP Cooling Tower Fan	May	50	21	0.55
7	Auto Drain Zero Loss	May	20	8	0.19
8	Secondary Chiller plant	October	3,755	1,559	22.00
9	Automatic control valve AHU	October	246	102	1.50
10	Aeration BIO	November	360	149	1.50
11	Transfer pump water supply	November	252	105	1.22

Total Investment on energy saving projects : 29 million THB



### KEY ENERGY CONSERVATION PROJECTS:



#### ► 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/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.

 **EMPLOYEE TRAINING TO PROMOTE ENERGY EFFICIENCY**

The Company promotes knowledge and awareness of energy conservation to support efficient energy use in alignment with the organization’s 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.



## ENERGY MANAGEMENT OF SUBSIDIARIES

The Company requires its subsidiaries to implement systematic energy management practices by applying the ISO 50001 framework to enhance energy efficiency, establish targets, and continuously monitor performance. This is undertaken in parallel with promoting the use of renewable energy in alignment with the parent company's approach, in order to support energy cost reduction and greenhouse gas emission reductions at the Group level.

TABLE OF ENERGY CONSUMPTION OF SUBSISARIES 

ENERGY AND FUEL	KCE TECHNOLOGY		THAI LAMINATE MANUFACTURER		CHEMTRONICS PRODUCTS	
	YEAR 2024	YEAR 2025	YEAR 2024	YEAR 2025	YEAR 2024	YEAR 2025
<b>Electricity Consumption from Non-Renewable Energy (kWh)</b>						
▶ Private Power Producer	85,883,443	82,493,911	6,259,897	4,640,649	2,942,274	2,501,043
▶ Metropolitan Electricity Authority	0	0	20,057	16,696	0	0
<b>Electricity Consumption from Renewable Energy (Solar Roof) (kWh)</b>						
	3,266,816	3,324,360	0	0	0	0
<b>Total Electricity Consumption (kWh)</b>	<b>89,150,258</b>	<b>85,818,271</b>	<b>6,279,954</b>	<b>4,657,345</b>	<b>2,942,274</b>	<b>2,501,043</b>
<b>Total Electricity Consumption (GJ)</b>	<b>320,941</b>	<b>308,946</b>	<b>22,608</b>	<b>16,766</b>	<b>10,592</b>	<b>9,004</b>
% of Electricity from Renewable Energy	3.7%	3.9%	-	-	-	-
Electricity Cost Savings from Renewable Energy (Million THB)	12.0	12.2	-	-	-	-
<b>Fuel Consumption from Non-Renewable Energy</b>						
▶ Natural Gas (SCF)	0	0	46,940,127	46,468,838	0	0
▶ Diesel Fuel (Litre)	178,400	238,642	17,608	17,710	13,424	11,610
▶ Gasoline/Ethanol Gasoline (Litre)	4,943	2,730	2,261	1,934	1,027	2,420
▶ Liquid Petroleum Gas (Kg)	231,265	215,679	7,695	8,820	35,495	24,432
▶ Compressed Natural Gas (Kg)	0	0	2,862	2,591	0	0
▶ Steam (GJ)	0	0	0	0	55	48
<b>Total Fuel Consumption from Non-Renewable Energy (GJ)</b>	<b>17,040</b>	<b>18,361</b>	<b>51,909</b>	<b>51,437</b>	<b>2,191</b>	<b>1,655</b>
<b>Fuel Consumption from Renewable Energy (GJ)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Fuel Consumption (GJ)</b>	<b>17,040</b>	<b>18,361</b>	<b>51,909</b>	<b>51,437</b>	<b>2,191</b>	<b>1,655</b>
<b>Total Energy Consumption (GJ)</b>	<b>337,981</b>	<b>327,307</b>	<b>74,517</b>	<b>68,203</b>	<b>12,783</b>	<b>10,659</b>



## ENERGY MANAGEMENT PROJECTS OF SUBSIDIARIES IN 2025



### KCE TECHNOLOGY (KCET)

- ▶ **Heat Pump Installation Project in the PTH Process:** Replaced the existing heating system with a 44-kilowatt heat pump to double thermal energy production efficiency. The project reduced electricity consumption by 201 megawatt-hours per year, generated cost savings of approximately THB 0.72 million per year, and reduced greenhouse gas emissions by 101 tCO<sub>2</sub>e per year.
- ▶ **Dust Collector Motor Blower Improvement Project:** Converted the drive system from a belt-driven system to a direct drive system for a 45-kilowatt motor, enhancing efficiency and reducing energy losses. The project reduced electricity consumption by 252 megawatt-hours per year, generated cost savings of approximately THB 0.9 million per year, and reduced greenhouse gas emissions by 126 tCO<sub>2</sub>e per year.
- ▶ **Solar Car Park Project (1.5 MW):** Installation of a 1.5-megawatt Solar Car Park system commenced in late 2025 and is scheduled for completion in early 2026 to increase the proportion of renewable energy use. The system is expected to generate approximately 2,100 megawatt-hours of electricity per year.
- ▶ **Cooling Tower Optimization Project:** Improved operational control of the Cooling Tower to align with actual load demand. The project reduced electricity consumption by 138 megawatt-hours per year, generated cost savings of approximately THB 0.5 million per year, and reduced greenhouse gas emissions by 69 tCO<sub>2</sub>e per year.



### THAI LAMINATE MANUFACTURER (TLM)

- ▶ **Hot Press Efficiency Improvement Project:** Enhanced thermal insulation of two Hot Press machines to reduce energy losses. The project reduced natural gas consumption by 11.76 million BTU per year, resulting in cost savings of approximately THB 0.2 million per year and greenhouse gas emission reductions of 21 tCO<sub>2</sub>e per year.
- ▶ **High-Efficiency Motor (IE4) Replacement Project in the Utility Plant:** Replaced existing IE1 and IE2 motors with high-efficiency IE4 motors, reducing electricity consumption by 45 megawatt-hours per year, generating cost savings of approximately THB 0.2 million per year, and reducing greenhouse gas emissions by 21 tCO<sub>2</sub>e per year.

# 3.4

## WATER MANAGEMENT ►



The Company recognizes that water resources are a critical factor for business continuity and competitiveness amid increasing risks of water scarcity and more stringent environmental regulations. This is particularly relevant in the printed circuit board (PCB) manufacturing industry, where water is utilized in several key processes, such as rinsing, plating, and circuit board cleaning. The Company therefore places importance on systematic water management throughout its operations to control water consumption, reduce costs and environmental burdens, and appropriately assess and manage water-related risks. These efforts enhance preparedness for regulatory changes and support long-term sustainable business operations.

### 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.

### PERFORMANCE OVERVIEW

#### TARGET

Reduce water consumption per production unit by 10% by 2030 compared to the baseline year 2022.

INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Water consumption per production unit (m <sup>3</sup> /sqft)	0.117	0.128	0.127
Water consumption per production unit compared to the Baseline Year 2022	Decreased 3.75%	Increased 5.5%	Increased 4.4%

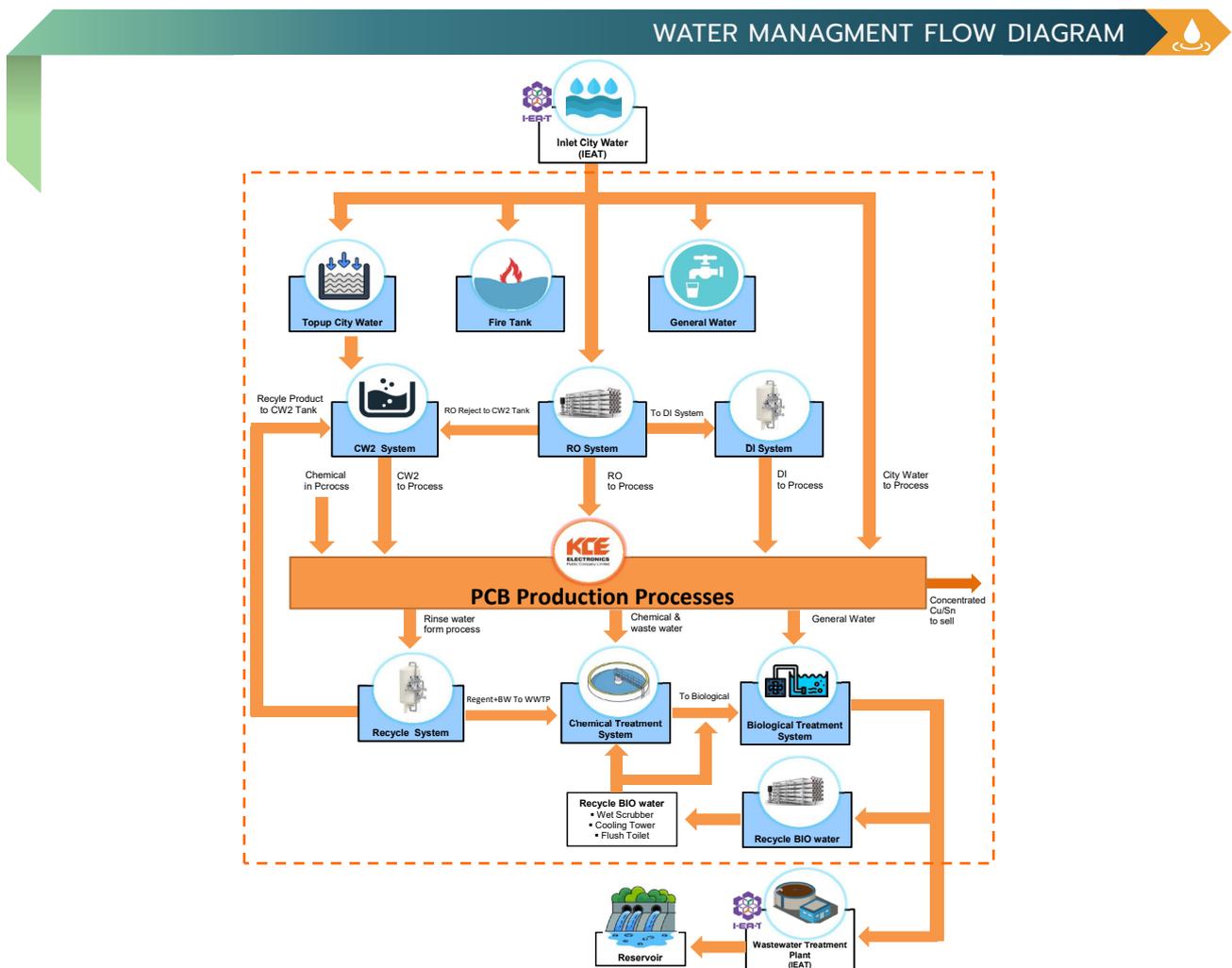
\* Water Consumption per production unit in the baseline Year 2022: 0.122 (m<sup>3</sup>/sqft)



## ORGANIZATIONAL WATER RECYCLING MANAGEMENT

The Company is located in the Lat Krabang Industrial Estate, which operates its own internal municipal water production and distribution system. Raw water is sourced from the Metropolitan Waterworks Authority before being treated and distributed to factories within the industrial estate. Municipal water supplied by the Lat Krabang Industrial Estate is the sole water source utilized by the Company for both domestic consumption and production processes. The Company does not use water from any other sources, such as surface water, rainwater, groundwater, seawater, or any other internal water sources. To ensure water quality suitable for production processes, the Company applies high-efficiency water treatment technologies, including Reverse Osmosis and Ion Exchange systems, to consistently control water quality in accordance with process requirements.

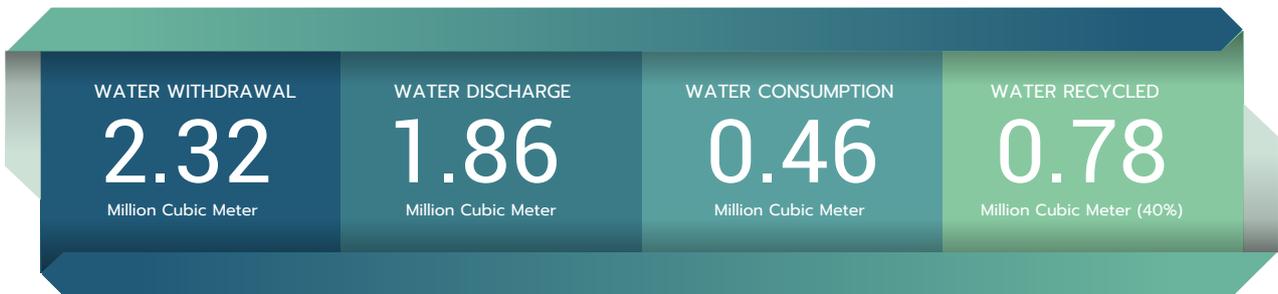
Water used in production processes is conveyed to the Company's wastewater treatment system, which comprises chemical treatment through Metal Precipitation and biological treatment using an aeration process to ensure that effluent quality meets prescribed standards. The Company also reuses a portion of treated water through its Water Recycling system by utilizing Ion Exchange technology. In addition, part of the treated effluent is further processed through Microfiltration and Reverse Osmosis systems for reuse in cooling systems, air treatment systems, and sanitary systems. The remaining treated wastewater is discharged to the central wastewater treatment system of the Lat Krabang Industrial Estate before being released to external water bodies. Water quality is regularly monitored and controlled to ensure compliance with established standards. The Company's water management flow diagram is illustrated in the figure below.



## TABLE OF WATER MANAGEMENT DATA

WATER MANAGEMENT DATA	YEAR 2022 (BASELINE)	YEAR 2023	YEAR 2024	YEAR 2025
Municipal Water Withdrawal (m <sup>3</sup> )	2,611,591	2,334,287	2,404,520	2,319,506
Water Discharged to the Industrial Estate (m <sup>3</sup> )	2,089,246	1,867,430	1,923,803	1,855,604
Municipal Water Consumption (m <sup>3</sup> )	522,345	466,857	480,717	463,902
Recycled Water Volume (m <sup>3</sup> )	895,880	861,777	868,803	780,690
% of Recycled Water from Production Processes	45%	45%	41%	40%
Water Consumption Per Production Unit (m <sup>3</sup> /sqft)	0.122	0.124	0.127	0.128

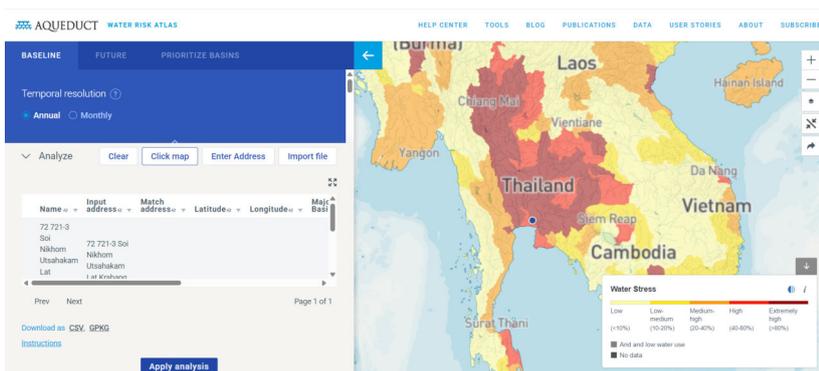
Remark: Water consumption per production unit has been recalculated using water demand factors specific to each product type.



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. However, 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 SCARCITY RISK ASSESSMENT AND PREPAREDNESS



The Lat Krabang Industrial Estate is located in an area classified as having high Baseline Water Stress relative to available renewable water resources, based on data from the World Resources Institute under the Water Stress (Baseline, Annual) indicator. However, most factories within the industrial estate are

industries with relatively low water demand. In addition, the industrial estate maintains a water storage system to support water supply to factories in the event of water shortages or disruptions to the municipal water system.

To mitigate the impacts of water scarcity risks, the Company has integrated this issue into its risk management and environmental planning processes. In addition to improving water use efficiency and increasing water recycling, the Company maintains on-site water storage tanks to sustain production processes in emergency situations, thereby minimizing potential damage and maintaining business continuity. Furthermore, the Company is currently implementing a project to enhance the capacity of its internal water recycling system in order to increase flexibility in water resource management, reduce dependence on external water sources, and strengthen long-term resilience against water resource volatility.



## 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.

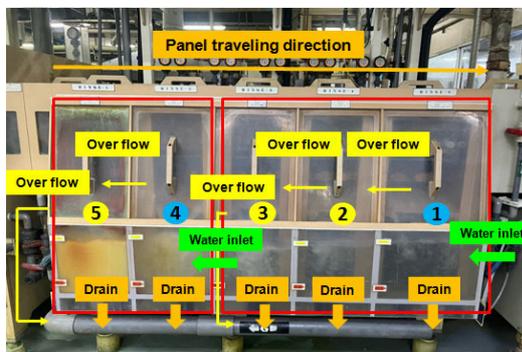
Water usage is clearly categorized, covering domestic consumption, production processes such as DI water and RO water, as well as recycled and treated water. Water meters are installed in key production processes, and water consumption data are recorded and monitored on a daily and monthly basis, with 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 baseline year 2022. 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



Cascade Water System of the SES Production Process

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 estate’s 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.

### TABLE OF EFFLUENT QUALITY MONITORING RESULTS

PARAMETER	UNIT	MAXIMUM VALUE PERMITTED BY LAW	EFFLUENT QUALITY MONITORING RESULTS	
			YEAR 2024	YEAR 2025
BOD	mg/L	20	11	14
COD	mg/L	120	103	60.8
Copper	mg/L	2	0.79	1.23
Nickel	mg/L	1	0.11	0.12
TDS	mg/L	3,000	2,000	2,116

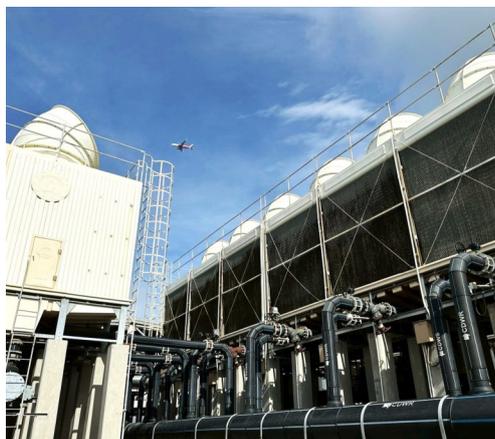
#### 4. Water Reuse and Recycling

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.



Bio Recycle Water Treatment System



Chiller System



Air Treatment System



## 2. 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.

## WATER MANAGEMENT OF SUBSIDIARIES

The Company's subsidiaries manage water resources in accordance with the Environmental Management System under ISO 14001 standards, applying the 3Rs principles (Reduce, Reuse, Recycle) in the same manner as the parent company. The volume and characteristics of water usage vary depending on the type and nature of each subsidiary's industrial processes.

For subsidiaries engaged in printed circuit board (PCB) manufacturing, including KCE Technology Co., Ltd., a chemical wastewater treatment system using Metal Precipitation has been installed to remove heavy metals from production wastewater. Treated effluent is then discharged through the industrial estate's central wastewater treatment system. In addition, a Water Recycling system has been implemented in a similar manner to that of the parent company.

TABLE OF WATER MANAGEMENT DATA OF SUBSIDIARIES 

WATER MANAGEMENT DATA	KCE TECHNOLOGY		THAI LAMINATE MANUFACTURER		CHEMTRONICS PRODUCTS	
	YEAR 2024	YEAR 2025	YEAR 2024	YEAR 2025	YEAR 2024	YEAR 2025
Municipal Water Withdrawal (m <sup>3</sup> )	1,713,660	1,588,679	31,789	28,362	26,177	26,825
Water Discharged to the Industrial Estate (m <sup>3</sup> )	1,370,926	1,270,942	25,431	22,690	20,942	21,476
Municipal Water Consumption (m <sup>3</sup> )	342,734	317,737	6,358	5,672	5,235	5,349
Recycled Water Volume (m <sup>3</sup> )	102,830	119,360	0	0	0	0

# 3.5

## WASTE MANAGEMENT >



Amid the increasing volume of waste resulting from industrial growth, the Circular Economy concept plays a crucial role in reducing environmental impacts and strengthening competitiveness. In the printed circuit board (PCB) manufacturing industry, which involves the use of various chemicals and metals, the Company systematically manages waste throughout the entire process—from source reduction, reuse and recycling, to proper disposal. These operations contribute to cost reduction, mitigation of environmental risks, and support the achievement of long-term sustainable development goals.

### 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.

### PERFORMANCE OVERVIEW

Reduce waste generation per production unit by 10% by 2030 compared to the baseline year 2022.

INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Waste generation per production unit (kg/sqft)	0.78	0.84	0.81
Waste Generation per production unit compared to the baseline year 2022.	Decreased 3.75%	Increased 4%	Remained unchanged

\* Waste generation per production unit in the baseline year 2022: 0.81 kg/sqft

## TABLE OF WASTE VOLUME AND WASTE MANAGEMENT

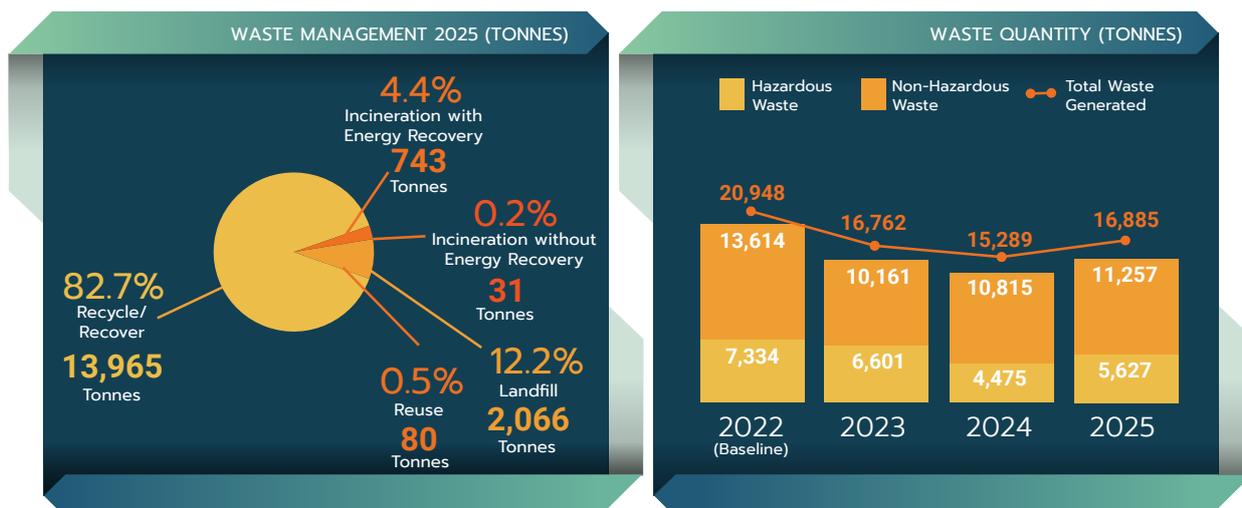


WASTE VOLUME BY TYPE AND DISPOSAL METHOD	YEAR 2022 (BASELINE)	YEAR 2023	YEAR 2024	YEAR 2025
<b>Total Waste Generated (tonnes)</b>	<b>20,948</b>	<b>16,762</b>	<b>15,289</b>	<b>16,885</b>
Hazardous Waste	13,614	10,161	10,815	11,257
Non-Hazardous Waste	7,334	6,601	4,475	5,627
<b>Waste generation per production unit (kg/sqft)</b>	<b>0.81</b>	<b>0.77</b>	<b>0.81</b>	<b>0.84</b>
<b>Total Waste diverted from disposal (tonnes)</b>	<b>16,986</b>	<b>13,318</b>	<b>12,647</b>	<b>14,045</b>
<u>Hazardous Waste</u>	12,332	9,140	9,801	10,230
• Reuse	221	216	105	80
• Recycling / Recovery	12,111	8,924	9,696	10,149
<u>Non-Hazardous Waste</u>	4,655	4,177	2,846	3,815
• Reuse	0	0	0	0
• Recycling / Recovery	4,655	4,177	2,846	3,815
<b>Total Waste directed to disposal (tonnes)</b>	<b>3,962</b>	<b>3,444</b>	<b>2,643</b>	<b>2,840</b>
<u>Hazardous Waste</u>	1,283	1,021	1,014	1,027
• Incineration with energy recovery	1,038	844	798	743
• Incineration without energy recovery	0	0	0	0
• Landfilling	244	177	216	285
<u>Non-Hazardous Waste</u>	2,679	2,424	1,628	1,812
• Incineration with energy recovery	0	0	0	0
• Incineration without energy recovery	0	0	0	31
• Landfilling	2,679	2,424	1,628	1,781

## WASTE VOLUME BY DISPOSAL METHOD



WASTE VOLUME BY DISPOSAL METHOD	YEAR 2022 (BASELINE)	YEAR 2023	YEAR 2024	YEAR 2025
<b>Total Waste diverted from disposal (tonnes)</b>	<b>16,986</b>	<b>13,318</b>	<b>12,647</b>	<b>14,045</b>
Reuse	221	216	105	80
Recycling / Recovery	16,766	13,101	12,542	13,965
<b>Total Waste directed to disposal (tonnes)</b>	<b>3,962</b>	<b>3,444</b>	<b>2,643</b>	<b>2,840</b>
Incineration with energy recovery	1,038	844	798	743
Incineration without energy recovery	0	0	0	31
Landfilling	2,923	2,601	1,845	2,066



In 2025, the Company generated a total waste volume of 16,885 tons. Of this amount, 14,045 tonnes, or 83%, were recovered and circulated for reuse, while 2,840 tonnes, 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 baseline year 2022. 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 PLANS / 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 THB 128,000 and reducing waste disposal costs by THB 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 THB 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 THB 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 Company’s 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 Mongkut’s 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 Company’s waste management and corporate social responsibility initiatives.



## WASTE MANAGEMENT OF SUBSIDIARIES

The Company has established a policy requiring its subsidiaries to manage waste in alignment with the specific characteristics of their respective production processes, by applying the 3Rs principles and Circular Economy concepts to enhance resource efficiency and reduce environmental impacts. In 2025, the subsidiaries reported the following waste volumes and management approaches:

TABLE OF WASTE VOLUME OF SUBSIDIARIES						
WASTE VOLUME BY TYPE AND DISPOSAL METHOD	KCE TECHNOLOGY		THAI LAMINATE MANUFACTURER		CHEMTRONICS PRODUCTS	
	YEAR 2024	YEAR 2025	YEAR 2024	YEAR 2025	YEAR 2024	YEAR 2025
<b>Total Waste Generated (tonnes)</b>	<b>10,872</b>	<b>10,963</b>	<b>953</b>	<b>1,222</b>	<b>4,367</b>	<b>4,337</b>
Hazardous Waste	7,918	7,699	206	220	4,365	4,334
Non-Hazardous Waste	2,954	3,265	746	1,002	2	3
<b>Total Waste diverted from disposal (tonnes)</b>	<b>10,383</b>	<b>9,639</b>	<b>885</b>	<b>1,012</b>	<b>0</b>	<b>0</b>
<b><u>Hazardous Waste</u></b>	<b>7,536</b>	<b>7,392</b>	<b>180</b>	<b>176</b>	<b>0</b>	<b>0</b>
• Reuse	135	192	0	82	0	0
• Recycling / Recovery	7,401	7,200	180	94	0	0
<b><u>Non-Hazardous Waste</u></b>	<b>2,846</b>	<b>2,247</b>	<b>705</b>	<b>836</b>	<b>0</b>	<b>0</b>
• Reuse	0	0	0	0	0	0
• Recycling / Recovery	2,846	2,247	705	836	0	0
<b>Total Waste directed to disposal (tonnes)</b>	<b>489</b>	<b>1,324</b>	<b>68</b>	<b>210</b>	<b>4,367</b>	<b>4,337</b>
<b><u>Hazardous Waste</u></b>	<b>381</b>	<b>307</b>	<b>26</b>	<b>45</b>	<b>4,365</b>	<b>4,334</b>
• Incineration with energy recovery	323	3	25	44	61	35
• Incineration without energy recovery	0	0	0	0	0	0
• Landfilling	58	303	0.50	1	4,305	4,299
<b><u>Non-Hazardous Waste</u></b>	<b>108</b>	<b>1,018</b>	<b>42</b>	<b>166</b>	<b>2</b>	<b>3</b>
• Incineration with energy recovery	0	923	42	156	0	0
• Incineration without energy recovery	0	67	0	0	0	0
• Landfilling	108	28	0	10	2	3

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



17 PARTNERSHIPS FOR THE GOALS



Sustainability and environmental conservation have become key issues in both the business sector and society at large. This includes the utilization of limited natural resources, which are increasingly at risk of shortages in terms of both raw materials and energy. The Company therefore places importance on the development and improvement of products and production processes with due consideration for environmental impacts. Such efforts contribute to reducing adverse impacts on nature, including the reduction of hazardous chemical usage, the reduction of greenhouse gas emissions, efficient resource management, and the application of eco-design principles. Examples include the use of recyclable materials, the adoption of renewable energy, and the reduction of waste in production processes. These practices support the creation of a sustainable manufacturing environment and mitigate environmental risks.



#### MANAGEMENT APPROACH

- ▶ Conducting Life Cycle Assessment (LCA) to evaluate the environmental impacts of products at each stage of the life cycle, including raw material sourcing, manufacturing, transportation, usage, and disposal. LCA data are used as a basis for product design and process improvement to reduce the Product Carbon Footprint (PCF).
- ▶ Applying eco-design principles with consideration of long-term environmental impacts through efficient use of resources and energy, the selection of renewable, recyclable, or biodegradable materials for products and packaging, and the avoidance of chemicals harmful to consumers and the environment in compliance with international regulations such as RoHS and REACH.
- ▶ Developing environmentally friendly production processes by utilizing technologies that conserve energy and water, and implementing waste management systems that enable waste segregation, recycling, or safe disposal in accordance with environmental standards.
- ▶ Using raw materials sourced from environmentally responsible and sustainably managed suppliers certified to international standards such as ISO 14001 or ISO 50001; supporting the use of recycled or low-carbon alternative materials; and verifying the origin of raw materials to prevent adverse impacts on ecosystems and biodiversity.
- ▶ Promoting circular economy principles by improving production processes to maximize the use of renewable resources and encouraging the use of recycled materials.
- ▶ Raising awareness and providing training to employees to ensure environmental considerations are integrated into all organizational processes.



#### PRODUCT RESPONSIBILITY ACTION PLAN

##### 1. Eco-design

The Company establishes environmental criteria for new product development by integrating eco-design principles throughout the entire process, from raw material selection, product design, and manufacturing processes to packaging, with the objective of reducing environmental impacts across the product life cycle. Key practices are as follows:

▶ **Selection of raw materials with lower environmental impact:**

The Company selects Copper Foil and Copper Anode Ball produced from 100% recycled copper to reduce upstream impacts from primary metal production. In addition, halogen-free laminates are selected for certain PCB products to reduce toxic emissions and acidic fumes when incinerated. The Company also minimizes the use of hazardous and toxic substances in raw materials to ensure compliance with applicable environmental regulations and requirements, such as RoHS, REACH, SVHC, and POPs.

▶ **Product design to minimize raw material loss:**

The Company optimizes laminate sheet utilization to minimize scrap generation, taking into account the suitability and capabilities of each production process. Laminates are procured from suppliers capable of providing sheet sizes that match or closely align with the designed specifications.

▶ **Environmentally conscious process design:**

The Company implements Laser Direct Imaging (LDI) technology in circuit patterning processes to enhance precision, eliminate the need for artwork film, reduce defect rates and rework, and decrease electricity consumption. In addition, water circulation systems are designed and implemented within production processes to reduce freshwater intake from external sources and mitigate overall environmental impacts.

▶ **Environmentally friendly packaging selection:**

The Company selects reusable packaging materials, such as second-hand wooden pallets, and utilizes recyclable or biodegradable packaging materials, including paper boxes and corrugated paper. The use of plastic and foam materials that are difficult to manage after use is minimized.

## 2. Management and Risk Assessment of Hazardous Substances in Products

The Company has established policies and practices to assess and control risks associated with the use of hazardous substances in raw materials and products across its entire product portfolio, in order to prevent adverse impacts on user health and the environment. Operations are conducted in compliance with applicable laws and international standards in the Company's key markets, such as RoHS, REACH, SVHC, and POPs, as well as relevant customer requirements. Suppliers of chemical substances and chemical products are required to submit a Chemical Substances Declaration report at least every two years, or whenever there are changes in information or regulatory requirements, to support continuous hazardous substance exposure assessment and risk management.

For printed circuit board (PCB) products, the Company conducts product-level hazardous substance risk assessments. Representative samples of all types of surface finishes, including tin, gold, silver, and organic coatings, are randomly tested annually for contamination of restricted substances in accordance with RoHS requirements. In 2025, test results certified by an accredited external laboratory, SGS (Thailand), confirmed that restricted substances were not detected (Not Detected). In addition, suppliers are required to submit annual RoHS compliance test reports to confirm adherence to requirements and to mitigate hazardous substance risks throughout the supply chain.

## 3. Sustainable Raw Material Management

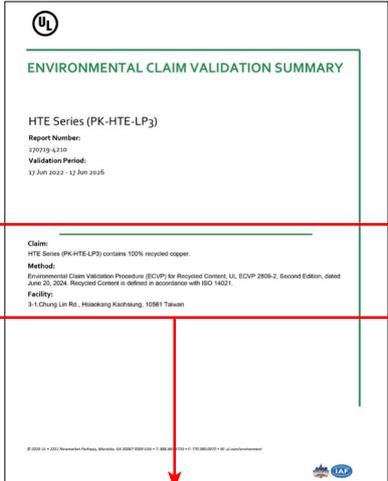
The Group utilizes a variety of raw materials in the printed circuit board (PCB) manufacturing industry. The primary raw materials include copper, laminates, prepreg, and various chemicals. The Group applies a Material Requirements Planning (MRP) system to plan raw material requirements and regularly monitor raw material consumption per production unit, in order to ensure efficient utilization and effective control of raw material usage.

## TABLE OF RAW MATERIAL CONSUMPTION FOR PCB PRODUCTS

RAW MATERIAL DESCRIPTION	YEAR 2024	YEAR 2025
Total Raw Material Consumption (tonnes)	46,461	46,389
Laminate and Prepreg	9,653	11,118
Copper	3,101	3,341
Chemicals	30,905	28,739
Plastics	0	0
Auxiliary Production Materials	2,802	3,191
Total Renewable Raw Materials (tonnes)	0	0
Total Non-renewable Raw Materials (tonnes)	46,461	46,389
Total Product Output (tonnes)	9,885	9,175

### ► Metal Raw Material Management

The Company places importance on the sustainable management of metal raw materials, particularly copper, which is the primary raw material used in printed circuit board (PCB) manufacturing. In 2025, the Company utilized a total of 3,341 tons of Copper Foil and Copper Anode Ball, and an additional 2,228 tons of Copper Foil for laminate production. All of these materials were produced from 100% recycled copper for all PCB product categories, with ISO 14021 certification provided by suppliers. This approach reduces the consumption of virgin natural resources, mitigates the environmental impacts associated with mining and upstream metal production, which involve high greenhouse gas emissions, and supports material circulation and efficient resource utilization within the electronics industry.



**Claim:**  
HTE Series (PK-HTE-LP3) contains 100% recycled copper.

**Method:**  
Environmental Claim Validation Procedure (ECVP) for Recycled Content, UL ECVP 2809-2, Second Edition, dated June 20, 2024. Recycled Content is defined in accordance with ISO 14021.

**Facility:**  
3-1 Chung Lin Rd., Hsinsheng Koptung, 10561 Taiwan



**Claim:**  
HTE Series (PK-HTE-LP3) contains 100% recycled copper.

**Method:**  
Environmental Claim Validation Procedure (ECVP) for Recycled Content, UL ECVP 2809-2, Second Edition, dated June 20, 2024. Recycled Content is defined in accordance with ISO 14021.

### 4. Environmentally Friendly Packaging Usage

The Company promotes the use of environmentally friendly packaging by focusing on reducing material consumption and applying life cycle design concepts to minimize waste, increase reuse and recycling, and ensure efficient resource utilization. The packaging used includes both single-use packaging made from

recycled or biodegradable materials and reusable packaging that can be returned and circulated for repeated use. Currently, the majority of the Company's packaging consists of returnable and reusable packaging.

In addition, the Company encourages suppliers to continuously apply Circular Economy principles in packaging management. Examples include the use of returnable packaging for Prepreg and Dry Film raw materials, such as second-hand pallets, paper cores, and plastic pallets, to reduce the consumption of virgin materials. In 2025, the Company also supported suppliers in adopting reusable temperature data loggers for Dry Film transportation. A total of 390 temperature data loggers were collected and returned to suppliers for reuse, thereby reducing single-use materials and minimizing environmental impacts from transportation.



Temperature data logger in Dry Film transportation vehicles

### 5. Consumer-Safe and Environmentally Friendly PCB Products (Green Product)

The Company is committed to developing and manufacturing printed circuit boards (PCBs) with due consideration for consumer safety and environmental impacts throughout the product life cycle. Environmental, health, and safety criteria are integrated into product design and raw material selection to ensure compliance with applicable laws and international standards, while meeting customer requirements across various industries under the Green PCB concept. The main product categories are as follows:

- ▶ **Lead-Free PCB:** An environmentally friendly product designed without the use of lead (Pb) in the surface finish layer of printed circuit boards. This reduces heavy metal contamination in the environment and enhances operator safety. The Company's Lead-Free PCB products comply with relevant environmental regulations and legal requirements, such as RoHS and WEEE. Alternative surface finish technologies to replace lead are utilized, including ENIG, OSP, Lead-free HASL, Immersion Tin, and Immersion Silver. Currently, all of the Company's PCB products are Lead-Free PCBs.
- ▶ **PCB Using Recycled Copper:** An environmentally friendly product that utilizes recycled copper instead of newly mined copper. This approach reduces greenhouse gas emissions, metal waste, and environmental impacts associated with upstream extraction and smelting processes. All of the Company's PCB products are manufactured using 100% recycled copper.
- ▶ **Halogen-Free PCB:** An alternative environmentally friendly product that is free from halogen substances such as bromine (Br) and chlorine (Cl), which are commonly used as flame retardants in conventional materials. The Company utilizes FR-4 halogen-free resin materials or alternative flame retardants, such as phosphorus-based compounds, to reduce toxic emissions and acidic fumes during combustion. Although the current production volume of Halogen-Free PCB is limited, the Company maintains readiness to manufacture such products to meet specific customer requirements.





The Company is committed to conducting its business responsibly and respecting the human rights of all stakeholder groups at the organizational level, based on the principles of good governance, strict compliance with applicable laws, and non-violation of human rights in all business activities. The Company has established human rights policies and practices that cover its operations, subsidiaries, supply chain, as well as business partners and joint ventures, to ensure equal and fair treatment in accordance with fundamental human rights.

The Company recognizes the importance of promoting human rights and labor practices in line with international standards and the laws of every country in which it operates. The Company adheres to the principles of the United Nations Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work. Particular emphasis is placed on issues relevant to the nature of the business, such as labor rights, occupational safety, non-discrimination, and responsible labor practices within the supply chain, in order to build sustainable confidence and trust among stakeholders.



#### MANAGEMENT APPROACH

- ▶ **Policy declaration and commitment:** The Company declares its commitment and governance on human rights through the Human Rights Policy and other related policies and commitments to ensure that all stakeholder groups are treated equally and fairly. This includes promoting and supporting freedom of expression, association, collective bargaining, and fair compensation. The Company also places importance on vulnerable groups to combat and eliminate risks related to human trafficking, forced labor, and child labor, while committing to completely eliminate discrimination and oppose harassment in all forms.
- ▶ **Comprehensive human rights due diligence:** The Company regularly conducts human rights risk assessments to identify key human rights risks, review impacts, and improve operations to mitigate potential adverse impacts on all stakeholder groups arising from the Company's business activities.
- ▶ **Monitoring and disclosure of human rights performance:** The Company monitors human rights performance, reviews actual impacts, improves established measures, and considers actions for maximum operational effectiveness, while transparently disclosing performance to the public.
- ▶ **Embedding and communication:** The Company communicates policies that incorporate fundamental principles and international human rights standards to employees and business partners to build knowledge, understanding, and awareness of the importance of respecting human rights.
- ▶ **Grievance and remediation mechanisms:** The Company has grievance mechanisms for receiving complaints related to human rights from employees and/or stakeholders, including processes for verification, corrective action, and appropriate remediation for affected parties. Complaint issues are also used to improve operations to prevent recurrence or new incidents.

## PERFORMANCE OVERVIEW

Zero violations of social and human rights laws or regulations.

INDICATOR	PERFORMANCE 2025	ACTION STATUS	
		RESOLVED	UNDER INVESTIGATION OR CORRECTIVE ACTION
Number of significant violations of laws or regulations related to social and human rights	3	1	2
Number of cases of child labor in the Company's operations and supply chain	0	0	0



## HUMAN RIGHTS POLICY STATEMENT

All executives and employees of KCE Electronics Public Company Limited recognize the importance of and respect human rights in all aspects in accordance with applicable laws and international treaties to which each country is bound, including:

- ▶ Equal treatment of all human rights without discrimination
- ▶ Prevention of human rights violations or exclusion
- ▶ Support for and promotion of equal fundamental rights
- ▶ Communication, dissemination, understanding, and oversight of mutual conduct within the Company and among relevant business sectors, suppliers of goods and services, contractors, and business partners. All parties must participate in conducting business with integrity, respect for human rights, and fair treatment in accordance with fundamental human rights.

## HUMAN RIGHTS POLICY AND PRACTICES

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.



Human Rights Policy and Worker Practice



## 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 presented in the following table.

STAKEHOLDERS	HUMAN RIGHTS RISK ISSUES	RISK LEVEL	PREVENTION AND MITIGATION MEASURES
Employees	Unfair employment	Low	<ul style="list-style-type: none"> <li>▶ Comply with labor laws by establishing lawful and fair employment conditions</li> <li>▶ Regularly review wages and benefits to ensure full entitlements</li> <li>▶ Provide equal payment for wages, overtime, and holiday work</li> <li>▶ Establish clear employment policies and communicate them to employees</li> </ul>
	Forced labor / child labor	Low	<ul style="list-style-type: none"> <li>▶ Establish policies prohibiting forced labor and child labor</li> <li>▶ Conduct regular onsite workplace inspections</li> <li>▶ Do not collect or retain employees' identification documents or deposits</li> <li>▶ Continuously monitor compliance with labor policies</li> </ul>
	Freedom of association and collective bargaining	Low	<ul style="list-style-type: none"> <li>▶ Respect employees' rights to organize and bargain collectively without interference</li> <li>▶ Support good-faith and fair collective bargaining</li> <li>▶ Train management and supervisors on labor rights</li> </ul>
	Discrimination and harassment	Low	<ul style="list-style-type: none"> <li>▶ Non-discrimination and anti-harassment policies with clearly defined prohibited behaviors</li> <li>▶ Recruitment and evaluation based on competence and experience</li> <li>▶ Compensation aligned with the principle of Equal Pay for Equal Work</li> <li>▶ Provide secure grievance channels and effective whistleblowing/complaint handling processes</li> <li>▶ Train employees and supervisors on discrimination and harassment</li> <li>▶ Establish appropriate disciplinary measures for violations</li> </ul>
	Occupational health and safety	Medium	<ul style="list-style-type: none"> <li>▶ Operate in accordance with ISO 45001 and occupational health and safety policies</li> <li>▶ Provide protective equipment and regular safety training</li> <li>▶ Conduct annual health check-ups</li> <li>▶ Perform annual emergency drills</li> <li>▶ Monitor and analyze accidents to prevent recurrence</li> <li>▶ Provide life and accident insurance for employees</li> </ul>
	Violation of employee personal data	Low	<ul style="list-style-type: none"> <li>▶ Strict compliance with personal data protection laws (PDPA)</li> <li>▶ Appoint responsible persons or working committees for data protection</li> <li>▶ Implement appropriate data security measures</li> <li>▶ Provide employee training on personal data protection</li> </ul>

STAKEHOLDERS	HUMAN RIGHTS RISK ISSUES	RISK LEVEL	PREVENTION AND MITIGATION MEASURES
Customers	Discrimination against customers	Low	<ul style="list-style-type: none"> <li>▶ Establish non-discriminatory customer service policies</li> <li>▶ Adhere to ethical business conduct in fair service delivery</li> </ul>
	Violation of customer data privacy	Low	<ul style="list-style-type: none"> <li>▶ Implement data security measures in accordance with TISAX</li> <li>▶ Control access to and use of customer data appropriately</li> <li>▶ Train employees on TISAX and PDPA</li> </ul>
Suppliers and Contractors	Discrimination against suppliers and contractors	Low	<ul style="list-style-type: none"> <li>▶ Supplier Code of Conduct</li> <li>▶ Assess supplier risks before and during contracts</li> </ul>
	Forced labor / child labor by suppliers	Low	<ul style="list-style-type: none"> <li>▶ Supplier Code of Conduct covering prohibition of forced and child labor</li> <li>▶ Conduct onsite supplier audits</li> </ul>
	Occupational safety governance for contractors	Low	<ul style="list-style-type: none"> <li>▶ Provide safety training for contractors working on-site</li> <li>▶ Enforce strict compliance with safety regulations</li> </ul>
Community and Environment	Environmental pollution impacts	Medium	<ul style="list-style-type: none"> <li>▶ Operate in accordance with ISO 14001 and environmental policies</li> <li>▶ Manage waste appropriately</li> <li>▶ Control chemical usage</li> <li>▶ Maintain air pollution control and wastewater treatment systems</li> <li>▶ Implement GHG reduction and energy-saving measures</li> <li>▶ Engage with community feedback</li> </ul>

The Company plans to continuously expand human rights risk assessments to its subsidiaries and relevant entities across the Group to ensure coverage throughout the entire value chain. The Company will review and assess human rights risks on an annual basis, or whenever there are significant changes in organizational context, business operations, or material risk factors, to ensure that established measures remain appropriate and aligned with current circumstances.

INCIDENTS OR COMPLAINTS RELATED TO VIOLATIONS OF SOCIAL AND HUMAN RIGHTS LAWS OR REGULATIONS 

SIGNIFICANT DISPUTES OR COMPLAINTS RELATED TO VIOLATIONS OF SOCIAL AND HUMAN RIGHTS LAWS OR REGULATIONS	PERFORMANCE 2025	RESOLVED	UNDER INVESTIGATION OR CORRECTIVE ACTION
Significant labor disputes	2	0	2
Complaints or violations of consumer rights or supplier rights	0	0	0
Community / social complaints	1	1	0
Complaints or violations related to cybersecurity or customer data breaches	0	0	0
Complaints or violations of occupational health and safety laws and regulations	0	0	0

In 2025, 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. In addition, 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.

## GRIEVANCE AND REMEDIATION MECHANISMS

The Company places importance on respecting and protecting human rights in accordance with international standards. To ensure that, in the event of human rights violations, the Company has grievance mechanisms and processes to appropriately, fairly, and effectively address and remedy impacts on affected parties, the details are as follows:

### 1. Grievance Mechanisms and Accessibility

The Company provides multiple, easily accessible grievance channels for employees, business partners, and stakeholders, while continuously communicating and raising awareness of grievance channels and complaint-handling processes through training and internal communications.

#### Grievance Channels:

- ▶ Complaint and suggestion boxes within the Company managed by the Human Resources Department
- ▶ Internal hotline, Labor Relations Section, Human Resources Department
- ▶ CEO complaint box
- ▶ Labor union representatives or employee committee representatives
- ▶ "Whistleblower and Complaint" channel on the Company's website: [www.kce.co.th](http://www.kce.co.th)
- ▶ "Whistleblower and Complaint" channel on the Company's intranet (KCE Home Intranet)
- ▶ Email: [whistleblower@kce.co.th](mailto:whistleblower@kce.co.th)
- ▶ Postal mail addressed to the Internal Audit Manager:
  - KCE Electronics Public Company Limited
  - 72-72/1-3 Lat Krabang Industrial Estate, Soi Chalongsong 31,
  - Lamplathew Subdistrict, Lat Krabang District, Bangkok 10520



▶ QR code for submitting complaints to the Human Resources Department



▶ QR code Whistleblower

### 2. Complaint Investigation Process

The Company has established a clear, transparent, and fair complaint investigation process based on the principles of Human Rights Due Diligence. An investigation committee is appointed, comprising representatives from functions without conflicts of interest, to review complaints, investigate facts, assess impacts, and implement appropriate corrective actions. The Company prioritizes personal data protection and safeguards complainants or whistleblowers against any form of retaliation.

### 3. Remediation and Compensation Measures

Where human rights violations are identified, the Company provides remediation measures appropriate to the nature of the impact, such as restoration of rights, financial compensation, rehabilitation, or improvement of policies and work processes to prevent recurrence. Legal assistance or advisory support may also be provided to affected parties as appropriate.

### 4. Monitoring and Continuous Improvement

The Company continuously monitors the effectiveness of remediation mechanisms to ensure fair resolution for affected parties and regularly evaluates and improves processes to align with national labor, human rights, and environmental laws, as well as international standards.

## HUMAN RIGHTS AWARENESS TRAINING

The Company is committed to conducting business in accordance with human rights principles and continuously communicates these practices to relevant stakeholders. Emphasis is placed on respecting employee rights and raising human rights awareness through e-learning training and appropriate engagement activities. All executives and employees receive training on human rights policies covering rights, equality, non-discrimination, prevention of sexual harassment, and grievance and whistleblowing channels in cases of human rights violations.

In addition, the Company provides knowledge to contractor representatives to strengthen understanding and strict compliance with human rights principles and verifies contractor qualifications prior to on-site work within factory premises to prevent child labor and forced labor. The Company also prioritizes the protection of children's rights by conducting business in accordance with the Children's Rights and Business Principles (CRBP) and establishing human rights policies covering the prevention of child labor and forced labor both within the organization and throughout the supply chain.



Reference : <https://elearning.set.or.th/>

## 4.2

## LABOR PRACTICES ►



The Company recognizes that employees are its most valuable resource and a key factor in business success. Fair labor practices aligned with international labor and human rights standards therefore form the foundation of sustainable operations. The Company is committed to providing a safe and health-supportive working environment, while promoting diversity and equal inclusion, non-discrimination, appropriate compensation and working hours, social protection systems, support for employees' freedom of association, and work-life balance. The Company also continuously develops employees' capabilities to ensure they are well prepared to perform effectively and to jointly drive the organization's sustainable growth, in line with the increasing expectations of stakeholders regarding the role of responsible business organizations.

### MANAGEMENT APPROACH

- ▶ Compliance with labor laws and human rights at all levels, including adherence to international standards or principles such as the International Labour Organization (ILO) labor standards and the UN Guiding Principles on Business and Human Rights.
- ▶ Establishment of labor-related policies and practices, including human resource management policies, with clear communication to employees at all levels to ensure understanding.
- ▶ Determination of fair compensation policies in accordance with industry standards and labor law requirements, with remuneration primarily based on employees' performance or capabilities.
- ▶ Promotion of workplace diversity and non-discrimination in all aspects, such as age, gender, race, nationality, or disability, creating opportunities for all individuals to grow within the organization regardless of physical or social limitations.
- ▶ Continuous development of employees' skills by providing opportunities for all employees to enhance their capabilities and grow within the organization through job-related skills training, as well as training on labor rights and awareness of equality and fairness in the workplace.
- ▶ Establishment of channels to receive employee feedback and grievances, along with effective corrective and preventive actions implemented collaboratively.

### PERFORMANCE OVERVIEW

INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Proportion of female executives to total executives (%)	30	44	43
Number of complaints related to discrimination and harassment (cases)	0	0	0

Proportion of female executives of not less than 30% of total executives.  
No labor-related complaints concerning discrimination and harassment.



## LABOR PRACTICES POLICY

The Company has established a Labor Practices Policy covering fundamental labor rights and fair treatment of employees, non-discrimination, and prohibition of harassment, both within the organization and throughout the supply chain. This policy has been approved by the Chief Executive Officer and Managing Director, implemented across the organization, and communicated to business partners in accordance with the Supplier Code of Conduct to ensure that the supply chain adheres to the same standards.



Human Rights  
Policy and  
Worker Practice



## 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.



## LABOR OPERATIONS

### Measures to Prevent Discrimination and Harassment

The Company places importance on respecting human rights, equality, and the dignity of all employees by fostering a safe, fair, and discrimination- and harassment-free working environment. To prevent and mitigate human rights risks, the Company has established clear preventive measures covering workplace discrimination, limitation of opportunities, and sexual harassment, as follows:

- ▶ Establishing explicit policies prohibiting all forms of discrimination and harassment, including verbal, physical, and electronic behaviors, based on human rights and equality principles, and communicating them strictly to employees and management.
- ▶ Defining recruitment, selection, performance evaluation, and promotion processes based primarily on knowledge, capability, and performance, free from bias or discrimination, and supporting the principle of equal pay for equal work.
- ▶ Providing secure, confidential, and easily accessible grievance channels, along with protection measures for complainants and witnesses against retaliation, to ensure confidence in transparent reporting.
- ▶ Establishing independent, transparent, and fair investigation procedures, including appropriate disciplinary actions for offenders and formal reporting in accordance with defined procedures.
- ▶ Continuously monitoring, reviewing, and improving measures using gender, compensation, and promotion data for analysis to prevent and reduce long-term discrimination risks.



## LIVING WAGE

The Company recognizes the importance of a living wage, defined as wages sufficient to cover the basic needs of employees and their families, such as food, housing, clothing, healthcare, transportation, and education, excluding overtime and bonuses. A living wage differs from the statutory minimum wage, which may not reflect the actual cost of living in each area. Currently, the Company determines wages by referencing the legal minimum wage, internal salary structures, and average cost-of-living data in Bangkok

and surrounding areas to ensure appropriate and fair remuneration. The Company is committed to continuously reviewing and improving wage-setting approaches by considering economic conditions, inflation, and changing living costs, and is developing a systematic living-wage assessment process to support future wage policy determination, thereby enhancing employees' quality of life and supporting the organization's long-term sustainable growth.



## WORKING HOURS

The Company emphasizes appropriate management of employees' working hours to avoid excessive overtime or prolonged working hours that may affect employees' health and quality of life. Working hours and overtime comply with applicable labor laws and are based on employees' voluntary consent, with fair overtime compensation provided. Workforce and production planning are conducted systematically, and working hours are continuously monitored to reduce reliance on overtime while balancing operational efficiency and employees' quality of life.



## COMMUNICATION AND CONSULTATION WITH EMPLOYEE REPRESENTATIVES ON WORKING CONDITIONS

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 joint consideration and improvement of working conditions and employee welfare. Employer representatives meet with the employee committee at least once per quarter. Meeting outcomes, resolutions, and action plans are communicated to employees through appropriate internal communication channels. Once approved by the Chief Executive Officer and Managing Director, the committee's resolutions and proposals become effective and apply to all employees.



## EQUAL REMUNERATION

The Company regularly reviews human resource management practices to promote diversity, eliminate gender bias, and create equal opportunities across all processes—from recruitment and career development to compensation determination. Compensation policies align with industry standards and labor laws and adhere to the principle of equal pay for work of equal value, based on roles and responsibilities, performance, and employee capability, without discrimination.

The Company annually monitors, analyzes, and reviews pay differences between female and male employees and uses the results to improve compensation policies and practices to strengthen fairness and talent retention. In 2025, the Group's average gender pay gap at the operational level decreased significantly to 4%, compared with 20% in 2024, reflecting the Company's concrete commitment to pay equity.



## EMPLOYEE BENEFITS

The Company prioritizes investment in human capital and long-term security for permanent employees by providing benefits beyond legal minimum requirements to support quality of life, financial security, and talent retention. These benefits cover all factories in Thailand, which are the Company's 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 shared ownership, as well as parental leave in accordance with legal requirements.



## EMPLOYEE PERFORMANCE EVALUATION

The Company conducts performance evaluations based on the Management by Objectives principle, with clearly defined and measurable annual Key Performance Indicators (KPIs) aligned with each position's responsibilities and monitored monthly. Employees can review their monthly KPI scores via the intranet system (KCE Home Service) to enhance transparency. Where performance falls below targets, individual improvement plans are implemented through supervisor consultation, additional coaching, or mentoring to support continuous development. Employees may request KPI review or investigation through a KPI grievance channel or directly contact Human Resources to ensure fairness and transparency.

Formal annual evaluations are conducted and used to determine annual salary adjustments and bonuses. The system covers 100% of employees, including permanent staff, contract workers, and all organizational levels from operational staff to executives. Plant-level KPIs also incorporate environmental, social, and safety (ESG & Safety) indicators relevant to all employees to promote shared responsibility and sustainable business practices.



## PROMOTING DIVERSITY AND EQUALITY IN THE ORGANIZATION

The Company promotes diversity and equality through equal employment policies free from discrimination based on gender, race, nationality, religion, skin color, origin, disability, political ideology, 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 while ensuring equality across all HR processes, including recruitment, performance evaluation, promotion, career development, compensation, working hours, leave, welfare, and safe working conditions.

In 2025, the Group employed a total of 4,171 employees, comprising 56% permanent employees and 44% contract workers, with 43% female and 57% male employees. Gender diversity is transparently disclosed across all responsibility levels. The Company has set a target for female executives to exceed 30% of total executives; currently, female executives represent 43%, reflecting progress in gender balance at decision-making levels. In revenue-generating functions—production and sales—female executives account for 28% of executives in these areas, acknowledging industry-wide challenges in technical and commercial roles where female representation in leadership remains relatively low.

The Company therefore continues to expand growth opportunities for female personnel through technical and leadership development, high-responsibility assignments, and career advancement. Female employees represent 44% of STEM roles, forming a key pipeline for future leadership. In 2025, women accounted for 35% of new hires and 45% of promotions, reflecting the Company's ability to attract, develop, and retain female talent at all levels.



## EQUAL OPPORTUNITY FOR PERSONS WITH DISABILITIES

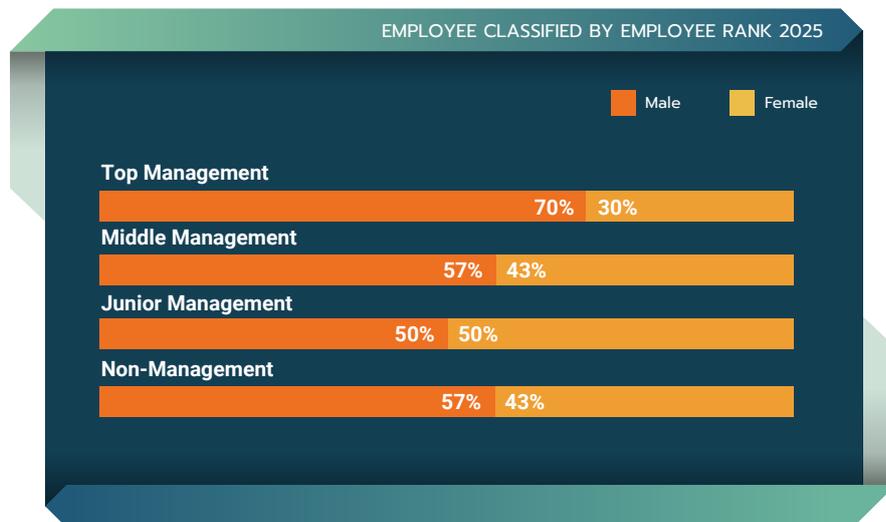
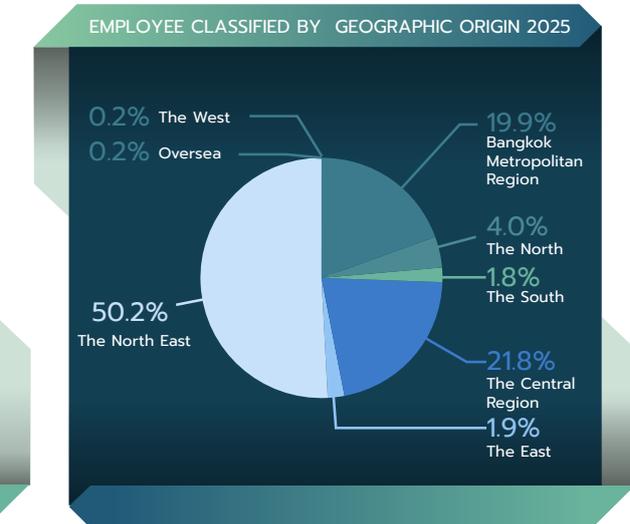
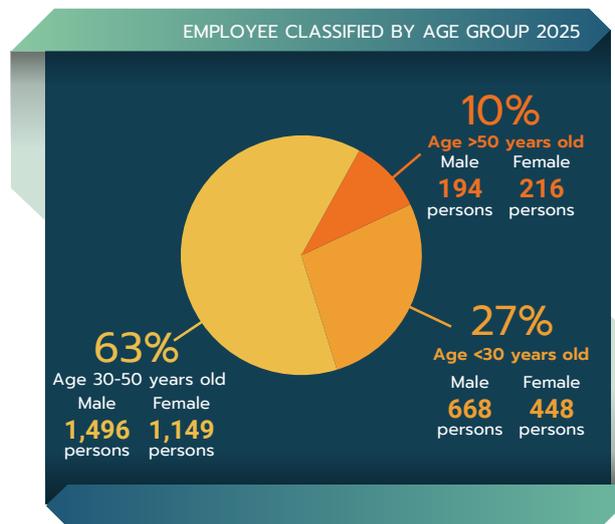
The Company promotes fair and equal employment opportunities by hiring persons with disabilities in roles suited to their physical conditions and capabilities, supporting inclusive participation in the labor market. Appropriate workplace environments and facilities—such as accessible restrooms, ramps, elevators, and parking—are provided to ensure safe and effective working and daily living conditions.

In 2025, the KCE Group employed a total of 25 permanent employees with disabilities, comprising 17 males and 8 females. The employment ratio of persons with disabilities is not less than one per 100 employees, in compliance with the Empowerment of Persons with Disabilities Act, reflecting the Company's commitment to diversity and inclusive participation within the organization.

TABLE OF EMPLOYEE DIVERSITY DATA



EMPLOYEE CLASSIFICATION	YEAR 2023		YEAR 2024		YEAR 2025	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
<b>Total Number of Employees</b>	5,027		4,643		4,171	
<b>Classified by Gender</b>	2,759	2,268	2,533	2,110	2,358	1,813
<b>Classified by Employee Type</b>						
Permanent Employees	1,333	837	1,438	1,040	1,399	967
Subcontractor Employees	1,426	1,431	1,095	1,070	959	846
<b>Classified by Employee Rank</b>						
Top Management	11	6	18	9	19	8
Middle Management	30	19	27	18	27	20
Junior Management	43	38	38	36	40	40
Non-Management	2,675	2,205	2,450	2,047	2,272	1,745
<b>Classified by Age Group</b>						
Less than 30 years old	922	780	813	676	668	448
30-50 years old	1,633	1,251	1,543	1,221	1,496	1,149
More than 50 years old	204	237	177	213	194	216
<b>Classified by Geographic Origin</b>						
Bangkok Metropolitan Region	364	428	386	441	408	420
The North	164	76	121	56	116	52
The South	53	37	46	40	44	32
The Central Region	621	485	555	454	524	384
The East	55	54	48	48	42	38
The North East	1,496	1,188	1,373	1,069	1,215	880
The West	0	0	0	0	3	4
Oversea	6	0	5	1	6	3
<b>Classified by Vulnerable Group</b>						
Persons with disability	14	8	18	8	17	8



## TABLE OF EMPLOYEE DIVERSITY DATA



EMPLOYEE RANK AND JOB CATEGORY	YEAR 2025		
	MALE	FEMALE	%FEMALE
Total Employees	2,358	1,813	43%
Total Mangement Employees	86	68	44%
▶ Top Management	19	8	30%
▶ Middle Management	27	20	43%
▶ Junior Management	40	40	50%
Management positions in revenue-generating functions	59	23	28%
Employees in science, engineering, and technology (STEM) positions	186	145	44%

## DIVERSITY DATA OF NEW HIRES AND PROMOTIONS



EMPLOYEE TYPE AND RANK	YEAR 2024			YEAR 2025		
	MALE	FEMALE	%FEMALE	MALE	FEMALE	%FEMALE
<b>New hires</b>						
Permanent Employees	133	113	46%	109	49	31%
Subcontractor Employees	742	459	38%	185	111	38%
<b>Promotions</b>						
Management	9	6	40%	2	6	75%
Non-Management	78	50	39%	54	40	43%

# 4.3

## EMPLOYEE DEVELOPMENT >



The Company recognizes the development of human capital as a key factor in strengthening competitiveness and achieving sustainable growth in the printed circuit board (PCB) industry. The Company is committed to enhancing the skills, knowledge, and competencies of employees at all levels to align with technological advancements, industry changes, and evolving sustainability expectations.

Employee capability development is systematically integrated within the organization’s governance framework and human resource management processes, covering policy formulation, competency management, training needs analysis, annual training roadmap development, as well as monitoring and evaluation of outcomes. This ensures that investments in human capital development concretely support corporate strategy, risk management, and long-term value creation.

### MANAGEMENT APPROACH

- ▶ Establish systematic human resource development policies and plans covering employees at all levels, aligned with corporate strategy, risk management, and long-term value creation.
- ▶ Implement competency management using frameworks of Core Competency, Leadership Competency, and Functional Competency to assess potential, plan career development, and support appropriate individual development.
- ▶ Conduct continuous training and development through internal and external training programs, e-learning systems, online learning platforms, seminars, workshops, and special programs to enhance both hard skills and soft skills.
- ▶ Perform Training Needs Analysis and develop an Annual Training Roadmap to ensure personnel development aligns with operational requirements and changes in technology, digital transformation, and specialized functions.
- ▶ Emphasize leadership development and career progression planning (Career Development and Succession Planning) to prepare high-potential employees and support succession readiness, particularly at the executive level.
- ▶ Regularly evaluate employee performance using position-appropriate Key Performance Indicators (KPIs), combined with constructive feedback and coaching to promote continuous capability development.
- ▶ Develop the competencies of production operators to ensure sufficient knowledge and capability to perform duties in accordance with company standards and quality policies.
- ▶ Foster an organizational culture that promotes learning, knowledge management, and the cultivation of corporate values, culture, and business ethics to support efficient and sustainable operations.

### PERFORMANCE SUMMARY

Employees at all levels receive at least 24 training hours per person annually

INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Average training hours per employee (hours/person/year)	24	27	29

## TABLE OF EMPLOYEE TRAINING STATISTICS



TRAINING	YEAR 2023	YEAR 2024	YEAR 2025
Total Training Hours	103,289	132,671	113,804
Average Training Hours (hrs./person/year)	21	29	27
Total Training Expense (THB)	2,854,085	2,442,272	2,435,200
Average Training Expense (THB/person)	568	526	586

## TRAINING STATISTICS OF EMPLOYEES BY GENDER AND EMPLOYEE RANK



TRAINING	YEAR 2024		YEAR 2025	
	TOTAL TRAINING HOURS (HRS.)	AVERAGE TRAINING HOURS (HRS./PERSON/YEAR)	TOTAL TRAINING HOURS (HRS.)	AVERAGE TRAINING HOURS (HRS./PERSON/YEAR)
<b>Classified by Gender</b>				
Male	63,932	25	65,778	28
Female	68,739	33	48,026	26
<b>Classified by Employee Rank</b>				
Top Management	436	16	514	19
Management	4,753	40	4,830	38
Non-Management	127,481	28	108,460	27

## YEAR 2025

Training Hours

113,804

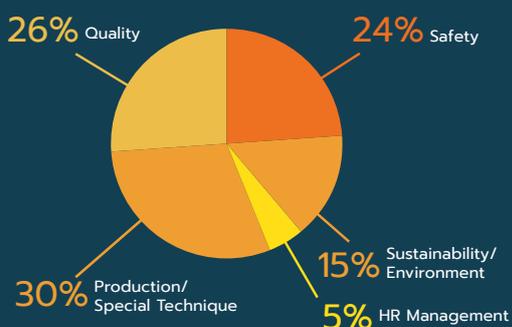
Hours

Training Expense

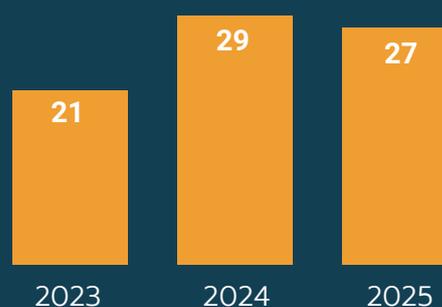
2,435,200

THB

### TRAINING HOUR CLASSIFIED BY TRAINING CATEGORIES 2025



### AVERAGE TRAINING HOURS (HRS./PERSON/YEAR)



Based on the results of employee capability development in 2025, training programs were conducted to enhance essential knowledge and skills for employees at all levels. The average training hours were 27 hours per person per year. Employees at the executive and operational levels achieved average training hours exceeding the target of 24 hours. Training plans for senior executives will be further refined, such as increasing online training or e-learning programs, as well as expanding sustainability-related training courses to equip employees with knowledge to further align operations with sustainable development goals.

## EMPLOYEE CAPABILITY DEVELOPMENT PROGRAMS/PROJECTS

To ensure clear communication of information on employee capability development and to reflect its true value, the Company has selected training programs of strategic importance that can demonstrate tangible outcomes, as follows:

### 1) AI & DIGITAL UPSKILLING PROGRAM

#### ▶ AI & Digital Upskilling Program for Executives

The Company places importance on preparing executives and supervisors for technological transformation, particularly the application of artificial intelligence (AI) in management and strategic decision-making. Therefore, the Company organized the AI & ChatGPT for Executives program to enhance digital skills and the effective use of AI tools.

This program was conducted in a one-day Seminar & Workshop format, covering both conceptual knowledge and practical application. Topics included understanding the principles of AI and ChatGPT, effective prompt writing, and the application of AI in management, marketing, sales, human resources, finance, production, and risk management, as well as the use of AI to improve work efficiency and streamline processes.

In 2025, a total of 44 executives and supervisors participated in the program, representing a key workforce group responsible for setting direction and driving the organization forward.

Number of Employee trained	44 of executives and supervisors
Project duration:	Seminar and workshop training, 1 day
Project outcomes	Participants gained knowledge and understanding of applying artificial intelligence (AI) and ChatGPT in practical work. They are able to apply these tools in data analysis, report preparation, strategic decision-making, and improving work process efficiency.
Benefits to the Company	The Company enhanced the digital capabilities of executives and supervisors, who are a key workforce in driving the organization. This supports data-driven decision-making, improves operational efficiency, and strengthens workforce readiness under the Future Workforce Readiness strategy.





## 2. MANDATORY TRAINING PROGRAM ON SAFETY, ETHICS, AND ESG

### ▶ ESG DNA e-Learning Program

The Company places importance on systematically developing employees' ESG capabilities to build knowledge, understanding, and sustainability awareness among employees at all levels, while supporting the continuous integration of ESG principles into the organization's operations.

In this year, the Company received the "ESG DNA Program" certificate from the Stock Exchange of Thailand. A total of 339 out of 341 target employees completed the two mandatory courses, representing an achievement rate of 98.8%, reflecting the Company's commitment to translating ESG knowledge into practical implementation within the organization.

The Company remains committed to continuously implementing this program and reapplied on 1 June 2025. The Company and its affiliates expanded the target group to 500 employees, and upon completion of the required period, 488 employees had completed all four mandatory courses, representing a participation rate of 97.6%, demonstrating the continuity and strength of the Group's ESG capability development system.



บริษัท เคซี อิเล็กทรอนิกส์ จำกัด (มหาชน)  
ได้รับเกียรติบัตร "โครงการ ESG DNA"  
จากตลาดหลักทรัพย์แห่งประเทศไทย



บริษัท เคซี อิเล็กทรอนิกส์ จำกัด (มหาชน) โดย คุณ วรดา ไตรธรรมรัตน์ ผู้อำนวยการอาวุโสฝ่ายปฏิบัติการ เป็นตัวแทนได้รับเกียรติบัตร โครงการ ESG DNA จาก ดร.สพพร ชูชนะเสถียร รองผู้จัดการทั่วไป สายงานวางแผนกลยุทธ์องค์กรสายงานวางแผนกลยุทธ์ และพัฒนาความสัมพันธ์ ตลาดหลักทรัพย์แห่งประเทศไทย ในพิธีมอบเกียรติบัตร ณ หอประชุมสุโขทัย แขวงเจริญ อาคาร ตลาดหลักทรัพย์ฯ เมื่อวันที่ 26 สิงหาคม 2568



Number of Target Employees

500 persons

Number of Employees Trained

488 persons

Mandatory ESG Courses

- ▶ ESG101: ESG in Action
- ▶ CE201: Business Operations Based on Circular Economy Principles
- ▶ SO2\_1: Value Chain Analysis
- ▶ ESG 201: ESG Risk Management

4 courses

Completion Rate for All Mandatory Courses

97.6%

Training Method

e-Learning



## 3. LEADERSHIP AND ORGANIZATIONAL CULTURE DEVELOPMENT PROGRAM

### ▶ Train the Trainer Program

In the past year, the Company had 20 employees who completed the Train the Trainer program and were registered as internal trainers. These internal trainers conducted a total of 163 training sessions, covering 17 courses, comprising both Technical Skills and Leadership Development programs. This supported employee capability development across multiple dimensions.

The development of internal trainers enhanced the effectiveness of internal knowledge transfer, reduced reliance on external trainers, and generated total training cost savings of THB 76,500, reflecting the cost efficiency and sustainability of the Company's human resource development system.



Number of training courses conducted

17 courses

Total training hours

19,499 hours

Number of employees trained

1,664 persons

Training cost savings

76,500 THB

► KCE Values & Integrity Culture Program



The Company implemented the KCE Values & Integrity Culture Program to continuously instill corporate values, strengthen organizational culture, and enhance employee engagement. The program aims to convey KCE’s approach to life and work while integrating ethics and anti-corruption principles to promote responsible, transparent behaviors aligned with corporate values.

This program has been conducted continuously for the 7<sup>th</sup> year, and in the current year, 334 employees participated. The outcomes reflect increased employee satisfaction, positive attitudes, and stronger organizational engagement, supporting the development of a sustainable corporate culture in the long term.

Number of employee trained	334 persons
Benefits to the Company	Promotes the cultivation of corporate values, organizational culture, and employee engagement, including anti-fraud and anti-corruption practices
Project outcomes	Increased employee satisfaction; employees demonstrate positive attitudes toward the organization and feel engaged and proud to be part of KCE



 4. Transition Program for Retiring and Terminated Employees

The Company organized a Transition Program under the Happy Life Happy Money course to support employees in planning their lives and finances during the transition to retirement or career change. The program aims to enhance knowledge, understanding, and skills in managing life in a balanced and sustainable manner. A total of 32 employees participated.

The program outcomes strengthened employees’ preparedness, confidence, and long-term quality of life, reflecting the Company’s care for employee welfare and well-being throughout the entire working lifecycle.



Number of employee trained	32 persons
Target group	Employees preparing for retirement or termination of employment
Benefits to the Company	Enhances the Company’s image as an organization that cares about employees’ quality of life and helps appropriately reduce employee concerns during the transition period
Project outcomes	Employees are better prepared for life and financial planning and demonstrate positive attitudes toward the post-employment transition

# 4.4

## OCCUPATIONAL HEALTH AND SAFETY >



The Company places importance on occupational health and safety for both employees and stakeholders, with a commitment to becoming a Zero Accident Organization. The Company has therefore established an occupational health and safety management system in compliance with national laws and international standards. Risks are regularly assessed and reviewed, and safety systems and control measures are continuously improved and enhanced.

### MANAGEMENT APPROACH



The Occupational Health and Safety Policy

- ▶ Establishing an Occupational Health and Safety Policy in alignment with the requirements of the ISO 45001 Occupational Health and Safety Management System, as well as applicable laws and customer requirements.
- ▶ Compliance with occupational health and safety laws and international standards, including the ISO 45001 Occupational Health and Safety Management System.
- ▶ Regular safety inspections and performance evaluations, analysis of accident root causes, implementation of corrective and preventive actions to avoid recurrence, and continuous improvement of management practices based on evaluation results.
- ▶ Risk assessment and hazard control through analysis and evaluation of risks in each work process, implementation of hazard control measures, and establishment of monitoring systems with continuous improvement of preventive measures.
- ▶ Training and promotion of a safety culture by providing occupational health and safety training to employees, fostering safety awareness and health consciousness, and establishing channels for employees to report incidents and propose corrective actions.
- ▶ Emergency management, including conducting emergency drills, providing first aid equipment, and training designated personnel to deliver assistance effectively.

### PERFORMANCE SUMMARY

TARGET		Zero Work-Related Lost Time Injuries		
INDICATOR	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024	
Number of work-related injuries resulting in more than 3 days of lost time (Cases)	0	24	19	
Lost Time Injury Frequency Rate (LTIFR) of work-related injuries resulting in more than 3 days of lost time (Cases per 1,000,000 hours worked)	0	2.02	1.47	



## OCCUPATIONAL HEALTH AND SAFETY GOVERNANCE

The Company systematically oversees occupational health and safety by establishing an organizational structure and appointing safety personnel in full compliance with applicable laws, including supervisory-level safety officers, managerial-level safety officers, and professional safety officers, as well as a dedicated safety unit and a Safety, Occupational Health and Work Environment Committee. These bodies are responsible for setting policies, controlling, and continuously monitoring performance. The Occupational Health and Safety Policy is approved and signed by the Chief Executive Officer and Managing Director (CEO) as the highest executive of the Company.

The Safety, Occupational Health and Environment Department reports incidents, performance results, and risk issues to the management meeting on a monthly basis to enable timely direction and implementation of appropriate measures. In addition, occupational health and safety performance is reported to the Corporate Governance and Sustainability Committee and the Board of Directors at least three times per year to support oversight at the organizational level and continuous improvement.



## ISO 45001 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

The Company has been certified to the ISO 45001 Occupational Health and Safety Management System standard by SGS (Thailand) Limited since 2020, with annual surveillance audits conducted regularly. The scope of the Occupational Health and Safety Management System covers all Company employees as well as individuals working within the Company's premises, such as contractors, security guards, and cleaning staffs. The most recent ISO 45001 surveillance audit was conducted during 26–28 February 2025.

In 2025, the Company maintained ISO 45001 certification covering all employees. For future plans, the subsidiaries—KCE Technology Co., Ltd. and Thai Laminate Manufacturer Co., Ltd.—intend to develop and implement occupational health and safety management systems in accordance with ISO 45001 and obtain certification by 2026.



## WORK-RELATED INJURIES AND ILL HEALTH

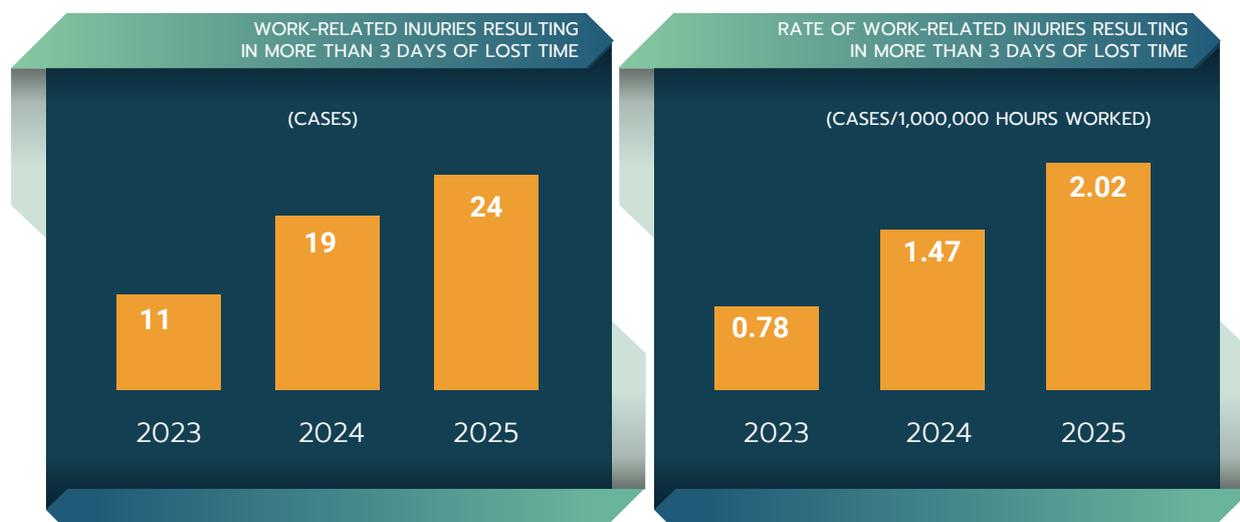
In the workplace, occupational accidents and work-related illnesses are significant issues that affect both employees and the organization. The Company recognizes the importance of occupational health and safety and is committed to creating a safe and health-promoting working environment for all employees. This is achieved through stringent preventive measures, regular safety training, the implementation of technologies that reduce workplace risks, and compliance with applicable laws and international occupational health standards. The Company aims to ensure that all personnel can work safely, achieve zero accidents, and maintain a good quality of life in the workplace.

## TABLE OF WORK-RELATED INJURY AND ILL HEALTH STATISTICS

INDICATORS	UNIT	YEAR 2023	YEAR 2024	YEAR 2025
Number of fatalities as a result of worked-related injuries	Persons	0	0	0
Rate of fatalities as a result of worked-related injuries	Persons/1,000,000 Hours worked	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	Cases	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Cases/1,000,000 Hours worked	0	0	0
Number of work-related injuries resulting in more than 3 days of lost time	Cases	11	19	24
Rate of work-related injuries resulting in more than 3 days of lost time	Cases/1,000,000 Hours worked	0.78	1.47	2.02
Number of recordable work-related injuries	Cases	36	31	54
Rate of recordable work-related injuries	Cases/1,000,000 Hours worked	2.56	2.40	4.55
Number of hours worked	Hours	14,081,235	12,919,201	11,862,660
Number of cases of recordable work-related ill health	Cases	0	0	0
Number of	Days	97	260	439

### Remarks:

- The data cover all employees of the Company and its subsidiaries, including service providers working within the Company's premises, such as security guards and cleaning staffs.
- Rates are calculated based on 1,000,000 hours worked.
- High-consequence work-related injuries refer to injuries resulting in permanent disability or long-term loss of work capability.
- No categories of workers are excluded from disclosure.



Based on performance results in 2025, the Company did not achieve the Zero Lost Time Injury target. A total of 24 work-related injuries resulting in more than three days of lost work were recorded, resulting in a Lost Time Injury Frequency Rate (LTIFR) of 2.02 per 1,000,000 hours worked. However, no fatalities or high-consequence work-related injuries were reported.

The main types of occupational injuries were cuts from sharp objects and contusions from impacts. Most cases occurred repeatedly in existing work processes, particularly during machine operations, the use of trolleys, and material handling. These incidents were largely associated with unsafe behaviors and high-risk tasks. To address these issues, in 2026 the Company plans to conduct a machine hazard analysis project to establish task-specific safety standards, revise safety manuals to better cover key factory risks, and disseminate them through accessible communication channels. The Company will also provide safety training and knowledge assessments for employees and review the suitability of personal protective equipment (PPE) in line with current work conditions.

Although daily safety inspections are conducted continuously, most accidents are still caused by unsafe behaviors. The Company has therefore strengthened supervision of work practices by assigning supervisors a key role in monitoring, correcting, and preventing unsafe acts and conditions. Clear safety KPIs have been established, with safety officers responsible for tracking progress and reporting to management regularly. In parallel, the Company promotes employee participation through multiple channels to enhance the occupational health and safety culture and move toward the goal of zero workplace accidents in the future.

## OCCUPATIONAL HEALTH AND SAFETY PLANS/PROJECTS



### 1. Hazard Identification, Risk Assessment, and Incident Investigation

The Company identifies hazards and assesses occupational risks in accordance with ISO 45001 requirements, with risk reviews conducted in all departments at least once per year. Key risks include machinery hazards, fire, electricity, chemicals, and manual material handling. In 2025, the Company provided training for supervisors on Job Safety Analysis (JSA) and Kiken Yochi Training (KYT) to support hazard identification and the development of safe work procedures, particularly for tasks with previous accidents, new tasks, and contractor activities, in order to systematically establish preventive and risk mitigation measures.

The Company also implements an annual occupational health and safety plan, including risk control and safety inspection programs to identify unsafe acts and conditions related to machinery and work areas, with corrective actions based on the Hierarchy of Control. Improvements in 2025 included installing new machinery with enhanced safety systems, using robots for heavy material handling, upgrading ventilation systems, and requiring additional use of safety footwear for high-risk tasks. The Company encourages employees to report hazards and near-miss incidents through an internal reporting system under a whistleblower protection policy. All incidents are investigated to determine root causes and prevent recurrence. In 2025, no serious accidents were reported, and additional preventive measures were implemented in high-risk areas to continuously enhance workplace safety.



## 2. Emergency Preparedness and Response Measures

The Company utilizes the results of its risk assessments to develop corporate emergency response plans to control and respond to emergency situations, such as fire, chemical spills, gas leaks, thermal fluid boiler explosions, X-ray radiation leakage, and wastewater leakage. Detection and fire suppression equipment are prepared and inspected to ensure readiness at all times. Emergency response teams are established for every work shift, with monthly theoretical and practical training provided to team members. All emergency

response plans are tested through drills at least once per year. Annual fire drills and evacuation exercises are conducted for all work shifts, both daytime and nighttime, covering Company employees, contractors, and visitors present during the drill period.



Advanced Firefighting Training and Fire Evacuation Drill

## 3. Occupational Health Services

The Company provides on-site occupational health services to protect and promote employee health in alignment with workplace conditions and job characteristics. Annual health examinations are conducted, and a nursing room is available with medicines, medical supplies, and legally required emergency equipment, including an Automated External Defibrillator (AED). Services are delivered by licensed professional nurses who provide primary medical care and physical and mental health consultation to employees 24 hours a day. An emergency referral system is in place to promptly transfer patients to contracted hospitals via emergency medical services. Employees may access these services during working hours without wage deduction. The Company reviews the quality of its occupational health services on an annual basis.



Regarding occupational health surveillance, the Company collaborates with occupational health specialists from Nopparat Rajathanee Hospital and occupational medicine physicians from HealthMed Medical Clinic to assess workplace risk factors such as lighting, noise, heat, dust, chemicals, and ergonomics. The results are used to determine health examination programs, including pre-employment, job transfer, and annual health check-ups, as well as appropriate use of personal protective equipment (PPE). The Company also pays special attention to vulnerable groups, particularly pregnant employees, through individual risk assessments, job adjustments or reassignment to reduce exposure to hazards, and ongoing health monitoring under medical guidance. Effectiveness is monitored through indicators such as the percentage of employees receiving annual health check-ups and the rate of occupational diseases. Employee health data is kept confidential and is not used in employment decisions. These services cover all employees of the Company.



Annual Health Check-up 2025

#### 4. Employee Health Promotion

##### ► Access to Health Services Beyond Work-Related Care



Mobile Dental Service at the Factory

The Company supports access to healthcare services beyond occupational care for all employees to strengthen health security and reduce financial risks. Employee benefits include health insurance and life insurance coverage, as well as voluntary health insurance for family members. In addition, the Company collaborates with external medical providers to arrange on-site medical services, such as non-communicable disease (NCD) screening, cervical cancer screening, cardiovascular screening, vaccination services, and mobile dental services. These services are provided to enable employees to access healthcare during working hours without wage deduction.



##### ► Employee Health and Well-being Promotion

The Company implements voluntary health promotion programs that are not linked to performance evaluations or employment conditions. These programs focus on the prevention of non-communicable diseases (NCDs), mental health, and behavioral risk factors, including smoking cessation campaigns, exercise promotion, stress management, nutrition education, and ergonomic training. The Company also participates in the “White Industrial Estate” program to prevent and address drug-related issues in the workplace through awareness activities, education on substance abuse impacts, and support for employees seeking counseling, emphasizing proactive prevention and appropriate care.

Activity topics are determined by the Safety Committee based on aggregated employee health data to ensure suitable program design. The Company respects employee privacy and does not use health information or participation in these programs as criteria for employment decisions.



Training and Activities for Pregnant Employees



Road Safety Campaign during Festive Periods



Encouraging Employee Participation in Health Promotion Activities



"White Industrial Estate" Project

### 5. Occupational Health and Safety Training

The Company places strong emphasis on safety training for new employees before they begin work. In addition to legal requirements, the training provides fundamental knowledge of occupational health and safety, including awareness of workplace hazards and risks before entering operational areas, followed by on-the-job training by supervisors. The Company also establishes an annual occupational health and safety training plan based on legal requirements, hazard identification and risk assessment results, and accident root cause analyses to ensure alignment with workplace risks.

In 2025, the Company focused on strengthening supervisors' capabilities in their roles as safety officers through training on Job Safety Analysis (JSA), risk assessment, and Kiken Yochi Training (KYT). Additional training was provided for employees in high-risk areas, covering machine safety, chemical safety, manual handling, safe forklift operation, first aid, emergency response, and ergonomics.

OCCUPATIONAL HEALTH AND SAFETY TRAINING	PERFORMANCE OF 2025
Number of Employees Trained in Safety	3,978
Percentage of Employees Trained in Safety	96%
Average Training Hours per Employee per Year	6



Safe Forklift Operation Training



Confined Space Safety Training



First Aid Training First Aid Training



Ergonomics Training

## 6. Employee Participation, Consultation, and Communication on Occupational Health and Safety



Safety Talk Activity Safety Talk Activity

The Company promotes employee participation in occupational health and safety management through legally required mechanisms and direct engagement. A Safety, Occupational Health and Work Environment Committee is appointed, comprising employer and employee representatives in proportions prescribed by law. The Committee provides consultation, recommendations, and follow-up on safety improvements, conducts workplace inspections, and holds meetings at least once per month. It also participates in key processes of the management system, such as hazard identification, risk assessment, and accident investigation. In addition, employees may provide feedback through the Employee Committee, labor union, monthly meetings, and suggestion programs. The Company has established whistleblower protection measures to prevent retaliation or discrimination against those who report concerns.

The Company places importance on comprehensive and continuous communication of occupational health and safety information. Accident statistics, incident reports, and corrective measures are communicated through notice boards, Safety Talks, ER Shop Floor activities, suggestion boxes, employee surveys, and Safety Week activities to enhance awareness and strengthen a proactive safety culture within the organization.



KCE Safety Week for Sustainability

## 7. Workplace Environmental Monitoring

The Company conducts regular workplace environmental monitoring by measuring lighting, noise, and heat annually, and dust and chemical exposure twice per year to ensure compliance with legal standards. Corrective actions are implemented in accordance with the Hierarchy of Controls when measurements exceed prescribed limits. In 2025, 100% of dust and chemical measurement results complied with legal standards. For lighting, noise, and heat, certain points within the factory exceeded standards. The Company implemented improvements, including upgrading lighting systems and implementing a Hearing Conservation Program, such as installing warning signage, rotating employees, providing hearing protection equipment, and conducting annual audiometric testing, as well as performing continuous machinery maintenance. Noise levels exceeding standards were limited to specific areas and did not impact surrounding communities. Additional ventilation systems were installed and appropriate rest periods were arranged in high-temperature areas.

## 8. Prevention and Mitigation of Occupational Health and Safety Impacts on Suppliers and Contractors

The Company recognizes that occupational health and safety impacts extend to contractors, service providers, and business partners operating within factory premises or involved in printed circuit board (PCB) production processes, such as maintenance, machinery installation, construction, and the transportation of raw materials, chemicals, and waste. The Company exercises control over work activities and/or workplaces either directly or jointly with contractors. A systematic contractor management process is established, beginning with pre-work risk assessments for high-risk activities, compliance with safety regulations, implementation of a Work Permit system, Job Safety Analysis (JSA), and pre-work safety training. Supervision is conducted by safety officers and project supervisors, and Stop Work Authority is enforced when risks are identified. In 2025, no contractor-related injuries or high-consequence incidents were reported, and 100% of contractors completed the required safety training.



Contractor Safety Training and Work Control

# 4.5

## EMPLOYEE ENGAGEMENT >



The Company recognizes that employees are a key resource in driving sustainable growth in the printed circuit board manufacturing industry, which requires expertise and collaboration. The Company therefore places importance on fostering employee engagement at all levels by promoting a safe and fair working environment that supports learning and career advancement, while providing opportunities for employees to express their views and continuously improve work processes. Such engagement forms a critical foundation for enhancing operational efficiency, product quality, and the Company’s long-term competitiveness.

### MANAGEMENT APPROACH

- ▶ Establishing and implementing relevant policies, including the Human Resource Management and Development Policy, Human Rights Policy, Occupational Health and Safety Policy, and corporate values, as a framework for systematic employee care.
- ▶ Promoting an organizational culture that encourages participation, satisfaction, and respect for diversity in race, culture, and opinions.
- ▶ Enhancing employees’ skills and capabilities through continuous training and learning to support career progression and build confidence in their roles.
- ▶ Providing fair and competitive compensation, benefits, and reward systems aligned with industry standards, including recognition of outstanding performance.
- ▶ Encouraging open and transparent communication between management and employees, along with organizing activities to strengthen workplace relationships.
- ▶ Providing opportunities for employees to express opinions and participate in organizational improvement through various mechanisms, such as the Welfare Committee, Employee Committee, and Safety Committee.
- ▶ Supporting internal career progression pathways and regularly assessing employee engagement levels to inform ongoing development and improvement plans.

### PERFORMANCE OVERVIEW

Employee Engagement Level: Not less than 75%  
 Voluntary Turnover Rate of Permanent Employees: Not exceeding 12%

INDICATORS	TARGET 2025	PERFORMANCE 2025	PERFORMANCE 2024
Employee Engagement Level (%)	>75	75.3	76.2
Voluntary Turnover Rate of Permanent Employees (%)	<12	10.2	11.6



## LABOR RELATIONS AWARDS



- ▶ 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.





## FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

The Company conducts its business with responsibility toward labor and human rights, in alignment with the principles of the International Labour Organization (ILO) and Thai labor laws. The Company recognizes that freedom of association and the right to collective bargaining are fundamental rights that promote sound labor relations and organizational sustainability. The Company respects employees' rights to establish or join groups, employee representatives, employee committees, or labor unions on a voluntary basis without obstruction or interference, and protects them from retaliation or any form of harassment. Employees are free to join or not join third-party organizations in accordance with the law.

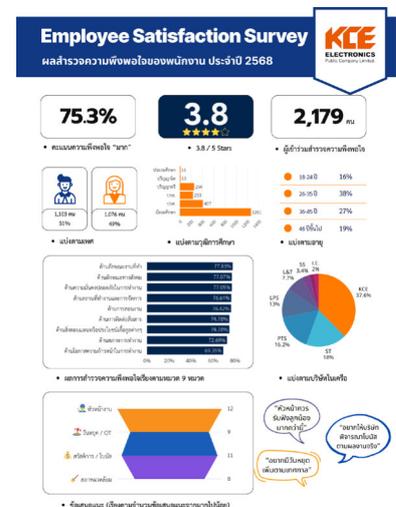
The Company promotes good-faith, transparent, and constructive communication and negotiation between management and employee representatives, including legally recognized labor union representatives. Mechanisms include the Welfare Committee, employee representative meetings, and collective bargaining negotiations regarding employment conditions, compensation, and benefits. Confidential grievance channels are available under a non-retaliation principle. The Company continuously develops its labor communication processes to ensure equal access to rights for all employee groups. Currently, 100% of permanent employees are covered under a Collective Bargaining Agreement (CBA), reflecting labor stability and strong cooperation within the organization.



## EMPLOYEE ENGAGEMENT ASSESSMENT

The Company recognizes that employee engagement, satisfaction, and well-being are critical factors directly influencing work performance, employee retention, and long-term organizational performance. The Company therefore conducts annual employee engagement and satisfaction surveys as a continuous practice to assess working conditions, capture employee feedback, and utilize the results to enhance human resource policies and management approaches to effectively attract, retain, and develop talent.

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.

VOLUNTARY TURNOVER RATE OF PERMANENT EMPLOYEE 									
EMPLOYEE TURNOVER	YEAR 2023			YEAR 2024			YEAR 2025		
	MALE	FEMALE	TURN-OVER RATE	MALE	FEMALE	TURN-OVER RATE	MALE	FEMALE	TURN-OVER RATE
Voluntary turnover of permanent employee	163	109	11.0%	162	108	11.6%	126	121	10.2%

As a result of the Company’s employee engagement initiatives, the voluntary turnover rate of permanent employees in 2025 was 10.2%, representing a decrease from 2024 and remaining within the acceptable threshold of not exceeding 12%. In this regard, the Company has analyzed employee turnover data to further enhance its employee motivation and retention plans on a continuous basis.



## EMPLOYEE ENGAGEMENT PLANS / PROGRAM

### 1. Provident Fund:

The Company recognizes the importance of employee savings in building financial security prior to retirement. Permanent employees are therefore encouraged to enroll in the Provident Fund. In 2025, 61% of permanent employees were members of the Provident Fund.

PROVIDENT FUND	EMPLOYEE OF 2024		EMPLOYEE OF 2025	
	MALE	FEMALE	MALE	FEMALE
Employees eligible to enroll in the provident fund	1,202	867	1,383	963
Employees enrolled in the provident fund	735	538	814	622
% of employees enrolled in the provident fund	62%		61%	

## 2. Employee Joint Investment Program (EJIP):

This is a share accumulation program involving the purchase of KCE shares on an installment basis as a long-term incentive for eligible employees and executives of the Company and its subsidiaries whose performance meets defined criteria. The program duration is seven years, from July 2024 to June 2031 (including the silent period). The objective is to serve as a motivational tool to encourage employees to maintain performance standards, foster a sense of ownership, and enhance employee retention.

EMPLOYEE JOINT INVESTMENT PROGRAM (EJIP)	EMPLOYEE OF 2024		EMPLOYEE OF 2025	
	MALE	FEMALE	MALE	FEMALE
Employees participating in the EJIP	170	262	160	247
Total employees participating in the EJIP	432		407	

## 3. Long Service Award:

The Company organizes an annual Long Service Award ceremony to recognize and honor employees who have dedicated 10, 20, and 30 years of service, contributing significantly to the Company's success and growth. In 2025, a total of 343 employees received the award.



## 4. Family-Oriented Benefits

### ▶ Parental Leave:

The Company complies with applicable labor laws to protect labor rights, promote maternal and infant health, and support family roles. Female employees are entitled to up to 98 days of maternity leave per pregnancy with legally mandated pay, while male employees are entitled to 3 days of paternity leave in accordance with legal provisions. Employees taking such leave can return to their same or equivalent positions without loss of benefits. In 2025, 101 female employees took maternity leave and 42 male employees took paternity leave.

### ▶ Quality of Life Support for Employees:

The Company provides a nursing corner to support female employees after childbirth during their breastfeeding period and to promote breastfeeding. This initiative helps strengthen infant immunity, reduce illness, support child development, and reduce post-maternity employee turnover.



Care for Pregnant Employees and Nursing Corner

### ▶ Family Health Insurance:

The Company offers family health insurance to help alleviate medical expenses for employees' family members in case of illness. This enables family members to access quality medical services, including private hospitals, specialist physicians, and standardized treatment, while reducing costs compared to individual policies. The Company also subsidizes part of the insurance premium.



► Educational Scholarships for Employees’ Children:

The Company provides educational scholarships to employees’ children to help alleviate financial burdens and promote educational opportunities for youth. This initiative contributes to family stability and supports employees’ quality of life. In 2025, the Company granted a total of 166 scholarships.

5. Employee Communication Activities

► One Stop Service Activity:

This initiative enables employees to make inquiries or receive various services at a single point of contact, enhancing convenience and reducing administrative steps. Services include consultation, document requests, information on employee benefits such as health insurance and social security, leave entitlements, training and skill development programs, suggestions, and engagement activities to support workplace well-being.



► ER Talk @ the Shop Floor:

This proactive communication activity is conducted by the Employee Relations Department through on-site engagement with employees. The sessions provide updates on workplace matters and regulations while offering employees opportunities to share feedback on working conditions, safety, and production-related issues to jointly identify improvement measures. Employee satisfaction with the activity was reported at 100% each month.



► Monthly Employee Communication Meeting:

The Company organizes monthly meetings to communicate key information related to organizational operations and business performance, including updates from the previous month, workplace safety measures, and awareness on personal data protection.

6. Recreational Activities

► Company Outings:

Organized to relieve work-related stress, refresh employees, strengthen workplace relationships, promote teamwork, enhance morale and motivation, and support both physical and mental well-being, thereby improving overall work performance.



► **New Year Celebration Activity:**

Held to celebrate achievements and performance throughout the year, relieve workplace stress, and foster a friendly atmosphere. The activity promotes unity, positive relationships, and morale as employees move forward together into the New Year. In 2025, the Company organized an internal celebration event, including a lucky draw with prizes for employees.



**7. Activities to Promote Physical, Mental, and Financial Well-being**

► **Exercise Promotion Campaign:**

The Company encourages employees to maintain good health to reduce the risk of non-communicable diseases (NCDs) and work-related stress through internal communication and support for sports activities, such as participation in Industrial Estate sports competitions and charity running events. These initiatives enhance well-being, improve productivity, and cultivate a health-conscious organizational culture.



► **New Year Merit-Making Ceremony:**

Organized to support employees' spiritual well-being and quality of life by fostering inner peace, reducing stress, strengthening positive morale, and encouraging ethical principles in both personal life and work.



► Financial Literacy and Retirement Planning Program:

The Company promotes knowledge and skills in financial planning, debt management, and investment to prepare employees for retirement. This initiative enhances long-term financial stability, reduces financial risks, and supports overall performance and employee engagement.



► Employee Market Project:

The Company provides employees with opportunities to sell products and generate supplementary income. The initiative began as a small internal market held at the end of each month and has expanded to include daily product offerings. Products include vegetables, fruits, snacks, ready-to-eat food, household goods, and handmade items. The project enhances the Company’s image as an organization that supports employees’ quality of life and potential. Currently, there are 12 employee-operated shops.

8. Employee Engagement Promotion Activities

► ESG Art Contest:

The Company organized the ESG Art Contest during Safety Week for Sustainability 2025 to enhance awareness of safety, environmental responsibility, and responsible production. Employees were invited to express sustainability concepts through artwork under themes aligned with the Sustainable Development Goals (SDGs), including SDG 3: Good Health and Well-being, SDG 12: Responsible Consumption and Production, and SDG 13: Climate Action. The activity received strong participation, with 27 employees submitting artwork, over 500 participants voting, and six executives serving as judges. The initiative fostered learning, strengthened employee engagement, and cultivated a sustainability culture within the organization with continued support from management.



# 4.6

## COMMUNITY AND SOCIAL DEVELOPMENT >



The Company recognizes that sustainable business growth is closely linked to the well-being of communities and society. The Company therefore conducts its business alongside sustainable community development through collaboration with relevant stakeholders and active employee participation to strengthen community capacity, reduce inequality, and support long-term growth. The Company places emphasis on expanding educational and career opportunities while implementing projects that address the diverse needs of target groups. It also promotes volunteerism and responsibility toward society and the environment. The Company’s community development strategy is aligned with the Sustainable Development Goals (SDGs) and is supported by continuous annual budget allocation.

### 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.

### PERFORMANCE OVERVIEW

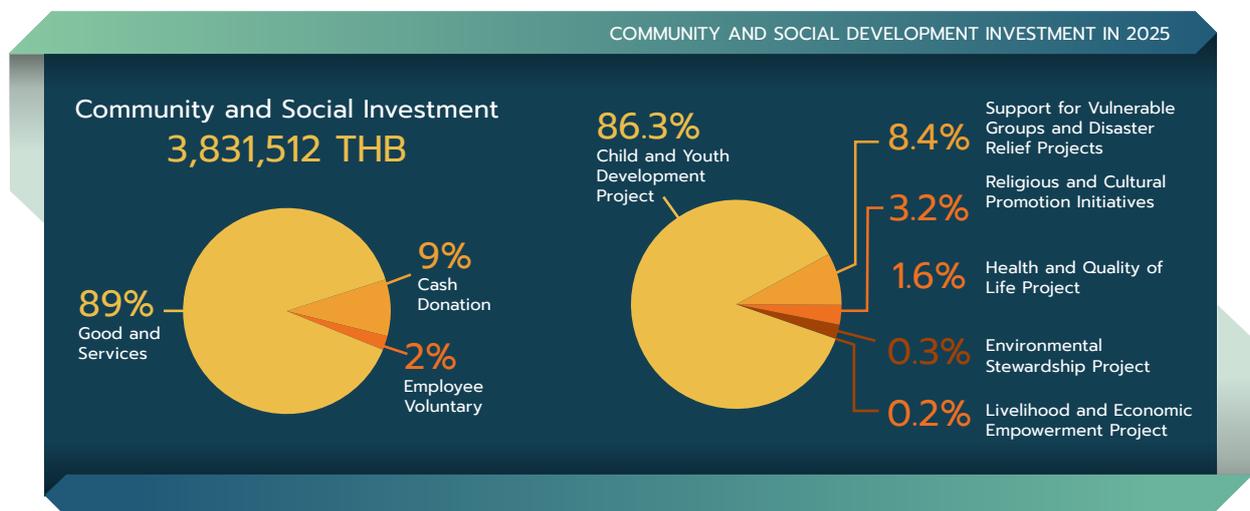
Community satisfaction score for the Company’s CSR projects to exceed 85%

INDICATORS	TARGET 2025	PERFORMANCE 2025
Community satisfaction score for the Company’s CSR projects. (%)	85	100

## 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.

In 2025, the Company implemented community and social development projects and activities with a total investment of THB 3,831,512, comprising 89% in-kind contributions and services, 9% cash contributions, and 2% employee volunteer participation. The project category receiving the highest investment was initiatives for children and youth, accounting for 86% of the total budget, as illustrated in the accompanying figure.



## COMMUNITY AND SOCIAL DEVELOPMENT PROJECTS IN 2025

### 1. Child and Youth Development Project

The Company upholds and protects children's rights in accordance with the Children's 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 Society Project at Wat Tippawas School, Lat Krabang District, Bangkok

► 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 school’s 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 7–8 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%



Green Energy for Education Project at Phra Dabos School, Samut Prakan Province

► “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%



“One Classroom, One Opportunity Towards a Digital Society” Project at Wat Bueng Bua School, Lat Krabang District, Bangkok

► Scholarship Program

► Scholarships for Employees’ Children:

The Company promotes educational welfare for employees’ children to help alleviate family financial burdens, enhance employee morale, and support continuous educational opportunities. In 2025, the Company and its subsidiaries granted 166 scholarships to employees’ children, totaling THB 450,000.

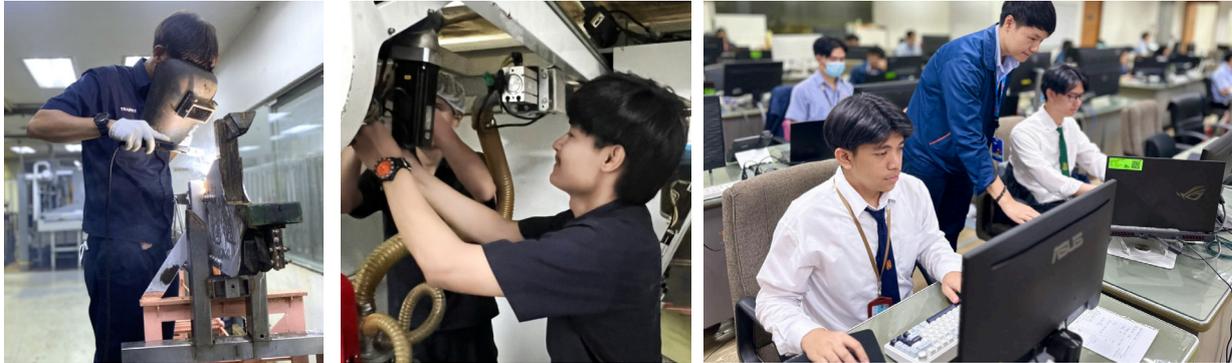


► Scholarships and Educational Supplies for Schools:

The Company supports educational opportunities for children and youth in communities surrounding the factory and in remote areas by providing scholarships and essential supplies, such as books, notebooks, stationery, and sports equipment. Support was extended to 12 schools near the factory and 2 schools in remote areas in Phitsanulok and Chiang Rai provinces, helping to alleviate family financial burdens and promote continued 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 Mongkut’s 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 essential consumer goods to vulnerable groups, including the elderly, bedridden patients, and persons with disabilities, across seven surrounding communities, benefiting a total of 70 families.



▶ “Being the Arms and Legs for Grandpa and Grandma” Project:

The Company supported the donation of wheelchairs through the Mirror Foundation to assist persons with disabilities and elderly individuals lacking mobility aids



▶ Support Children with Disabilities Project:

The Company supported rehabilitation efforts for children with disabilities to enable them to live with dignity and value in society. Executives and employees donated essential items to Camillian Home for Children with Disabilities, Lat Krabang District, Bangkok.



► “Sharing Happiness Through Giving” Project:

The Company donated unused computer equipment to the Association of the Physically Disabled International. The equipment is sorted and recycled into products for sale, with proceeds used to support and improve the quality of life of 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

► “Plant to Reduce for a Sustainable Future – Let’s ZERO Together” Project:

This initiative is a collaboration between the Company and the Industrial Estate Authority to plant trees along the embankment of Lat Krabang Industrial Estate, which connects to the Bueng Bua community. The project aims to mitigate global warming and promote a low-carbon society by increasing green spaces to absorb greenhouse gas emissions from industrial activities and reduce environmental impacts on surrounding communities.





► **Composting and Eco-Friendly Cushioning Material from Water Hyacinth Project:**

The Company supports the circular economy concept and the reduction of plastic waste from foam and non-biodegradable cushioning materials by utilizing water hyacinth, a resource available within the community, to produce compost and eco-friendly cushioning materials. The Company has assigned representatives to participate in this project, which is organized by the Ban Wa Industrial Estate Office in collaboration with Thai Industrial Estate Co., Ltd. and Ban Pho Subdistrict Administrative Organization. The project has been continuously implemented since 2016.

**6. Religious and Cultural Promotion Initiatives**

► **Tree Candlelight Procession Project:**

This activity promotes Buddhism during Makha Bucha Day and Buddhist Lent Day, aiming to reduce air pollution caused by the burning of incense and candles, which contributes to toxic particulate matter such as PM 2.5. The initiative also encourages tree planting to expand green spaces and foster a healthier environment for both individuals and the community.



► **Kathin Festival Community Kitchen Activity:**

The Company supports the organization of a community kitchen during the Kathin Samakkhi ceremony at Wat Phra That Sop Saet, Lampang Province. Executives and employees participated in the activity to support and preserve Buddhism, promote the continuation of local traditions and cultural heritage, and foster volunteerism and employee engagement in building positive relationships with the community.



APPENDIX

<b>STATEMENT OF USE</b>	KCE Electronics Public Company Limited has reported in accordance with the GRI Standards for the period 1 January 2025 - 31 December 2025
<b>GRI 1 USED</b>	GRI 1: Foundation 2021
<b>APPLICABLE GRI SECTOR STANDARD</b>	-

GRI STANDARD	DISCLOSURE	PAGES	OMISSION
<b>GRI 2: GENERAL DISCLOSURES 2021 - THE ORGANIZATION AND ITS REPORTING PRACTICES</b>			
GRI2-1	Organizational details	18	
GRI2-2	Entities included in the organization's sustainability reporting	18	
GRI2-3	Reporting period, frequency and contact point	18	
GRI2-4	Restatements of information	No restatement	
GRI2-5	External assurance	-	Not externally assured
<b>GRI 2: GENERAL DISCLOSURES 2021 - ACTIVITIES AND WORKERS</b>			
GRI2-6	Activities, value chain and other business relationships	11	
GRI2-7	Employees	107	
GRI2-8	Workers who are not employees	-	Information unavailable
<b>GRI 2: GENERAL DISCLOSURES 2021 - STRATEGY, POLICIES AND PRACTICES</b>			
GRI2-22	Statement on sustainable development strategy	9-10	
GRI2-23	Policy commitments	9, 12, 97	
GRI2-24	Embedding policy commitments	20, 29, 31, 36-37, 55, 97, 110-114	
GRI2-25	Processes to remediate negative impacts	29-30, 48, 99-102	
GRI2-26	Mechanisms for seeking advice and raising concerns	101	
GRI2-27	Compliance with laws and regulations	29	
GRI2-28	Membership associations	9	
<b>GRI 2: GENERAL DISCLOSURES 2021 - STAKEHOLDER ENGAGEMENT</b>			
GRI2-29	Approach to stakeholder engagement	11-15	
GRI2-30	Collective bargaining agreements	126	
<b>GRI 3: MATERIAL TOPICS 2021</b>			
GRI3-1	Process to determine material topics	16	
GRI3-2	List of material topics	16-17	
GRI3-3	Management of material topics	17	

GRI STANDARD	DISCLOSURE	PAGES	OMISSION
<b>GRI 204: PROCUREMENT PRACTICES 2016</b>			
GRI3-3	Management of material topics	36	
GRI204-1	Proportion of spending on local suppliers	40-41	
<b>GRI 205: ANTI-CORRUPTION 2016</b>			
GRI3-3	Management of material topics	28	
GRI205-1	Operations assessed for risks related to corruption	29	
GRI205-2	Communication and training about anti-corruption policies and procedures	30	
GRI205-3	Confirmed incidents of corruption and actions taken	29	
<b>GRI 301: MATERIALS 2016</b>			
GRI3-3	Management of material topics	91	
GRI301-1	Materials used by weight or volume	93	
GRI301-2	Recycled input materials used	93	
GRI301-3	Reclaimed products and their packaging materials	-	Not applicable
<b>GRI 302: ENERGY 2016</b>			
GRI3-3	Management of material topics	70	
GRI302-1	Energy consumption within the organization	71	
GRI302-2	Energy consumption outside of the organization	-	Information unavailable
GRI302-3	Energy intensity	71	
GRI302-4	Reduction of energy consumption	70-76	
GRI302-5	Reduction in energy requirements of products and services	-	Information unavailable
<b>GRI 303: WATER AND EFFLUENTS 2018</b>			
GRI3-3	Management of material topics	77	
GRI303-1	Interactions with water as a shared resource	78-80	
GRI303-2	Management of water discharge-related impacts	81-82	
GRI303-3	Water withdrawal	79, 83	
GRI303-4	Water discharge	79, 83	
GRI303-5	Water consumption	79, 83	
<b>GRI 304: BIODIVERSITY 2016</b>			
GRI3-3	Management of material topics	58	
GRI304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	58	
GRI304-2	Significant impacts of activities, products, and services on biodiversity	58	

GRI STANDARD	DISCLOSURE	PAGES	OMISSION
GRI304-3	Habitats protected or restored	-	Not applicable
GRI304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	Not applicable
<b>GRI 305: EMISSIONS 2016</b>			
GRI3-3	Management of material topics	59	
GRI305-1	Direct (Scope 1) GHG emissions	62, 69	
GRI305-2	Energy indirect (Scope 2) GHG emissions	62, 69	
GRI305-3	Other indirect (Scope 3) GHG emissions	70, 69	
GRI305-4	GHG emissions intensity	62	
GRI305-5	Reduction of GHG emissions	65-68	
GRI305-6	Emissions of ozone-depleting substances (ODS)	-	Information unavailable
GRI305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	57	
<b>GRI 306: WASTE 2020</b>			
GRI3-3	Management of material topics	84	
GRI306-1	Waste generation and significant waste-related impacts	-	Information unavailable
GRI306-2	Management of significant waste-related impacts	86-89	
GRI306-3	Waste generated	85, 90	
GRI306-4	Waste diverted from disposal	85, 90	
GRI306-5	Waste directed to disposal	85, 90	
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>			
GRI3-3	Management of material topics	39	
GRI308-1	New suppliers that were screened using environmental criteria	39-40	
GRI308-2	Negative environmental impacts in the supply chain and actions taken	39-40	
<b>GRI 401: EMPLOYMENT 2016</b>			
GRI3-3	Management of material topics	103, 124	
GRI401-1	New employee hires and employee turnover	109, 127	
GRI401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	105, 127-130	
GRI401-3	Parental leave	128	
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>			
GRI3-3	Management of material topics	115	
GRI403-1	Occupational health and safety management system	116	

GRI STANDARD	DISCLOSURE	PAGES	OMISSION
GRI403-2	Hazard identification, risk assessment, and incident investigation	118	
GRI403-3	Occupational health services	119-120	
GRI403-4	Worker participation, consultation, and communication on occupational health and safety	122	
GRI403-5	Worker training on occupational health and safety	121-122	
GRI403-6	Promotion of worker health	120-121	
GRI403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	123	
GRI403-8	Workers covered by an occupational health and safety management system	116	
GRI403-9	Work-related injuries	117	
GRI403-10	Work-related ill health	117	
<b>GRI 404: TRAINING AND EDUCATION 2016</b>			
GRI3-3	Management of material topics	110	
GRI404-1	Average hours of training per year per employee	111	
GRI404-2	Programs for upgrading employee skills and transition assistance programs	112-114	
GRI404-3	Percentage of employees receiving regular performance and career development reviews	106	
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>			
GRI3-3	Management of material topics	103	
GRI405-1	Diversity of governance bodies and employees	22-24, 107	
GRI405-2	Ratio of basic salary and remuneration of women to men	105	
<b>GRI 406: NON-DISCRIMINATION 2016</b>			
GRI3-3	Management of material topics	104	
GRI406-1	Incidents of discrimination and corrective actions taken	103	
<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016</b>			
GRI3-3	Management of material topics	126	
GRI407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	Information unavailable
<b>GRI 408: CHILD LABOR 2016</b>			
GRI3-3	Management of material topics	36, 96	
GRI408-1	Operations and suppliers at significant risk for incidents of child labor	97	
<b>GRI 409: FORCED OR COMPULSORY LABOR 2016</b>			
GRI3-3	Management of material topics	36, 96	
GRI409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-	Information unavailable

GRI STANDARD	DISCLOSURE	PAGES	OMISSION
<b>GRI 413: LOCAL COMMUNITIES 2016</b>			
GRI3-3	Management of material topics	132	
GRI413-1	Operations with local community engagement, impact assessments, and development programs	133-139	
GRI413-2	Operations with significant actual and potential negative impacts on local communities	-	Information unavailable
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016</b>			
GRI3-3	Management of material topics	36	
GRI414-1	New suppliers that were screened using social criteria	39-40	
GRI414-2	Negative social impacts in the supply chain and actions taken	39-40	
<b>GRI 418: CUSTOMER PRIVACY 2016</b>			
GRI3-3	Management of material topics	31	
GRI418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	31	





