

3.4

SUSTAINABILITY MANAGEMENT IN THE SOCIAL DIMENSION

3.4.1 HUMAN RIGHTS



The Company recognizes the importance of respecting human rights and labor practices in accordance with international standards and legal requirements in every country where it operates. The Company is committed to adhering to the Universal Declaration of Human Rights (UDHR), the 10 Principles of the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. These principles affirm that all humans are entitled to rights and freedoms, dignity, and equality, without discrimination based on gender, religion, beliefs, or expression, and are protected by law under the Constitution of Thailand and international human rights treaties, with states bearing the responsibility to safeguard the human rights of their people.

The Company recognizes the importance of respecting universal human rights both within the organization-where implementation is more manageable and comprehensive-and across the value chain, which is more complex and challenging to control. Neglecting or allowing human rights violations within the organization or across the business value chain can significantly impact the Company's sustainability. Earning trust and securing support from all stakeholders through ethical practices, respect for others' rights, and fair treatment are fundamental pillars for sustainable business growth. The Company conducts impact assessments, both positive and negative, covering economic, environmental, social, and human rights aspects, as outlined below :

ECONOMIC IMPACTS	ENVIRONMENTAL IMPACTS	SOCIAL IMPACTS	HUMAN RIGHTS IMPACTS
<p>+ POSITIVE</p> <p>Trust and Confidence in Business Operations and Positive Corporate Image.</p>	<p>+ POSITIVE</p> <p>Environmental Impacts Resulting from Human Activities Will Be Addressed and Restored to Their Original State</p>	<p>+ POSITIVE</p> <p>Coexistence in Society and Communities with Trust and Confidence, and Collaborative Community Development.</p>	<p>+ POSITIVE</p> <p>Human Rights in the Business Chain Are Monitored and Protected</p>
<p>- NEGATIVE</p> <p>May be Accused of Indirect Involvement in Human Rights Violations and Trade Exclusion</p>	<p>- NEGATIVE</p> <p>There May Be Competition for Natural Resources Due to Misunderstanding of Ownership Rights</p>	<p>- NEGATIVE</p> <p>There May Be Resistance from the Community if the Company Violates Human Rights, Whether Directly or Indirectly</p>	<p>- NEGATIVE</p> <p>Human Rights Violations May Occur in the Business Chain, Which Implies the Company's Indirect Involvement in the Violation</p>



MANAGEMENT APPROACH :

■ Declaration of Policy and Commitment

The Company announces its commitment and oversight of human rights through a human rights policy and other related policies to build confidence among all stakeholders that they will be treated equally and fairly. This includes promoting freedom of expression, association, bargaining, and the right to fair compensation. Additionally, special attention is given to vulnerable groups to combat and eliminate risks related to human trafficking, forced labor, and child labor, with a firm commitment to eradicate all forms of discrimination and to oppose all forms of harassment.

■ Comprehensive Human Rights Due Diligence

The Company regularly conducts human rights risk assessments to identify potential human rights risks on key issues, assess impacts, and review and improve operations to mitigate any negative impacts that may affect stakeholders from the Company's business activities.

■ Monitoring and Reporting on Human Rights Performance

The Company tracks its human rights performance, reviews actual impacts, develops and improves the established measures, and evaluates them to ensure the most effective operations. The results are transparently reported to the public.

■ Instilling and Communicating

The Company communicates policies that incorporate fundamental principles and international human rights standards to employees and business partners to raise awareness and understanding of the importance of respecting human rights.

■ Complaint Mechanism and Remediation Process

The Company has a process for receiving human rights-related complaints from employees and/or stakeholders, including a system to investigate such complaints and take appropriate corrective actions. The Company also ensures proper remediation for affected individuals and uses feedback to review and improve operations to prevent recurrence or the emergence of new issues.



GOAL : Zero Human Rights Violations



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of human rights violation complaints	0 case	0 case
% of executives and employees trained and tested on human rights	100%	100%



HUMAN RIGHTS POLICY STATEMENT

All executives and employees of KCE Electronics Public Company Limited are fully aware of the importance of respecting human rights in every aspect as prescribed by law and international treaties that each country is obligated to uphold, including:

- Treating all human rights equally without discrimination.
- Preventing any violation or exclusion of human rights.
- Supporting and promoting equal fundamental rights.
- Communicating, disseminating, educating, and supervising the treatment of individuals within the Company and those involved in the business sector, such as suppliers, service providers, contractors, and business partners. Everyone must participate in business operations with integrity, respect for human rights, and fair treatment based on fundamental human rights.



HUMAN RIGHTS POLICY AND PRACTICES

The Company has established human rights and labor practices policies, which include the freedom to engage in collective bargaining, voluntary employment, prohibition of child labor, the employment of women, foreign workers, wages, working hours, workplace health and safety, non-discrimination, and responsibility to society and labor. For more details, please visit www.kce.co.th under the "Investor Relations" section > "Sustainability Development" > "Corporate Governance" > "Policy and Practices."



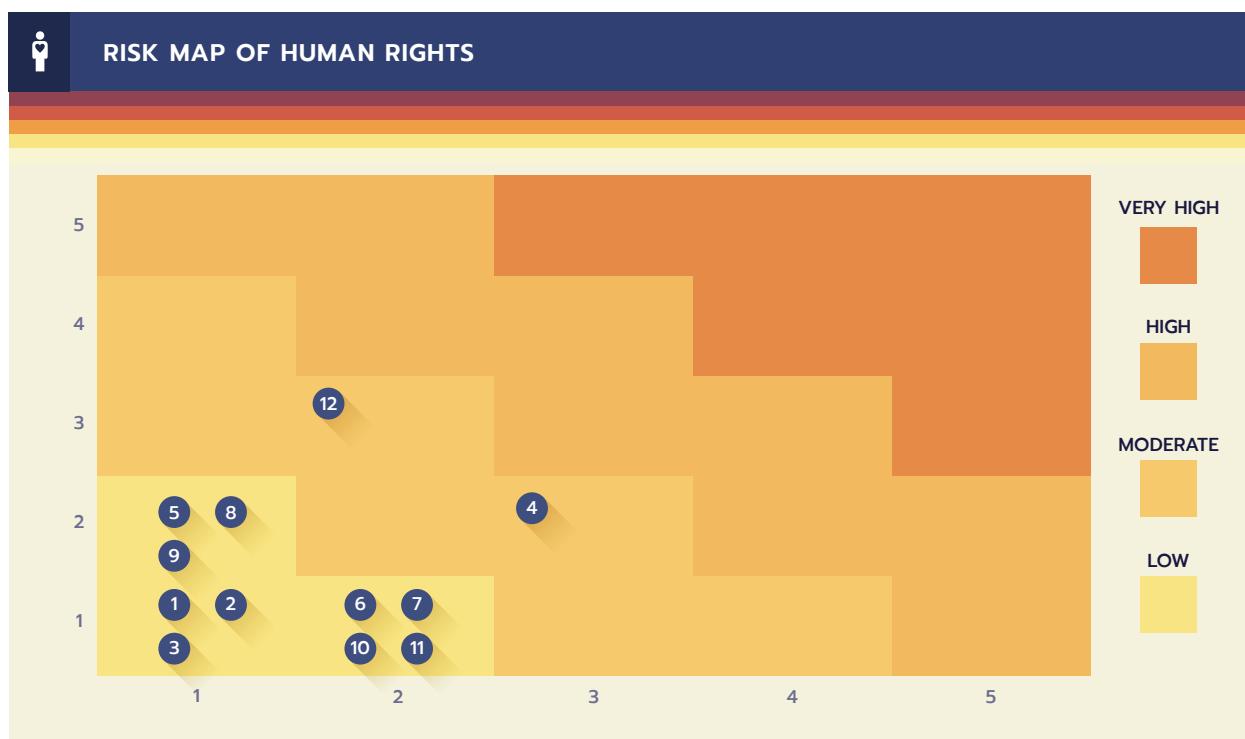
HUMAN RIGHTS DUE DILIGENCE PROCESS



HUMAN RIGHTS RISK ASSESSMENT RESULTS

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

The 2024 human rights risk assessment results indicate that the highest identified risks fall within the medium-risk level. To mitigate these risks, the Company has implemented preventive and mitigation measures to ensure that potential impacts on internal and external stakeholders are effectively controlled.



HUMAN RIGHTS ASSESSED ISSUES

Employee Rights	1. Discrimination, Harassment, and Abuse
	2. Freedom of Association and Collective Bargaining
	3. Prohibition of Forced Labor and Child Labor
	4. Occupational Health and Safety
	5. Employee Privacy and Personal Data Protection
Customer Rights	6. Non-Discrimination in Customer Treatment
	7. Protection of Customer Privacy and Personal Data
Suppliers and Contractors Rights	8. Non-Discrimination in Partner and Contractor Relations
	9. Prohibition of Forced Labor and Child Labor in Partner Relationships
	10. Protection of Partner Privacy and Personal Data
Communities and the Environment Rights	11. Occupational Health and Safety for Contractors
	12. Generation of Pollution and Hazardous Waste



PREVENTIVE AND MITIGATION MEASURES FOR MEDIUM-LEVEL HUMAN RIGHTS RISKS

Key Human Rights Issues	Stakeholders	Mitigation and Impact Prevention Measures
■ Occupational Health and Safety	Employees and Contractors	<ul style="list-style-type: none">■ Strict adherence to safety regulations■ Occupational Health and Safety Management System■ Hazard risk assessment and development of risk reduction/control plans■ Implementation of safety measures in daily operations■ Inspection of workplace safety and environmental conditions■ Provision of safety training for employees and contractors
■ Generation of Pollution and Hazardous Waste	Community and Environment	<ul style="list-style-type: none">■ Strict Compliance with Environmental Laws■ Management in Accordance with ISO 14001 Standards■ Install Air Pollution Control System and Wastewater Treatment System■ Monitor Air and Water Quality■ Operations in Accordance with the Environmental Management Manual, Chemical Use, and Waste/Disposal Management■ Environmental Awareness Training for Employees



MONITORING AND REVIEWING HUMAN RIGHTS RISKS

The Company has established a policy to review the human rights risk assessment for both the Company and its subsidiaries at least every three years.



MECHANISM FOR REMEDIATION IN THE EVENT OF HUMAN RIGHTS VIOLATIONS

The Company is committed to respecting and protecting human rights in accordance with international standards. To ensure that, in cases of human rights violations, appropriate and fair remediation processes are in place, the Company has established the following mechanisms :

1

GRIEVANCE MECHANISM AND ACCESSIBILITY

- Provide multiple accessible grievance channels for employees, business partners, and stakeholders, including hotlines, websites, email, and complaint boxes.
- Raise awareness about grievance channels and the complaint review process through communication and training programs.

2

COMPLAINT ASSESSMENT & INVESTIGATION

- Establish a clear, transparent, and fair complaint assessment process based on the principles of Human Rights Due Diligence.

- Appoint a Human Rights Committee to review complaints, investigate facts, assess impacts, and implement corrective actions.
- Ensure confidentiality and whistleblower protection throughout the process.

3 REMEDIATION AND COMPENSATION MEASURES

- Provide appropriate remedies such as rights restoration, financial compensation, rehabilitation, or policy adjustments to prevent recurrence.
- Offer legal assistance or advisory support to affected individuals as appropriate.

4 MONITORING & CONTINUOUS IMPROVEMENT

- Continuously monitor the effectiveness of the remediation mechanism to ensure fair resolution for affected stakeholders.
- Assess and refine processes in alignment with international standards.
- Comply with labor laws, human rights regulations, and environmental laws at both national and international levels.



HUMAN RIGHTS TRAINING

The Company encourages all employees to understand and act with respect for the rights of others, including policies and practices related to human rights. This is set as a mandatory training requirement for all positions. In 2024, 100% of executives and employees, including security personnel and contractors working with the Company, have completed the training.



GRIEVANCE MECHANISMS, WHISTLEBLOWING CHANNELS, OR COMPLAINTS



The internal Company website



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



QR Code
: whistleblower



E-mail
: whistleblower@kce.co.th



CEO's Complaint Box



Other channels
provided by
the Company (if any)



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



3.4.2 FAIR LABOR PRACTICES



The Company believes that employees are valuable resources and key factors in its success. Therefore, the Company places great importance on the fair practice of workers, adhering to the fundamental rights that should be protected by law and international standards based on human rights principles. There is no discrimination, and a focus is placed on creating a positive and sustainable work environment. This is to promote a good corporate culture, strengthen organizational trust, and foster positive relationships between employees and the Company, while supporting the development of employees' capabilities and work efficiency.

MANAGEMENT APPROACH :

- Adherence to labor laws and human rights at all levels, including 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 policies and practices, including human resource management policies, which are clearly communicated to employees at all levels for their understanding.
- Establishment of a fair compensation policy in line with industry standards and labor law requirements, with remuneration primarily based on employee performance or capabilities.
- Promotion of diversity in the workplace and non-discrimination in all aspects, such as age, gender, ethnicity, nationality, or disability, creating opportunities for everyone to grow within the organization regardless of physical or social limitations.
- Continuous development of employee skills, providing opportunities for every employee to grow and develop within the organization by offering training on essential job skills, as well as training on labor rights and promoting understanding of equality and fairness in the workplace.
- Actively listening to employee feedback and complaints, and collaborating to resolve and prevent issues effectively.



GOAL : Female in Management Positions not less than 40%



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
% of Female in Management Positions	40%	41%



LABOR STANDARDS POLICY

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



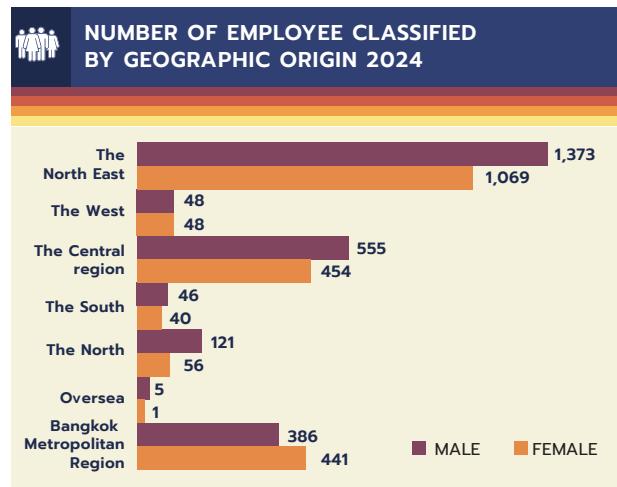
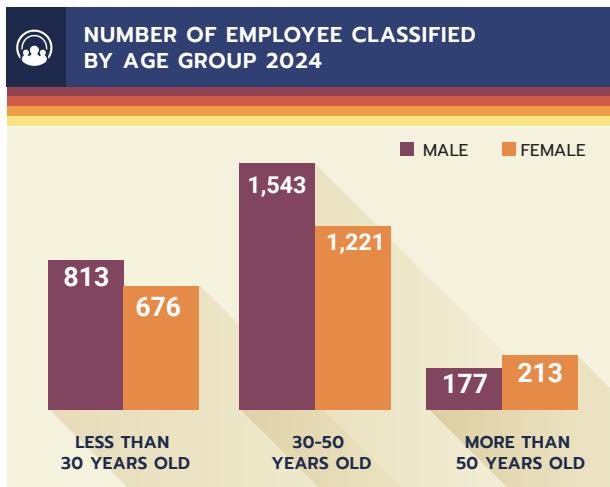
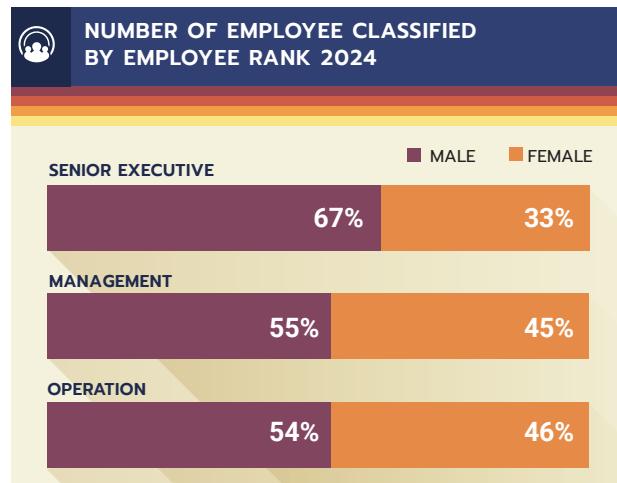
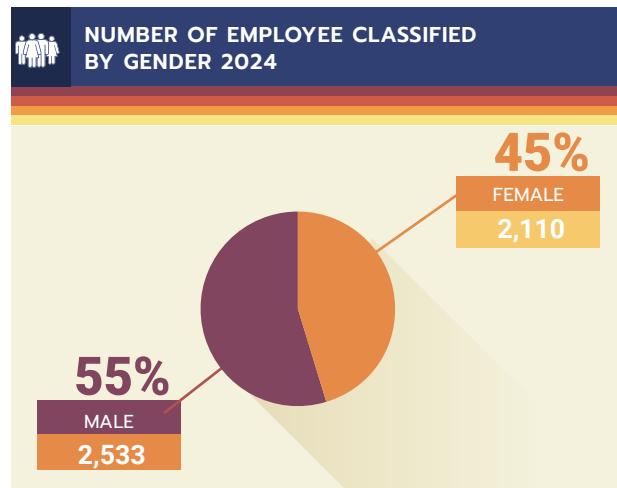
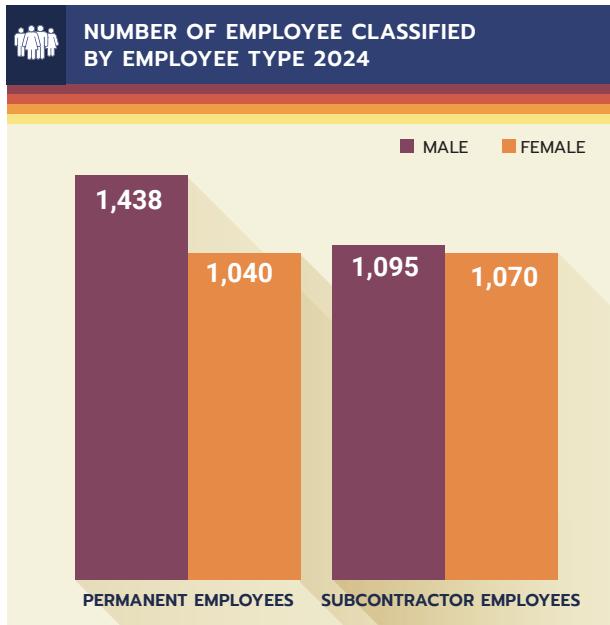
WAGE, WORKING HOURS, AND WELFARE POLICY

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

TABLE OF EMPLOYEE DIVERSITY DATA						
Employee Classification	Year 2022		Year 2023		Year 2024	
	Male	Female	Male	Female	Male	Female
Total Number of Employees	5,131		5,027		4,643	
Classified by Gender	2,791	2,340	2,759	2,268	2,533	2,110
Classified by Employee Type						
■ Permanent Employees	1,622	1,154	1,333	837	1,438	1,040
■ Subcontractor Employees	1,169	1,186	1,426	1,431	1,095	1,070
Classified by Employee Rank						
■ Senior Executive	12	8	11	6	18	9
■ Management	76	61	73	57	65	54
■ Operation	2,703	2,271	2,675	2,205	2,450	2,047
Classified by Age Group						
■ Less than 30 years old	1,003	838	922	780	813	676
■ 30-50 years old	1,612	1,278	1,633	1,251	1,543	1,221
■ More than 50 years old	176	224	204	237	177	213
Classified by Geographic Origin						
■ Bangkok Metropolitan Region	399	494	364	428	386	441
■ The North	169	79	164	76	121	56
■ The South	56	42	53	37	46	40
■ The Central Region	656	507	621	485	555	454
■ The West	61	55	55	54	48	48
■ The North East	1,444	1,163	1,496	1,188	1,373	1,069
■ Oversea	6	-	6	-	5	1
Classified by Vulnerable Group						
■ Persons with disability	13	8	14	8	18	8

TOTAL NUMBER OF EMPLOYEES

4,643

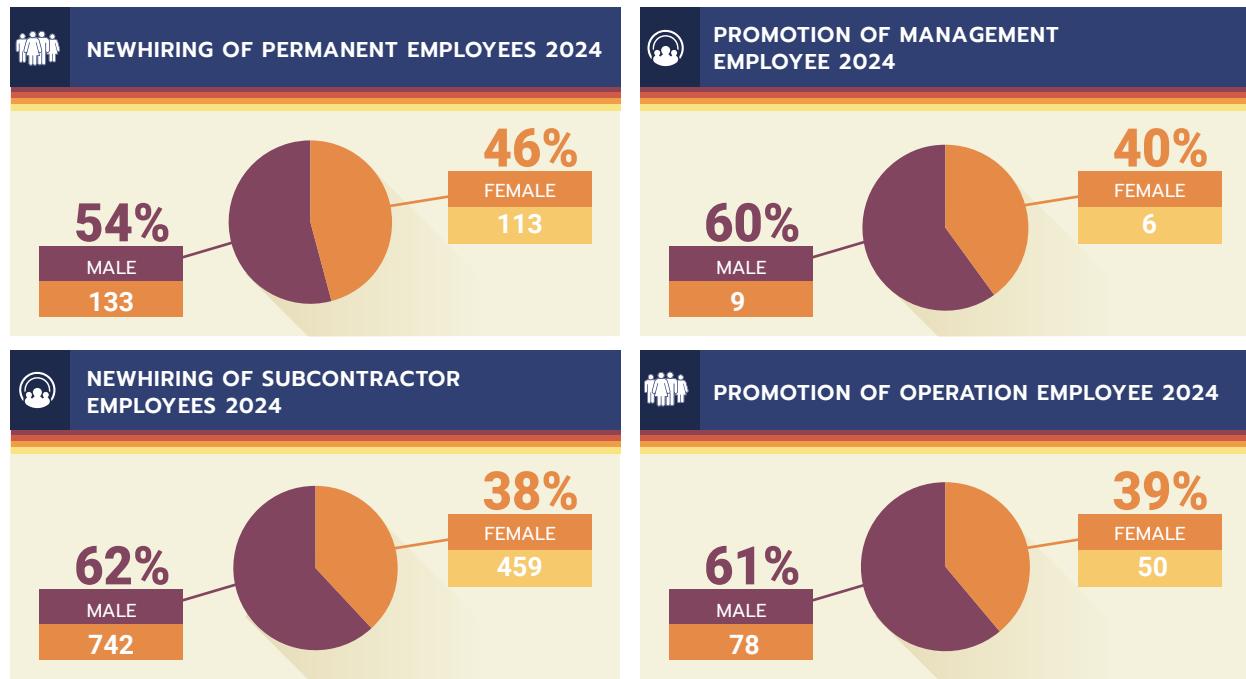


PROMOTION OF DIVERSITY AND EQUALITY IN THE ORGANIZATION

The Company has an equal employment policy, ensuring no discrimination based on gender, race, nationality, religion, skin color, origin, disability, political ideology, union membership, or any other status. This includes respecting labor rights and treating employees fairly in accordance with both national and international labor protection laws, specifically under the Thai Labor Protection Act. The Company fosters equality in areas such as performance evaluation, promotions, compensation, working hours, holidays, and benefits. Furthermore, the Company ensures the provision of a safe workplace with a positive environment.

In 2024, the Group employed a total of 4,643 people, with 2,478 permanent employees and 2,165 subcontracted employees. The workforce is categorized as 27 senior executives, 119 management level employees, and 4,497 operational employees. Gender distribution is 45% female and 55% male.

The Company has a policy to promote equal career development opportunities for female employees. So in the Group, 41% of management positions are held by women, and 45% of operational staff are female. In terms of new hiring and promotions, 40% of the new employees and promoted positions are occupied by female staff, based on the suitability of the job roles.



CREATING OPPORTUNITIES FOR PERSONS WITH DISABILITIES

The Company is committed to hiring persons with disabilities in order to provide equal and fair opportunities for them to work in positions suited to their physical capabilities and skills. The Company has made efforts to create accessible and safe workspaces for persons with disabilities, including the provision of facilities such as restrooms, ramps, elevators, and parking spaces.

In 2024, the Group employed a total of 26 permanent employees with disabilities, including 18 male and 8 female employees. This practice is in accordance with the Persons with Disabilities Empowerment and Development Act.



EQUAL COMPENSATION POLICY

The Company has a fair compensation policy that aligns with industry standards and complies with labor law requirements. The compensation policy is reviewed annually, and compensation is determined based on the evaluation of job performance, responsibilities, and employee capabilities. The Company also provides various benefits that are appropriate for employees' livelihoods, such as attendance bonuses, life insurance, and provident funds. These benefits are regularly reviewed to ensure competitiveness with leading companies in the same industry.

In 2024, the compensation ratio between female and male management within the Group was 1:0.90, while the compensation ratio between female and male operational-level employees was 1:1.25. However, the Company remains committed to ensuring financial stability and equitable compensation for both female and male employees.

3.4.3 EMPLOYEE DEVELOPMENT



Employee development is a crucial factor that drives the growth of the organization effectively. Therefore, the Company emphasizes planning training and development for employees at all levels. It has a policy to develop human resources to enhance the efficiency and capabilities of personnel at all levels within the organization, providing specialized courses that focus on developing essential skills in the current industry. Additionally, the Company utilizes online learning technologies and digital platforms to offer greater convenience and flexibility in accessing learning content. The Company's organizational culture, grounded in the Q-STEP values, is instilled in every training session to create a shared understanding and connection to common goals. Personal learning objectives and reward systems are set as part of the strategy to enhance employee motivation for self-development. Continuous assessment and follow-up ensure the effectiveness of the programs and enable adjustments to align with the changing needs of the organization and individuals.

MANAGEMENT APPROACH :

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

**GOAL :**

Employees at all levels receive training and skill development, averaging at least 24 hours per person per year.

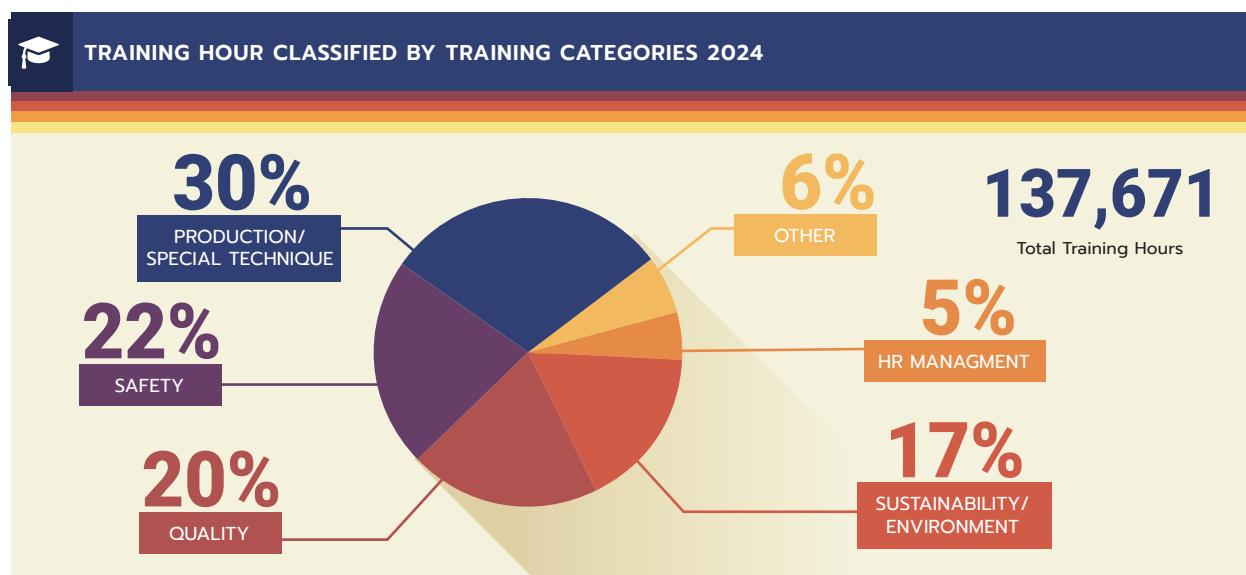
**PERFORMANCE :**

Indicator	Target for 2024	Performance of 2024
Average Training Hours of Employee	≥ 24 hours/person/year	29 hours/person/year
% Employees were evaluated based on their KPI in different position	100%	100%

In 2024, the Company has focused on developing training programs that enhance essential skills and core values, ensuring coverage across all employee levels. This includes specialized courses aimed at developing job-specific competencies, seminars, site visits, and both online and workshops. The employee training statistics are as follows :

TABLE OF EMPLOYEE TRAINING STATISTICS				
	Training	Year 2022	Year 2023	Year 2024
Total Training Hours		78,988	103,289	132,671
Average Training Hours (hrs./person/year)		15	21	29
Total Training Expense (THB)		2,103,921	2,854,085	2,442,272
Average Training Expense (THB/person)		410	568	526

TRAINING STATISTICS OF EMPLOYEES BY GENDER AND JOB POSITION IN 2024				
Training	Total Training Hours (hrs.)	Average Training Hours (hrs./person/year)	Total Training Expense (THB)	Average Training Expense (THB/person)
Classified by Gender				
Male	63,932	25	1,348,363	532
Female	68,739	33	1,093,909	518
Classified by Employee Rank				
Senior Executive	436	16	61,461	2,276
Management	4,753	40	508,716	4,275
Non-Management	127,481	28	1,872,095	416



Employee development performance in 2024, the Company provided training programs to enhance essential knowledge and skills for employees at all levels. The average training hours per employee was 29 hours per year, with both management and operational-level employees achieving an average of more than 24 training hours, meeting the Company's target. For senior executives training plan, further adjustments are required to enhance effectiveness, such as increasing online training or e-Learning programs. Additionally, the Company aims to introduce more sustainability-related training courses to equip employees with the knowledge necessary to align business operations with sustainable development goals (SDGs).



PERFORMANCE EVALUATION

The Company recognizes the importance of employee performance evaluation as a key tool for enhancing work efficiency, fostering career progression, and supporting the achievement of organizational goals effectively. To this end, the Company has established a KPI Committee responsible for determining Key Performance Indicators (KPIs) based on job responsibilities and reviewing employee performance assessments on a monthly basis. The KPIs are regularly reviewed and refined to align with the organization's evolving objectives and circumstances. In 2024, 100% of employees underwent performance evaluations based on the KPIs relevant to their respective positions.



KEY EMPLOYEE DEVELOPMENT PROGRAMS IN 2024



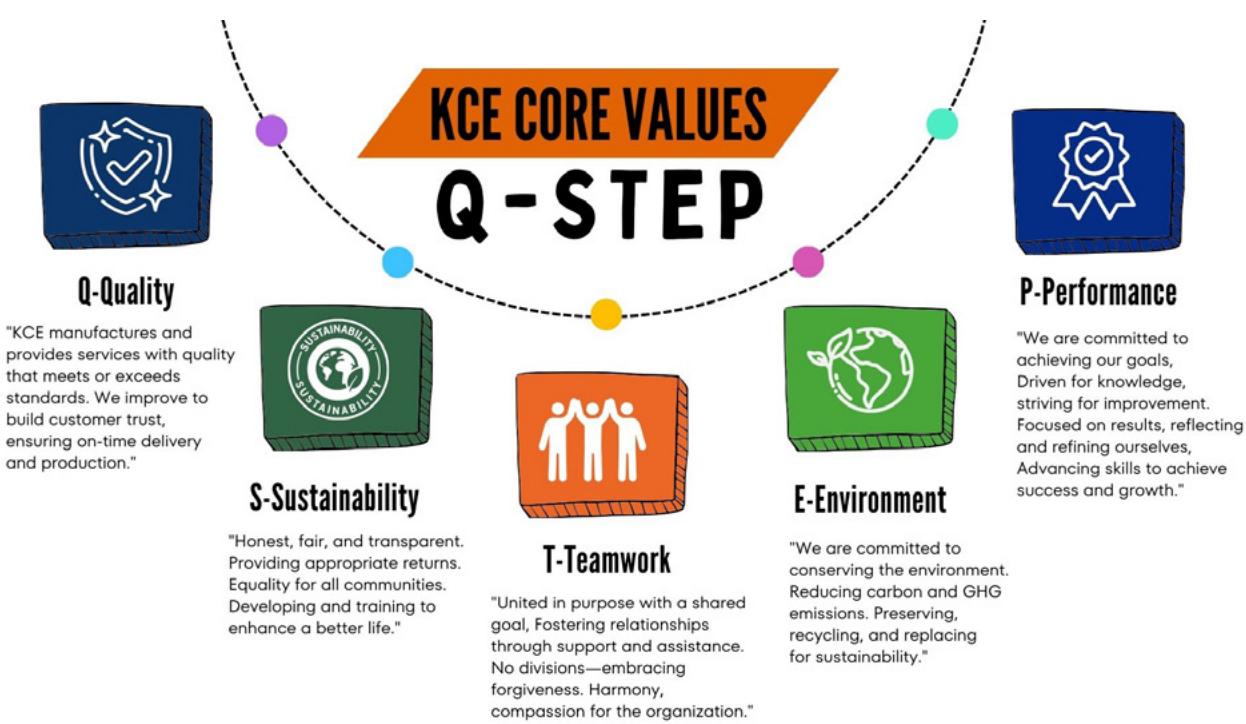
KCE LIFE & CORE VALUE PROGRAM AND ANTI-CORRUPTION INITIATIVE

The Company has developed the KCE LIFE & CORE VALUE program to instill corporate values and foster organizational engagement, which also encompasses anti-corruption and anti-bribery initiatives. This training program has been continuously implemented for six years. In 2024, the Company produced a video on organizational value awareness, focusing on Q-STEP, which comprises Quality, Sustainability, Teamwork, Environment, and Performance. This video serves as an online training resource and is integrated with knowledge-sharing initiatives and various activities to strengthen the organization in the long term.

NUMBER OF EMPLOYEES PARTICIPATING	PROGRAM PERIOD
384 EMPLOYEES	1 year

BENEFITS
The Company has an increasing number of employees with self-development skills.

PERFORMANCE
Employees have enhanced their self-development, meeting the Company's established standards and achieving career advancement.





KCE ESG DNA E-LEARNING

The Company has participated in the 'ESG DNA: Sustainability Knowledge Program for Employees at All Levels', initiated by the Stock Exchange of Thailand, to establish a foundational understanding of ESG principles among employees. This initiative aims to embed a sustainability-oriented mindset (ESG DNA) within the workforce, enabling employees to integrate ESG principles into their respective functions and all aspects of business operations, driving the Company's long-term sustainable growth. A total of 339 targeted employees participated in the program, all of whom successfully completed the mandatory training and assessment.

NUMBER OF EMPLOYEES PARTICIPATING	PROGRAM PERIOD
339	1 year
EMPLOYEES	BENEFITS
	The Company has employees who understand ESG principles and have been instilled with a sustainability-driven mindset.
	PERFORMANCE
	Employees understand ESG principles and have embraced a sustainability-driven mindset.



ESG

**DNA ชุดความรู้ด้านความยั่งยืน
สำหรับบุคลากรทุกระดับในองค์กร**

<https://setsustainability.com/libraries/1263/item/set-esg-dna->



DEVELOP INTERNAL TRAINER FOR SUSTAINABILITY

The Train The Trainer program aims to enhance employees' capabilities as internal trainers, enabling them to effectively transfer knowledge within the organization. This course is conducted by expert instructors from the Electrical and Electronics Institute and is structured into theoretical and practical sessions. Participants who successfully complete both the theoretical and practical assessments receive a certification and are officially registered as internal trainers. Additionally, internal trainers who apply their knowledge by conducting training sessions within the organization earn KPI points per session, serving as an incentive to encourage continuous employee engagement in organizational development.

NUMBER OF EMPLOYEES PARTICIPATING 37 EMPLOYEES	PROGRAM PERIOD 1 year
	BENEFITS The Company has an increasing number of internal trainers who can effectively share knowledge with others. PERFORMANCE 1. A total of 29 trained employees have been registered as internal trainers. 2. A total of 18 internal trainers have conducted training sessions to share their knowledge.



INDIVIDUAL DEVELOPMENT PLAN : IDP PROGRAM

The development of target employee groups within the company through participation in the Individual Development Plan (IDP) program, or the creation of individual development plans, aims to ensure that employees perform in alignment with the company's established objectives and experience career advancement. The relevant departments and internal instructors will conduct both theoretical and practical training for employees enrolled in the program. Regular monthly and quarterly assessments will be carried out to evaluate their progress.

NUMBER OF EMPLOYEES PARTICIPATING 513 EMPLOYEES	PROGRAM PERIOD 1 year
	BENEFITS The Company has an increasing number of employees with self-development skills. PERFORMANCE Employees have developed themselves, meeting the Company's established standards and achieving career growth.



7 HABITS PROGRAM : DECODING THE 7 HABITS... THE KEY TO BUILDING HIGH-PERFORMANCE TEAMS

This employee development program aims to enhance leadership skills, guiding employees toward sustainable success and improving efficiency within teams. It establishes a solid foundation for the organization in terms of creating a strong culture, fostering sustainability, and enhancing competitiveness to navigate the challenges of the future.

NUMBER OF
EMPLOYEES PARTICIPATING

54

EMPLOYEES

PROGRAM PERIOD

1 year

BENEFITS

Create an efficient work environment, foster strong team relationships, and support the organization's sustainable growth.

PERFORMANCE

Employees understand the importance of teamwork development through the 7 Habits and apply goal-setting principles and obstacle management strategies in their work.

PERSONNEL COMPETENCY TESTING PROGRAM ACCORDING TO PROFESSIONAL STANDARDS AND QUALIFICATIONS IN HUMAN RESOURCE MANAGEMENT

The Company has facilitated employee participation in competency assessments based on occupational and professional qualifications in human resource management. This initiative aims to enhance employee capabilities and skills in alignment with professional standards. As a result, employees successfully passed the assessments and received Level 3 Professional Qualification Certificates in the following areas : Learning and Human Resource Development : 2 employees, Recruitment and Selection : 3 employees, Employee Relations : 1 employee.





ONLINE EXAMINATION

Assessing knowledge and comprehension is a key approach to employee development, ensuring that outcomes align with the organization's established standards. Electronic assessments effectively measure employees' understanding, providing rapid results immediately after test completion. Additionally, this method reduces paper usage for exams and minimizes grading time, enhancing efficiency in the evaluation process.



SUSTAINABLE KNOWLEDGE AND AWARENESS ACTIVITY

This program aims to provide knowledge and raise awareness about sustainable development through activities such as the Sustainable Development Safety Week. The activities include setting up information boards and videos to communicate various topics, including the Sustainable Development Goals (SDGs), occupational health and safety, environmental management, climate change mitigation, energy conservation, waste segregation, and anti-corruption efforts. Additionally, employees participate in fun games that incorporate educational content, slogan competitions, and quiz challenges with prizes.



3.4.4 OCCUPATIONAL HEALTH AND SAFETY



The Company prioritizes occupational health and safety for both employees and stakeholders, with a commitment to becoming a Zero Accident Organization. The Company has implemented an occupational health and safety management system that complies with both national and international laws and standards. Regular risk assessments and reviews are conducted, and the Company continuously improves and develops its safety control systems and measures.



MANAGEMENT APPROACH :

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



GOAL : Zero lost time work-related injuries



PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of high-consequence work-related injuries	0 incidents	19 incidents
High-consequence Lost Time Injury Frequency Rate (LTIFR) per 1,000,000 working hours	0	1.35



OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM ISO 45001

The Company has been certified for the ISO 45001 Occupational Health and Safety management system by SGS (Thailand) since March 6, 2020, valid until March 6, 2025. The scope of the Occupational Health and Safety Management System covers both employees and those working on-site, including contractors, security staff, cleaning personnel, and others. In 2024, the ISO 45001 system was audited by SGS (Thailand) on February 21-23, 2024.

The subsidiaries, KCE Technology Co., Ltd. (KCET) and Thai Laminate Manufacturer Co., Ltd. (TLM), are in the process of developing the ISO 45001 management system, with plans to seek certification by 2025 and 2026, respectively. Additionally, TLM has successfully passed the Process Safety Management (PSM) system audit, in accordance with the regulations set by the Industrial Estate Authority of Thailand (IEAT), on the criteria, methods, and conditions for operations in industrial estates (Version 4), B.E. 2559. The audit was conducted on October 16-17, 2024. KCET plans to seek PSM certification in early 2025.



HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

Based on the Company's hazard identification and risk assessment, as well as investigations and analyses of work-related accidents, significant risks have been identified, including fire hazards, electrical risks, machinery-related hazards, chemical exposure, and risks associated with PCB boards handling. To mitigate these risks, the Company has developed an annual occupational health and safety plan, along with risk reduction and control measures, to prevent incidents and accidents affecting employees.

Additionally, a safety inspection plan has been implemented to identify unsafe acts by employees and hazardous conditions related to machinery, equipment, or the workplace environment. Corrective and preventive actions are carried out following the 4M1E principle : Man (employees), Machine (machinery and tools), Material (raw materials), Method (work processes), and Environmental (work environment).



OCCUPATIONAL HEALTH SERVICES

The Company provides a first aid room, stocked with medications, medical supplies, and emergency equipment as required by law. A professional nurse is on-site to provide initial medical care and health consultations for employees. There are procedures for promptly transferring patients to partner hospitals through emergency medical services. The Company has also installed Automated External Defibrillators (AED) for use in emergencies. Additionally, training in first aid and CPR (Cardiopulmonary Resuscitation) is provided, including instruction on the proper use of the AED.

The Company has invited occupational health physicians and nurses from Nopparat Rajathanee Hospital to assess health risk factors in all work areas, including lighting, noise, heat, dust, chemicals, and ergonomic factors related to posture and movement. These assessments are used to establish appropriate general and risk-based health checkup programs for all employees, including pre-employment, job transfer, and annual health



examinations. Additionally, the Company has defined the use of personal protective equipment (PPE) for each department and continues to support occupational health professionals in conducting ongoing risk assessments.

To address ergonomic issues, the Company has improved production processes by minimizing manual lifting and material handling through the use of robots and automation systems. Continuous training is also provided to enhance employee awareness and knowledge of ergonomics.

WORKPLACE ENVIRONMENTAL MONITORING

The workplace environment monitoring plan, covering light, noise, heat, dust, and chemicals, is designed to be appropriate for employees or areas affected by those environmental conditions. This monitoring is conducted according to the legal timeline or more frequently in areas where measurements fall below the established standards. In cases where the monitoring results indicate environmental conditions below the standard, the relevant parties will be notified to take corrective actions following the Hierarchy of Controls. In 2024, the results of the workplace environment monitoring are as follows :

Environmental Factor	No. of Location	Measurement Results of 2024
Light	596	13 locations did not meet the standard
Noise	52	19 locations did not meet the standard
Heat	36	7 locations did not meet the standard
Chemicals	112	All locations were within the standards

MEASURES TO PREVENT AND CORRECT WORK ENVIRONMENT CONDITIONS

- Upgrading Lighting Systems : Replacing lighting fixtures to ensure illumination levels meet safety standards without posing health risks to employees.
- Hearing Conservation Program : Implementing a hearing conservation program in high-noise areas caused by machinery operations. Measures include: installing warning signs and notices in designated areas, rotating employees to minimize exposure duration, enforcing the use of hearing protection equipment throughout working hours, conducting annual hearing assessments for new hires and all employees in affected areas.



- to monitor health impacts and trends, performing regular maintenance on machinery and equipment to reduce noise levels, and ensuring that high-noise levels are confined within factory premises, with no impact on surrounding communities.
- Ventilation and Heat Reduction Measures: Providing ventilation equipment such as exhaust fans and evaporative cooling fans in designated areas where heat levels exceed standards. These measures aim to improve air circulation and reduce heat exposure for employees.

EMPLOYEE PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY :



The Company has established a Safety, Occupational Health, and Environmental Committee, comprising representatives from both management and employees in proportion as required by law. The committee serves as a representative for employees to report and suggest improvements for unsafe conditions, communicate safety measures to staff, and conduct safety inspections. The committee meets at least once a month. Additionally, during employee committee meetings and

labor union meetings, employee representatives from various committees can propose further safety suggestions.

Furthermore, the Company has implemented communication measures regarding occupational health and safety, including various information boards (such as accident statistics boards), Safety Talks, ER Shop Floor, employee suggestion contests, suggestion boxes, employee opinion surveys, monthly staff meetings, and the organization of Safety, Occupational Health, and Environmental Weeks.

OCCUPATIONAL HEALTH AND SAFETY TRAINING

The Company places great importance on safety training for new employees before they commence work. Beyond legal requirements, this training provides fundamental knowledge of occupational health and safety, familiarizing employees with workplace hazards and risks before they enter operational areas. Additionally, supervisors are responsible for further on-the-job training to reinforce safe work practices. An annual occupational health and safety training plan has been established, incorporating legally mandated courses, risk assessment findings, and accident cause analyses to ensure alignment with the Company's occupational health and safety risks.

In 2024, the Company is prioritizing training programs to enhance the knowledge and competencies of supervisors in their role as Safety Officers for Supervisory Level Employees. Training will also focus on employees working in high-risk areas, covering topics such as: Machine safety, Chemical handling safety, Safe material handling, Safe forklift operation, First aid and emergency response, Fire suppression and emergency team training.

Occupational Health and Safety Training		Performance of 2024
Number of Employees Trained in Safety		4,513 employees
Percentage of Employees Trained in Safety		97%
Average Training Hours per Employee per Year		6 hours



PROMOTION OF EMPLOYEE HEALTH

In addition to providing medical room services and employee health checkups, the Company has implemented various health promotion initiatives for employees, including :

- Maternity Care program : Conducting risk assessments for pregnant employees and relocating them to safer work areas. Additionally, a breastfeeding corner project has been implemented by providing a designated space within the nursing room where female employees can pump breast milk and store it in a refrigerator, promoting and supporting breastfeeding.
- Health Awareness Campaigns : Sharing health-related information, such as nutrition and dietary guidance, through Company bulletin boards.
- Health Training Programs : Offering training sessions on topics such as stretching exercises for disease prevention, smoking cessation, and healthy pregnancy planning.
- Sports and Fitness Promotion : Encouraging employee participation in sports activities and supporting participation in competitions, such as health-focused running events.
- Stress Reduction Initiatives : Organizing recreational activities, Company outings, New Year celebrations, games and activities during Safety Week, relaxation corners, reading spaces, and religious merit-making events.
- On-Site Health Services from External Providers : Arranging medical services such as cervical cancer screening, breast cancer screening, basic health screenings for diabetes and hypertension, and vaccination programs.

- Ergonomics Training and Fatigue Prevention : Providing training on preventing Office Syndrome, and implementing a Proactive Physical Therapy Program led by occupational health nurses.



PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

In addition to complying with legal requirements, the Company integrates its business ethics (Code of Conduct) and customer requirements on occupational health, safety, environment, labor, and human rights into its operations. The Company has also established a Supplier Code of Conduct to promote sustainability and ensure that its suppliers align with the Company's operational principles. For example, when a partner or contractor comes to work at the Company, they must undergo safety training before starting the job and comply with safety regulations, contractor work regulations, work permits, and all relevant safety procedures throughout their work.

Furthermore, the Company uses the results from risk assessments to develop an emergency response plan to handle various scenarios such as fires, chemical spills, gas leaks, wastewater leaks, explosions from boilers using liquid heat transfer mediums, and radiation leaks. The Company ensures that fire detection and suppression equipment is always ready for use, and conducts emergency team training and drills every month, both theoretical and practical. Additionally, at least one emergency response drill is conducted per year, covering fire-fighting and evacuation drills across all shifts, including both day and night shifts.



Annual Firefighting and Fire Evacuation Drills



Training on Advanced Firefighting Techniques at the Fire and Rescue Training Center, Chachoengsao

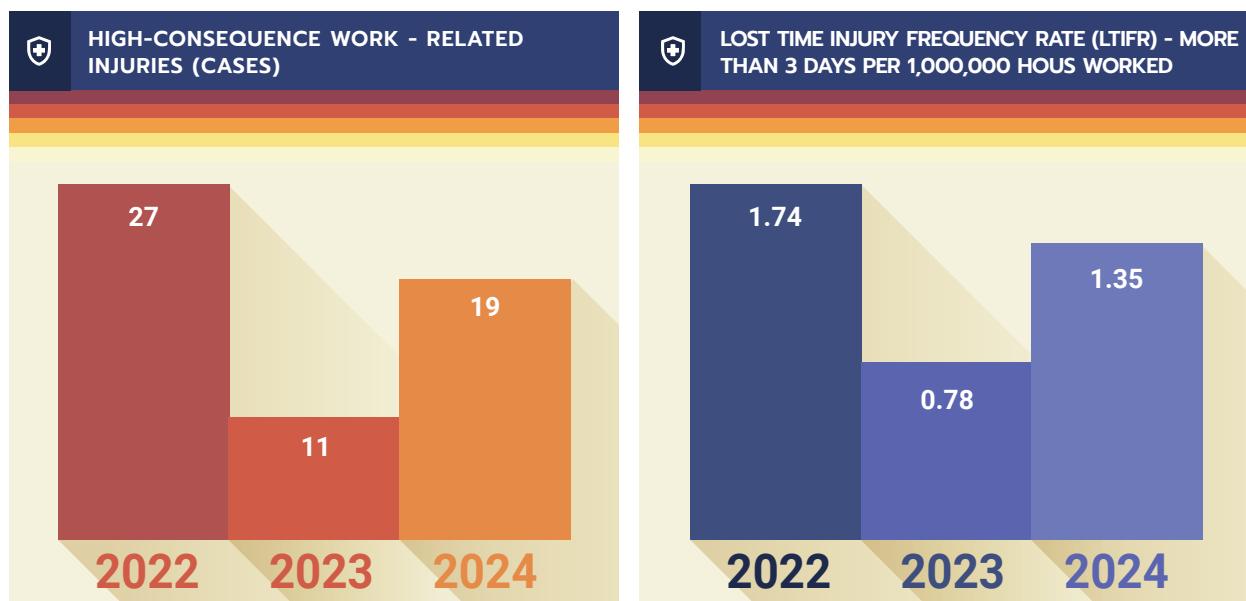


WORK-RELATED INJURIES AND ILL HEALTH

In the working environment, accidents and occupational diseases are significant issues that impact both employees and organizations. The Company recognizes the importance of occupational health and safety and is committed to creating a safe and healthy working environment for all employees. This is achieved through stringent preventive measures, regular safety training, and the use of technologies that help minimize work-related risks. Furthermore, the Company adheres to relevant laws and international occupational health standards to ensure that everyone can work safely and enjoy a high quality of life in the workplace

TABLE OF WORK-RELATED INJURY AND ILL HEALTH STATISTICS			
Occupational Injury and Illness	Year 2022	Year 2023	Year 2024
Number of fatalities as a result of work-related injury (cases)	0	0	0
Number of high-consequence work-related injuries (cases)	27	11	19
Number of recordable work-related injuries (cases)	82	36	31
Rate of fatalities as a result of work-related injury per 1,000,000 hours worked	0	0	0
Rate of high-consequence work-related injuries per 1,000,000 hours worked	1.74	0.78	1.35
Rate of Recordable work-related injuries per 1,000,000 hours worked	5.30	2.56	2.21
Total hours worked (hours)	15,475,551	14,081,235	14,039,025
Number of recordable work-related ill health (cases)	0	0	0

During the operations of 2024, the Company and its subsidiaries recorded 19 cases of work-related injuries which are the lost time more than 3 days. The Lost Time Injury Frequency Rate (LTIFR) increased to 1.35 per 1,000,000 working hours. Most of the accidents were caused by machinery operation and material handling. However, the Company remains committed to reducing work-related injuries by analyzing frequently occurring or severe accidents to identify unsafe working conditions and implementing corrective actions. A safety manual is also created for training new employees and those in high-risk groups, with supervisors providing job training. Communication across various channels is used to enhance employees' knowledge and skills to work correctly and safely. The Company monitors and ensures compliance with established work procedures, rectifies any defects or causes of accidents, and encourages employee participation in safety concerns through suggestions or consultations. This fosters awareness and a strong commitment to occupational health and safety.



SAFETY PROGRAMS AND ACTIVITIES :



In 2024, the subsidiary, Thai Laminate Manufacturer Co., Ltd., received the Zero Accident Campaign award for maintaining zero lost-time injuries. The award was presented by the Institute for the Promotion of Occupational Safety, Health, and Working Environment

(Public Organization). The Company was recognized at the Silver Level for the second consecutive year, achieving 4,638,279 hours without lost-time injuries.



SAFETY WEEK



Safety Week 2024 Event Highlight

SAFE DRIVING CAMPAIGN FOR SONGKRAN AND NEW YEAR FESTIVALS



ANNUAL HEALTH CHECK-UP CAMPAIGN



3.4.5 EMPLOYEE MOTIVATION AND RETENTION



The Company recognizes that employees are its most valuable asset, and their well-being is key to organizational success. Therefore, the Company is committed to fostering a work environment that promotes employee growth and well-being through comprehensive policies-ranging from career development and inclusive benefits to cultivating an open and participatory corporate culture.

MANAGEMENT APPROACH :

- Establishing human resource management policies, human resource development policies, human rights policies, occupational health and safety policies, and corporate values.
- Creating a positive organizational culture that serves as the foundation for employee retention, fostering employee engagement and satisfaction at the workplace by cultivating an environment that supports employee participation at all levels, and promoting acceptance and respect for diversity in terms of race, culture, and opinion.
- Developing employees' skills and capabilities through training and the development of new skills, which will help increase opportunities for career growth and enhance employee confidence.
- Providing appropriate rewards and fair compensation based on performance and abilities, offering competitive remuneration within the industry, including bonuses and various benefits, as well as recognizing achievements through awards, such as "Employee of the Month."
- Fostering good relationships with employees both professionally and personally by ensuring open and transparent communication between management and employees, organizing activities to strengthen workplace relationships, such as recreational events.
- Listening to employee feedback and suggestions for organizational improvement, as well as involving employees in decisions that impact their work. Engaging with employers and management through collective negotiations, such as welfare committees, employee committees, or safety committees.
- Establishing career growth pathways within the organization to provide employees with opportunities for promotion or skill development in their desired career fields.
- Assessing employee engagement levels with the organization and analyzing the results to determine plans for enhancing employee commitment, such as adopting the "Happy Workplace" approach.



GOAL :

Voluntary turnover rate of permanent employee not more than 12% and Zero labor dispute

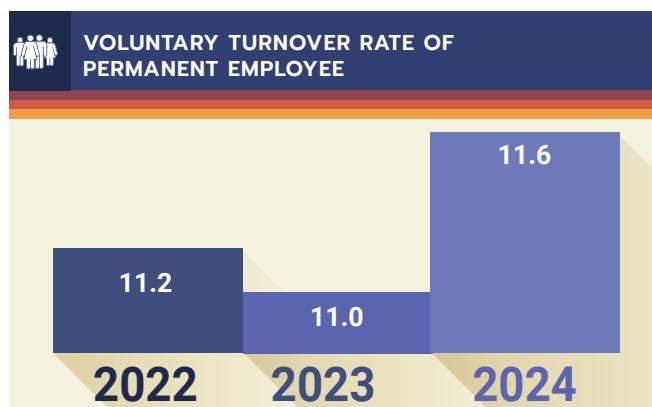


PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Voluntary turnover rate of permanent employee	≤12%	11.6%
Employee engagement level with the organization	>75%	76.2%
Number of significant labor disputes	0 cases	0 cases

TABLE OF VOLUNTARY TURNOVER RATE OF PERMANENT EMPLOYEE										
Turnover rate	Year 2022			Year 2023			Year 2024			Turn-over Rate
	Male	Female	Turn-over Rate	Male	Female	Turn-over Rate	Male	Female		
Voluntary turnover of permanent employee	173	127	11.2%	163	109	11.0%	162	108		11.6%

In 2024, the voluntary turnover rate of permanent employees was 11.6%, which remains within the acceptable threshold of not exceeding 12%. Regarding labor disputes, there were no significant labor disputes recorded during the year. However, the Company has conducted an analysis of employee turnover data and labor-related complaints to continuously improve its employee retention and engagement strategies.



LABOR RELATIONS AWARD



■ Honorary Award for Outstanding Labor Relations and Welfare, 2024, National Level, for the 12th consecutive year.



■ Outstanding Organization and State Enterprise Award for Workplace Wellness, 2024, Excellence Level.



■ Private Sector Ethical Wellness Organization Award, 2024.





EMPLOYEES FORMING FOR NEGOTIATION WITH THE COMPANY REGARDING EMPLOYEE BENEFITS AND WELFARE

The Company has established an Employee Committee elected by employees, which serves as a representative body to present suggestions for improving the work environment, public utilities, and welfare benefits in accordance with legal requirements. The Company ensures that employer representatives participate in meetings at least once per quarter. The operations of the welfare committee, if approved by the Chief Executive Officer and Managing Director, will apply to all employees within the Company.

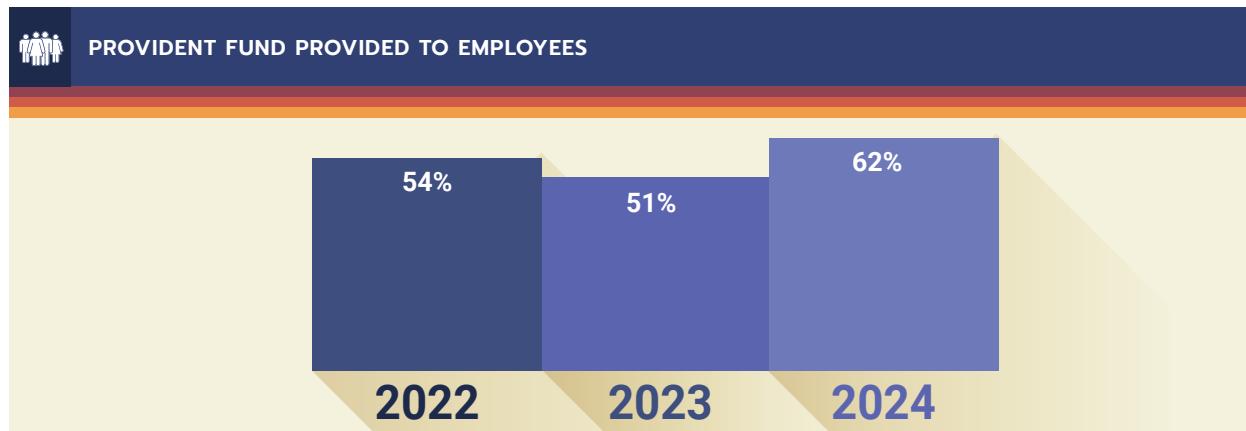


EMPLOYEE BENEFITS AND WELFARE

The various employee benefits are outlined in the employee handbook and communicated to all employees, such as shift allowances, attendance bonuses, monthly bonuses, cost of living allowances, marriage assistance, ordination or funeral benefits, gifts for hospitalized employees and new parents, parental leave, health and accident insurance, provident funds, and the option to participate in Company share investment programs.

- Parental Leave: The Company places great importance on work-life balance and provides benefits for female employees, allowing maternity leave of up to 98 days per pregnancy. Male employees are granted 3 days of paternity leave. Employees are entitled to return to their previous or a similar position without losing work-related benefits. In 2024, 115 female employees took maternity leave, and 58 male employees took paternity leave.
- Provident Fund: The Company recognizes the importance of saving for employees' financial security before retirement. Therefore, it encourages full-time employees to join the provident fund program, ensuring a financial safety net for employees' future.
- The Employee Joint Investment Program (EJIP) : EJIP is a periodic stock investment initiative in KCE shares, designed as a benefit for employees and managements of the Company and its subsidiaries. The program spans five years (2024-2028) and aims to serve as an incentive mechanism, encouraging employee participation in company ownership and enhancing employee retention. Additionally, it provides an alternative form of compensation to complement conventional remuneration methods, such as salaries, bonuses, and provident fund contributions.

TABLE OF EMPLOYEES' BENEFITS OF EJIP AND PROVIDENT FUND IN 2024				
Employees' Benefits	Employee Joint Investment Program (EJIP)		Provident Fund	
	Male	Female	Male	Female
Employees Eligible for Benefits	453	566	1,202	867
Employees Exercising Their Benefits	246	384	735	538
% of Employees Exercising Their Benefits	62%		62%	



EMPLOYEE ENGAGEMENT LEVEL WITH THE ORGANIZATION

The Company recognizes that employees are a crucial resource in driving the organization toward its goals. Supporting employees both in their work and personal lives, enabling them to achieve happiness independently, is an important mission that the Company supports through personnel, time, and necessary resources. Under the corporate wellness policy, the Company drives projects that provide knowledge and understanding through various promotional activities, offering appropriate choices for each individual. The goal is to create sustainable happiness and balance between life and work, while also enhancing organizational commitment and reducing employee turnover.

In 2024, the Company conducted an employee engagement survey using a satisfaction questionnaire covering 9 areas : job security, career advancement opportunities, workplace and management, job characteristics, training, social characteristics, communication, working conditions, and compensation/benefits. A total of 2,634 employees participated in the survey, with 50% female and 50% male employees.

The results showed an employee engagement level of 76.2%, indicating that employees have a "high" level of commitment to the organization.

An analysis of the employee satisfaction survey across nine aspects revealed that employees had the highest satisfaction with their job nature, scoring 78.7%, while the lowest satisfaction was in career advancement opportunities, scoring 71.4%. The overall employee engagement score stood at 76.2%, exceeding the set target of 75%. Nonetheless, the Company is committed to continuously improving identified areas to enhance employee satisfaction and engagement.





EMPLOYEE ENGAGEMENT AND RELATIONSHIP BUILDING PROGRAM IN 2024



HAPPY WORK PLACE PROGRAM

The Company has participated in the Happy Work Place program with the Healthy Workplace Institute (HWI), which is under the supervision of the Health Promotion Foundation (Thai Health Promotion Foundation). This initiative has been ongoing for the second consecutive year, with activities conducted under the "Happy 8" concept, as follows :



Happy Body : The Group encourages and supports employees in maintaining both physical and mental health. This helps reduce stress and allows employees to work more effectively.

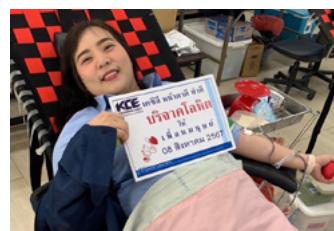
Campaign to Reduce and Eliminate Smoking in the Workplace: The Company conducts training under the slogan "If You Love, You Must Quit... Smoking," aiming to reduce and eliminate smoking within the workplace.



Sports Competition: "Futsal Tournament of Lat Krabang Industrial Estate 2024."



Happy Heart : The Company regularly organizes blood donation campaigns every three months in collaboration with the Thai Red Cross Society. The National Blood Centre of the Thai Red Cross provides blood donation services at the Company's premises.



Happy Money : The Company encourages employees to understand financial planning and debt management.

A training program is organized to promote financial management, debt management, investment strategies, and retirement planning.



Employee Market Fair: The Company regularly organizes an employee market fair at the end of each month. This event allows employees who are interested to sell products for extra income. Additionally, local community vendors are invited to sell affordable goods to help reduce expenses for employees.



Happy Relax : The Company organizes activities to promote mental health and relaxation for employees. Recreational activities are designed to create a positive atmosphere and foster relationships among employees. These activities help in both physical and mental development, providing employees with time to unwind from their regular tasks and encouraging creativity.



Happy Brain : The Company provides internal trainer training for employees under the "Professional Trainer (Train the Trainer)" program. This program enhances employees' knowledge and develops their skills in effectively delivering clear, relevant knowledge, as well as improving their personality to be more credible in achieving objectives efficiently.



Happy Soul : The Company organizes merit-making and almsgiving activities on New Year's Day to encourage employees to have faith in religion and practice ethical living. This helps employees cultivate mindfulness, improve focus at work, and better handle challenges that arise.



Happy Family : The Company recognizes the importance of the family institution and strives to strengthen it by providing educational scholarships for employees' children. This initiative helps alleviate financial burdens on employees' families and supports the education of youth, creating better learning opportunities for their future.



Happy Society : The Company is actively involved in community and social development, with a focus on the areas surrounding the Lat Krabang Industrial Estate. The Company participates in supporting the elderly, a group in need of continuous care and assistance in daily life. Additionally, the Company contributes by donating old calendars and creating Braille materials for visually impaired individuals.





LONG SERVICE AWARD

The Company organizes an annual Long Service Award ceremony to honor and motivate employees who have dedicated 10, 20, or 30 years of service to the Company. These employees are an integral part of the Company's success and growth. In 2024, a total of 66 employees received the award.



ER TALK @ THE SHOP FLOOR

The Labor Relations Department conducts field visits to meet with employees and communicate updates regarding work, regulations, and policies. These visits help foster understanding and also contribute to improving the work atmosphere, reducing tension between management, supervisors, and employees. This process enhances effective collaboration. For example, employees can share their opinions about the work environment, safety measures, and issues arising in the production process, allowing for joint problem-solving and development.



ONE STOP SERVICE

This service allows employees to inquire or receive various services in one location, improving convenience and reducing management steps. Services include consultations, document requests, information about various benefits such as health insurance, social security, leave, training programs, skill development to enhance work efficiency, suggestions, and activities for relaxation and participation in the workplace.



MONTHLY EMPLOYEE INFORMATION MEETING

This meeting is held to update important information related to the organization or business and significant matters that impact employees. It includes the Company's performance over the past month, such as production volume and reports on production efficiency, like production rates or issues arising in the production process. The meeting also covers safety measures at the workplace, reviews of accidents or safety-related incidents that occurred in the past month, and recommendations for future preventive actions. Additionally, it promotes employee participation in improving production quality and safety measures.

3.4.6 CUSTOMER RELATIONSHIP MANAGEMENT



The Company places great importance on sustainably managing customer relationships and is committed to ensuring customer satisfaction while fostering and maintaining long-term relationships. This is achieved through the production of high-quality products and the provision of excellent services, guided by the quality policy: "KCE is committed to providing products and services to meet or exceed agreed requirements for all of our customers through continuous improvement and by doing it right the first time." The Company upholds integrity in business operations, instilling confidence in customers by safeguarding business-related information under the principles of good corporate governance and business ethics. Additionally, it ensures effective risk management while conducting operations with social and environmental responsibility.



MANAGEMENT APPROACH :

Sustainable Customer Relationship Management is carried out through the following practices :

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



MANAGEMENT SYSTEM ACCORDING TO INTERNATIONAL STANDARDS

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

TABLE OF MANAGEMENT SYSTEMS CERTIFIED ACCORDING TO INTERNATIONAL STANDARDS

Certified Systems	International Standards	KCE Electronics	KCE Technology	Thai Laminate Manufacturer	Chemtronics Products	Chemtronics Technology
Quality Management	IATF 16949 : 2016					
	ISO 9001 : 2015					
Testing Laboratory Competence	ISO/IEC 17025					
Environmental Management	ISO 14001 : 2015					
	Green Industry Level 3					
Occupational Health and Safety Management	ISO 45001 : 2018					
Thai Labor Standard	TLS 8001 : 2020					
Information Security Management	TISAX Level 3					
Feed Additive and Pre-Mixture Quality System	FAMI-QS					



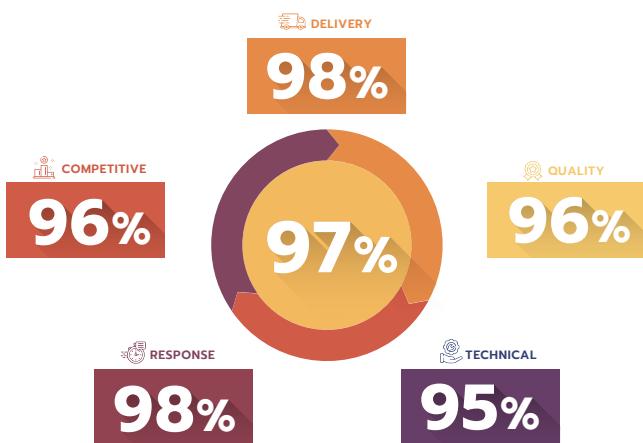
PERFORMANCE IN 2024 :

1

CUSTOMER SCORECARD

Customers provide the Company with a satisfaction assessment or Scorecard, evaluating five key aspects : Delivery, Product Quality, Technical Knowledge, Customer Response, and Competitiveness.

These assessments reflect overall customer satisfaction with the Company. In 2024, the Company achieved an average customer satisfaction score of 97%.



CUSTOMER SATISFACTION IMPROVEMENT PLAN

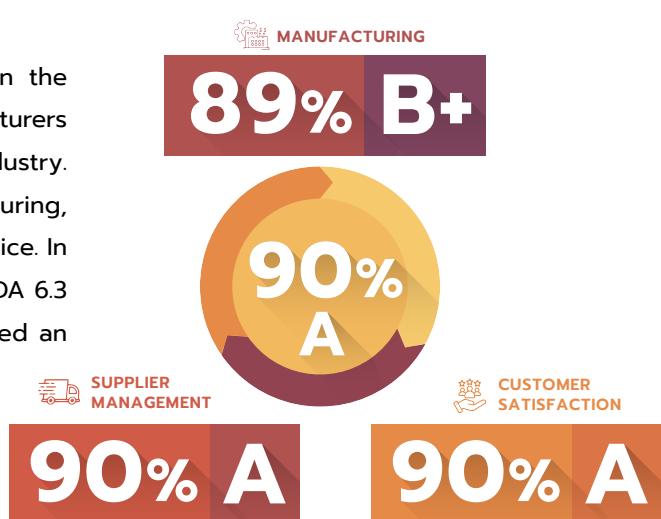
Improving customer satisfaction is a key priority for the Company, aiming to provide excellent service and achieve the highest levels of customer satisfaction. The following guidelines have been established to enhance customer satisfaction:

- Understanding customer needs and expectations
- Setting clear satisfaction goals through the identification of specific performance indicators
- Creating effective communication channels with customers
- Regularly measuring and assessing customer satisfaction
- Utilizing data from assessments to improve the quality of products and services
- Developing employee skills and understanding related to customer service

2

CUSTOMER AUDIT

VDA 6.3 is a process audit standard used in the automotive industry, particularly among manufacturers associated with the German Automotive Industry. It consists of three key categories : Manufacturing, Supplier Management, and Customer Care/Service. In 2024, four automotive customers conducted VDA 6.3 audits of the Company. The audit results yielded an average score of 90% (Grade "A" - High Potential), indicating that the Company met high-level assessment criteria, demonstrated strong process capability,



and maintained minimal process risks, eliminating the need for short-term follow-up audits. Nonetheless, the Company has addressed all identified deficiencies from the audit and has provided responses to customers accordingly.

CUSTOMER COMPLAINT HANDLING PROCESS

Upon receiving a customer complaint through the sales representative, the Customer Quality Engineer (CQE) department follows a systematic 8-step process to identify the root cause of the issue and implement effective corrective actions to prevent recurrence.



CUSTOMER SATISFACTION IMPROVEMENT PROJECT FOR 2024

Based on the customer satisfaction assessment results, the Company has identified areas that require improvement, specifically in the ability to inspect HDI quality. This is to accommodate the increased production of HDI and more complex electrical circuit designs with higher density, which presents a greater risk of detecting certain types of defects. As a result, the Company has increased the number of electrical quality inspection machines and PCB reliability testing machines in the laboratory as part of the improvement measures.

4-WIRE DEDICATED FIXTURE CIRCUIT CONNECTIVITY TESTER

The 4-Wire (Kelvin Measurement) principle is used in this tester, providing the following benefits :

- More accurate resistance measurement of electrical circuits - Reduces the impact of lead resistance.
- Checks the electrical connectivity - Helps detect defects such as incomplete connections (Cold Joints) or abnormally high resistance.



- Improves production quality - Ensures circuit connection points (Via, Trace, Plated Through-Hole) meet standards.
- Supports high-precision testing - Especially for HDI PCBs used in industries that require high accuracy.

ION MILLING SYSTEM TESTER

The Ion Milling system is a device that uses the Ion Milling (or Ion Beam Etching - IBE) process to remove material from the surface of PCBs. The benefits of this system include

- Precise surface modification of PCBs - Helps remove unwanted coatings or materials, such as excess copper or residues from manufacturing.
- No chemical usage - Reduces the use of etching chemicals, making the process more environmentally friendly.



ArBlade 5000
ION MILLING SYSTEM

- Minimized thermal damage - Does not generate excessive heat, preserving the original structure of the PCB.
- Ideal for Research and Development (R&D) - Used to examine the internal structure of PCBs by stripping thin layers to inspect for defects.
- Supports highly complex PCBs - Suitable for HDI PCBs and Advanced Semiconductor Packaging.

HARING CELL AND VCP (VERTICAL CONDUCTIVE PATTERN) TEST BENCH

The Haring Cell and VCP Test Bench are tools used to test the electrical and chemical properties of the electroplating process, specifically in the electroplating process. The benefits of using these tools include

- Assessing the distribution capability of the electroplating solution.
- Testing the Copper Plating's ability to uniformly coat the surface of the PCB.
- Measuring the thickness of the metal coating on the walls of holes and the surface of the PCB.
- Optimizing the vertical plating process for maximum efficiency, reducing defects such as voids, uneven plating, or overplating.

3.4.7 CORPORATE SOCIAL RESPONSIBILITY



The Company recognizes that sustainable business growth is closely linked to the well-being of the communities and society in which we operate. As a responsible corporate entity, we are committed to creating a positive impact through community development, enhancing quality of life, and driving long-term sustainability. Additionally, the Company emphasizes employee participation in both internal and external community and social development activities. This approach aims to foster a spirit of volunteerism and a strong sense of responsibility toward the community, society, and the environment. The Company's community development strategy aligns with the Sustainable Development Goals (SDGs), ensuring that our initiatives contribute meaningfully to global sustainability objectives. Our efforts are implemented through collaborative engagement with local communities and government agencies, reinforcing long-term partnerships. Furthermore, the Company provides ongoing financial support for various projects and initiatives on an annual basis, demonstrating our sustained commitment to social responsibility.



MANAGEMENT APPROACH :

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



GOAL : Zero complaints from the community and society

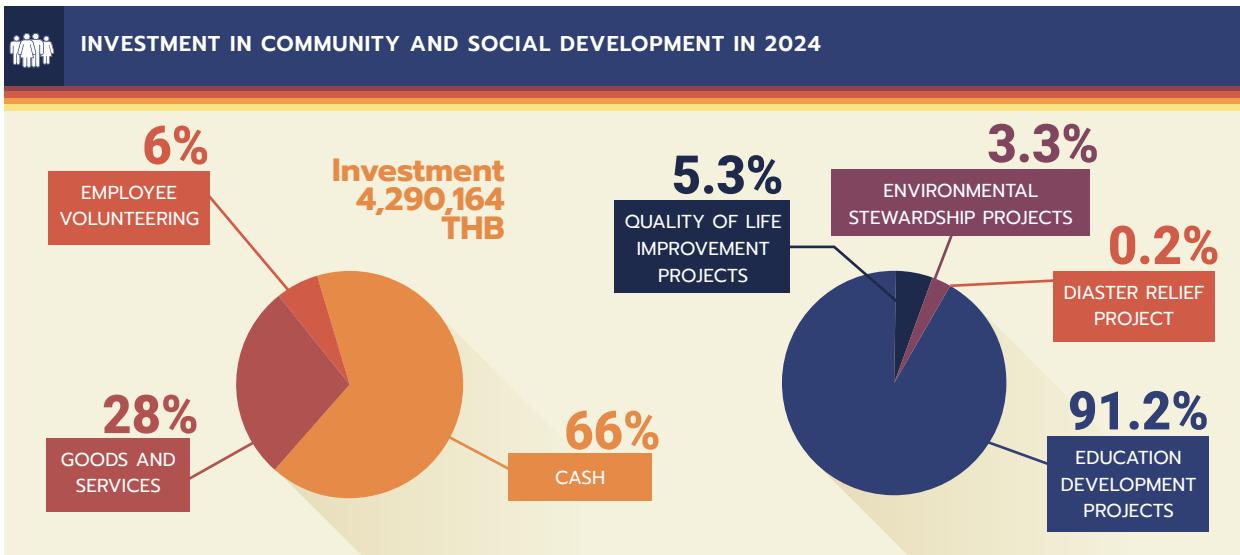


PERFORMANCE :

Indicator	Target for 2024	Performance of 2024
Number of complaints from the community and society	0 Case	0 Case



INVESTMENT IN COMMUNITY AND SOCIAL DEVELOPMENT IN 2024



AWARDS FOR SOCIAL AND COMMUNITY RESPONSIBILITY:



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



COMMUNITY AND SOCIAL DEVELOPMENT PROJECTS IN 2024



GREEN SOCIETY PROJECT

“Solar Cell for the Community” The Company has continued this initiative for the third consecutive year. In 2024, the Company supported the installation of two solar-powered water turbines at Wat Sutthaphot, Thap Yao Subdistrict, Lat Krabang District, Bangkok.

OBJECTIVES OF THE PROJECT :

1. To increase oxygen levels in the water, which helps improve water quality and supports the sustainable conservation of aquatic life.
2. To reduce the long-term electricity costs for Wat Sutthaphot.

3. To reduce greenhouse gas emissions and promote the use of clean energy.

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



GREEN ENERGY FOR EDUCATION PROJECT

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

PROJECT OBJECTIVES :

1. Create a positive example for renewable energy use

- This project demonstrates the benefits of renewable energy, such as solar energy, which has low long-term costs and reduces emissions.
- It provides a tangible example for students and the community regarding sustainable energy use.

2. Reduce long-term energy costs

- The installation of the solar energy system helps reduce the college's electricity costs.
- The savings can be redirected to improve teaching and learning resources or support other projects.

3. Promote learning and innovation

- The solar energy system serves as a modern educational tool for students in electrical and energy technology fields.
- Students will gain hands-on experience in system installation, maintenance, and monitoring.

4. Encourage community participation

- The project raises awareness in the local community about the benefits of renewable energy use.
- It acts as a catalyst for renewable energy projects at the community level.

5. Reduce greenhouse gas emissions

- The use of solar energy reduces reliance on fossil fuels, thereby helping to decrease greenhouse gas emissions.
- The project supports national environmental goals and the Sustainable Development Goals (SDGs).

6. Sustainable development in the education system

- This project lays a solid foundation for developing a sustainable education system by linking energy management with skill-building and knowledge transfer for students.

- Students who acquire knowledge in renewable energy will become skilled workers who can drive the renewable energy industry in the future.



EDUCATION PROJECTS

SCHOLARSHIP PROGRAM FOR LOW-INCOME EMPLOYEES' CHILDREN

The Group of companies aims to promote and support education for the children of employees with low incomes. By providing scholarships, the Company helps alleviate the financial burden of education for employees and their families. In 2024, the Group awarded scholarships to the children of employees, with a total value of 420,000 THB.



SCHOLARSHIP PROGRAM FOR SCHOOLS IN THE COMMUNITY:



The Company has established a scholarship program aimed at providing educational opportunities for students in need at 12 schools within the surrounding community. This funding will be used to support educational expenses such as textbooks, learning materials, and extracurricular activities, which will benefit the educational development in the area and contribute to the long-term progress of the community.

SCHOLARSHIP AND SCHOOL DEVELOPMENT PROGRAM IN REMOTE AREAS

In collaboration with the KCE Labor Union, the Company has donated cash to Ban Nong Kratai School in Prakhon Chai District, Buriram Province. This donation is aimed at supporting the development of the learning environment and creating educational opportunities for students in the area.



SHARING KINDNESS TO THE YOUNGER GENERATION :



Its subsidiary, Thai Laminates Manufacturing Company organized a CSR project in which all employees participated to support education for three schools in Chonburi Province. The activities included providing scholarships and learning materials, recreational games, a lunch event, and school landscape improvements. A total of 322 employees participated in the activities, and 569 students benefited from this initiative. The value of the scholarships and materials donated to the schools totaled 621,940 THB.



DUAL VOCATIONAL EDUCATION AND COOPERATIVE EDUCATION INTERNSHIP PROGRAM

The Group continuously supports and promotes internships for higher education students, providing opportunities for students to gain practical experience in their field of study. This initiative helps students develop essential skills such as teamwork, communication, and responsibility, preparing them for the workforce effectively. In 2024, the Group hosted a total of 29 interns, comprising 19 students from vocational education programs and 10 students from bachelor's degree programs. The total budget for this program was 2,249,000 THB.



QUALITY OF LIFE DEVELOPMENT PROJECTS

CHARITY WALK-RUN PROJECT :

This activity is organized in collaboration with the community and government agencies to promote physical health for executives and employees. Participants also have the opportunity to contribute funds towards the purchase of medical equipment for the 'LKBH Run-Change For Health 2024' project, supporting Lat Krabang Hospital, and the 'Run with Heart, Together in Unity - Hi-Tech 5th Edition' project, supporting Bang Pa-In Hospital.





QUALITY OF LIFE ASSISTANCE FOR VULNERABLE GROUPS :

This project aims to improve the quality of life for vulnerable groups, including the elderly, bedridden patients, and people with disabilities, living in the surrounding community. Executives and employees visit these areas to deliver essential goods to households in need.

COMMUNITY MARKET PROJECT :

The objective is to promote income generation within the community by organizing a monthly market where employees and local residents can sell their products at the factory premises.



CAPITAL MARKET FOR CHARITY BLOOD DONATION IN 2024

The Group participated in the 'Capital Market for Charity Blood Donation' project, encouraging employees to donate blood regularly every year to assist those in need during times of crisis, in collaboration with the Thai Red Cross Society. In 2024, executives and employees donated a total of 107,000 cc of blood.



ENVIRONMENTAL CONSERVATION PROJECTS



"LET'S ZERO TOGETHER" TREE PLANTING PROJECT FOR A SUSTAINABLE FUTURE :

This is a collaboration between the Company and the Industrial Estate Authority of Thailand to plant trees along the embankment of the Lat Krabang Industrial Estate, which connects to the Bueng Bua community. The objective is to help mitigate global warming and promote a low-carbon society by increasing green spaces, which can absorb greenhouse gases from the industrial sector and reduce the environmental impact on the surrounding community.

KCE CLEAN AND CARE FOR WILDLIFE VOLUNTEER PROJECT

This project encourages employees to participate in nature conservation efforts, particularly in caring for wildlife at the Wildlife Rescue Center 1 (Nakhon Nayok). Employees volunteer to clean animal enclosures, donate, and prepare food for the animals at the center.



TREE LIGHTING CEREMONY PROJECT :

This project is an activity that promotes Buddhist principles during the Buddhist Lent. The main objective is to reduce pollution caused by the burning of incense and candles, which contributes to toxic smoke such as PM 2.5. The project also aims to encourage tree planting to create green spaces and improve the environment, benefiting both individual health and the community's well-being.



DISASTER RELIEF PROJECTS

KCE'S FLOOD RELIEF DONATION :

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

