



KCE Electronics Public Company Limited

Stakeholder Engagement Policy

Stakeholder Engagement Policy

KCE Electronics Public Company Limited

Content

	Page
Definition of Stakeholder	1
Stakeholder Engagement Policy	1
Guidelines for the Engagement of Stakeholders	1
1. Determining, Identifying, and Analyzing Stakeholders	1
2. Adopting Communication Strategies	2
3. Disclosing Information	2
4. Encouraging Participation	2
5. Managing risks related to stakeholder engagement	3
6. Reviewing and reporting	3
The Duty of the Management	3
Policies and Practices towards Stakeholders	3
1. Policies and Practices towards Shareholders	3
2. Policies and Practices towards Employees	4
3. Policies and Practices towards Customers	5
4. Policies and Practices towards Suppliers	6
5. Policies and Practices towards Business Contractors	6
6. Policies and Practices towards Creditors	8
7. Policies and Practices towards Competitors	8
8. Policies and Practices towards Community, Society, and Environment	8
9. Policies and Practices towards the Media, Investors, Analysts	9
10. Policies and Practices towards Government Agencies	10
11. Policies and Practices towards Joint Venture Partners	10

Stakeholder Engagement Policy

KCE Electronics Public Company Limited 'KCE' has always paid close attention to the engagement of stakeholders. This is evident from the corporate philosophy of engaging in business based on morality and responsibility to society, implementing the code of conduct as a basis of work of all employees, employing the good corporate governance as a principle of management and exercising the sustainable development of the Company.

Along with the changing of the society, environment, and business conditions, groups of stakeholders are more complicated and carry higher expectations of fair treatment and demand participation in the expression of opinions, process of decision-making, and governance of affected issues. The engagement of stakeholders is thus more important than ever. The Board of Directors has resolved to issue the Stakeholder Engagement Policy as a clear guideline for the employees in conducting business so as to offer shareholders long-term value added as well as more concerns over the benefits of stakeholders of The Company.

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.

Stakeholder Engagement Policy

The Company is committed to do the business on respecting of the human rights and treats the stakeholders fairly, listens to their opinions and concerns, builds understanding with stakeholders, encourages co-operation constructively in matters that interest stakeholders, and takes part in developing society and environment so that the Company continues developing its business sustainably.

Guidelines for the Engagement of Stakeholders

1. Determining, Identifying, and Analyzing Stakeholders

Clearly determine, identify and categorize stakeholders taking into consideration the connection with each business unit in order to be able to analyze the risks and impacts, direct or indirect, incurred to each group of stakeholders comprehensively and clearly by bearing in mind that each group of stakeholders has its own set of perspectives and expectations. Different strategies and priorities of implementation thus need to be formulated for each respective group

Determine material sustainable development issues that affect decision making, operations, and operational effectiveness of the Company or stakeholders in the formulation of business strategy, identify the relationships and materiality of issues to the Company and stakeholders.

Develop stakeholder mapping to identify stakeholders and relevant parties in the Company and to understand the perspective of stakeholders, potential impacts, and expectations of each stakeholder group. This stakeholder mapping will be used in designing means of responding to the needs of stakeholders as well as appropriate strategies and communication methods that will sustainably influence the operation of the Company.

However, good relations with stakeholders should be initiated from the very beginning, that is, from the planning stage, so that plans can be adjusted or work procedures can be revised on time.

2. Adopting Communication Strategies

Closely communicate and persistently build understanding with stakeholders in order to gain correct perception and lead to good relationship with and trust from stakeholders by adopting particular communication strategies, methods, formats, and procedures suitable to each group of stakeholders, situation, duration, and local culture. This may be determined by the degree of damage or the possible impact incurred from negligence or inaction.

3. Disclosing Information

Disclose information accurately, explicitly, transparently, and comprehensively in order to assure that the stakeholders received sufficient, consistent, and timely information. For example, the disclosure of useful information should be done at the appropriate time, stated the real purpose of information and assured that there is a transparent process of reporting information to stakeholders. However, in disclosing information should consider a factor of appropriateness and follow the Disclosure Policy of the Company.

4. Encouraging Participation

Encourage stakeholders to participate in matters that affect them; provide channels for receiving suggestions, problems, and complaints from stakeholders; give priority; welcome opinions and exchange views (Stakeholder Dialogue) constructively in order to perceive ideas, expectations, and needs of stakeholders. In doing the Stakeholder Dialogue, one must recognize that differences of stakeholders may affect the opinions, e.g. age, gender, education, experience, attitudes, etc. Moreover, one should provide preliminary information prior to discussion, report outcomes of the discussion, disseminate reports to participants, and collect information systematically. The Company should also consider participating in giving opinions and identifying problems or obstacles to those having roles in regulating rules and orders which could pose an impact to the business operation of the Company.

5. Managing risks related to stakeholder engagement

Anticipate, identify, and prioritize risks related to stakeholder engagement in order to prepare plans to handle and manage potential risks from a constructive exchange of opinions with shareholders. Risks that should be considered include reluctance to participate, fatigue, dissatisfaction with the Company responses, presence of reserved stakeholders among those who prefer to share their opinions, presence stakeholders who intentionally obstruct an exchange of opinions, presence of stakeholders who have not received information, presence of stakeholders who do not have bargaining power, technical problems, and conflicts among stakeholder groups.

6. Reviewing and reporting

Inspect and assess stakeholder engagement systematically to continuously enhance stakeholder engagement; develop action plans; foster cooperation between stakeholders and related parties in the Company, track the cooperation development process, and report to stakeholders. In addition, the Company must also disclose the overall results of its stakeholder engagement to the public, including obtained results, impact, and operation scopes, as well as demonstrate the relations between benefits from stakeholder engagement and the Company's operations.

The Duty of the Management

The duty of the management is to ensure efficient and effective stakeholder engagement operations in accordance with the policy by providing suitable resources, such as allocating budgets and assigning knowledgeable, skilled and sufficient person-in-charges, and by putting in place systems for taking suggestions from stakeholders, compiling information, monitoring progress, and conducting assessment. Information on stakeholder engagement will be integrated into the Company's corporate governance, strategies, and management at every level to create acceptance and develop sustainable business practices across the organization.

Policies and Practices towards Stakeholders

The Company has established policies and practices for 10 groups of stakeholders as guidelines for its business operations, added value creation, and sustainable development, as detailed below.

1. Policies and Practices towards Shareholders

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

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

2. Policies and Practices towards Employees

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

1. To recruit employees through a fair and efficient selection system and employment conditions to find "smart and ethical" employees having strong qualifications and integrity to join the Company.
2. To treat all employees comprehensively and fairly, and to respect and protect individual rights, freedoms, and human dignity by treating all employees equally without discrimination or distinction on the basis of origin, race, gender, age, skin color, religion, disability, social status, lineage, educational institution, or any other status that is not directly related to job performance. The Company also supports and respects employees' rights to freely express their opinions.

3. To establish appropriate channels for communication and for receiving opinions, including a whistleblowing system for reporting inappropriate conduct in accordance with the Company's Code of Conduct, and to ensure protection of employees against retaliation, harassment, or punitive actions arising from such complaints or reports.
4. To provide employees in every field of work and at all levels sufficient and continuous professional development appropriate for their duties and responsibilities and to instill ethical awareness into every employee.
5. To promote and encourage working as a team to create unity and to raise employees' awareness about work discipline.
6. To establish clear, transparent, and fair criteria and processes for appointment, transfer, and promotion, as well as for rewards and disciplinary actions, free from discrimination.
7. To evaluate employees' performance and provide fair remuneration on the basis of the suitability, capability, and competence of each individual. The Company is also committed to providing fair and appropriate benefits to employees. The benefits will be constantly improved to keep them on a par with those of leading companies in the same industry.
8. To raise awareness and promote employees' occupational health and safety and provide a good atmosphere and environment in the workplace
9. To operate in compliance with internationally accepted occupational health and safety standards and safety standards as well as environmental management standards.
10. To encourage employees to have a Work-Life balance.
11. To provide channels where important information can be disclosed to employees to keep them informed of the operations and operating results of all the company business units.
12. To comply with applicable laws, rules, regulations, policies, practices, and standards relating to employees and labor, and to promote the exercise of employees' legal rights in accordance with the law.

3. Policies and Practices towards Customers

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

1. To deliver products and services that meet the needs and expectations of consumers and surrounding communities, and to contribute to improving quality of life and promoting sustainable growth of society.
2. To continuously create innovation and conduct research and development in order to deliver high-value, high-quality products and services that respond to customer needs across multiple dimensions.
3. To develop products and services with responsibility toward society and the environment by applying innovative technologies in production processes to ensure quality, efficient use of resources, environmental stewardship, reduction of negative impacts, and creation of positive impacts on society and the environment, thereby delivering value to customers and building long-term trust.
4. To produce products and services that are safe, non-hazardous to consumers' health, and reliable, and to provide customers with accurate and sufficient information.
5. To monitor and verify the sources and quality of raw materials and service providers in order to manage sustainability-related risks throughout the supply chain, and to manage the quality of products and services effectively in accordance with international standards.
6. To conduct business ethically and with integrity, and to treat customers with courtesy and reliability.
7. To respect customers' privacy rights by safeguarding customers' business information and personal data, protecting such information from unauthorized access, and refraining from disclosing such information to third parties without customers' consent.
8. To treat customers fairly and equitably on the basis of fair returns and mutual benefits for both parties.
9. To establish responsible units to provide product feedback, advice, solutions, and complaint-handling services in order to achieve the highest level of customer satisfaction with products and services, as well as to provide whistleblowing channels for reporting misconduct or violations of the Company's Code of Business Ethics, in accordance with the Company's whistleblowing policy.

4. Policies and Practices towards Suppliers

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

1. To conduct procurement and sourcing activities in a transparent, fair, and verifiable manner, and to strictly comply with applicable laws, rules, regulations, requirements, policies, practices, and relevant standards, as well as social ethical standards.
2. To treat all suppliers fairly, equitably, and without exploitation, and to provide accurate, complete, clear, and sufficient information to all suppliers on an equal basis.
3. To consider appropriate and fair purchase prices by taking into account price reasonableness, quality, and services received, and to be able to provide reasonable justification when subject to review or audit.

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

5. Policies and Practices towards Business Contractors

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

1. To determine appropriate and fair remuneration and ensure that the amount of remuneration paid by the contractors to their workers shall not be less than the wage rate stipulated by law.

2. To promote safety awareness among contractors and oversee a safe work environment in their operations.
3. To open up opportunities for contractors to meet with executives to listen to their opinions and concerns so they can work more efficiently to achieve goals.
4. To encourage contractors to develop their knowledge to ensure maximum work efficiency.
5. To provide support and encourage business contractors to adopt the principle of sustainable development through social and environmental responsibility in their business operations, in accordance with the Company Supplier Code of Conduct.

6. Policies and Practices towards Creditors

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

1. To make contracts with all types of creditors legally, equality, fairness and transparency without taking advantage of contract parties
2. Do not use fraudulent methods or conceal any important information or facts that might harm the creditors
3. To strictly abide by any term or condition stated in any contract entered into with all types of creditors accurately and straight forwardly
4. Repay the loan with interest to all types of creditors completely and on time as agreed.
5. To manage the Company's business operations efficiently, to avoid any default on debt obligations, and to maintain the Company's debt repayment capacity at the strongest possible level.

7. Policies and Practices towards Competitors

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

1. To conduct business in compliance with the principles of free and fair competition and applicable laws, in an ethical and transparent manner, and without taking unfair advantage of competitors through unlawful practices.
2. To refrain from obtaining confidential information through fraudulent or improper means.
3. To refrain from violating the intellectual property rights of competitors.
4. To refrain from attacking and destroying competitors' reputations by defaming them with any false statement.

5. To support and promote free trade, and to avoid any agreements or arrangements with competitors that may reduce or restrict fair competition, including practices aimed at preventing monopoly or engaging in unfair trade.

8. Policies and Practices towards the Community, Society, and Environment

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

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

10. To carry out business with concern for impact on the environment and the community and to encourage involved persons to take part in protecting the environment

9. Policies and Practices towards the Media, Investors, Analysts

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

1. To disclose information to the media, investors, analysts equitably and the information must be accurate, clear, and right to the point.
2. To communicate information on a quick and timely basis.
3. To provide opportunities for the media, investors, analysts to meet and talk closely with the top executives.
4. To facilitate the media to get in contact with the Company.
5. To establish good relationships with the media, investors, analyst through various activities such as business and plant visits to observe the production process and plant management as well as obtain accurate information.
6. To refrain from engaging in any acts of bribery, or offering or promising any assets or other benefits that may lead to corruption, to members of the media, investors, or analysts in exchange for media coverage or publicity.

10. Policies and Practices towards Government Agencies

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

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

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

11. Policies and Practices towards Joint Venture Partners

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


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

This Stakeholder Engagement Policy is effective from November 11, 2025 onwards.



(Mrs. Siriphan Suntanaphan)

Chairman of the Corporate Governance
and Sustainability Committee



(Mr. Bancha Ongkosit)

Chairman of the Board of Directors