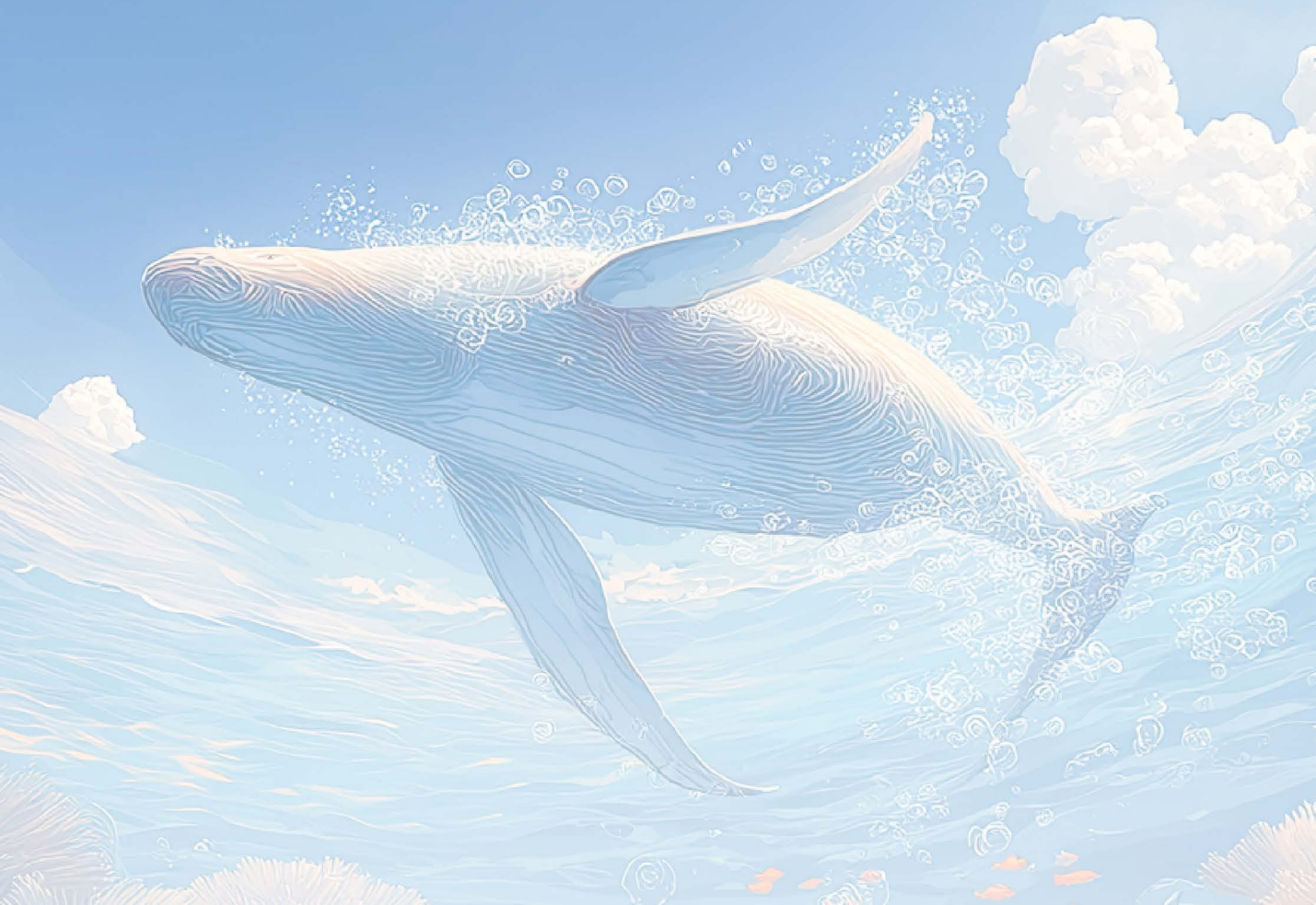
SE ESG

PERFORMANCE REPORT 2025

SIAMEAST SOLUTIONS PUBLIC COMPANY LIMITED



ESG Performance

Company Name : SIAMEAST SOLUTIONS PUBLIC COMPANY LIMITED Symbol : SE

Market : SET Industry Group : Industrials Sector : Industrial Materials & Machinery

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Fuel management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

Siam East Solution Public Company Limited places great importance on and is aware of its social responsibility in terms of environmental protection. The company has therefore established an environmental policy to serve as a guideline for employees and stakeholders to adhere to and implement as follows:

1.Control, prevent, treat, and reduce various types of pollution.

2.Improve environmental quality.

3.Strive to reduce the generation of various wastes.

4.Promote and reduce the consumption of electricity and water.

5.Encourage, support, and instill environmental awareness.

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

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

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

Information on compliance with environmental management principles and standards

Compliance with water management principles and standards

Water management principles and standards	:	3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

Energy Management and Efficiency Initiatives

To achieve the Companys energy reduction targets under its operational plan, the Company has implemented measures in two key areas as follows:

1. Electricity Efficiency

-Behavioral Energy-Saving Measures The Company promotes energy-saving behavior among employees by encouraging them to switch off lights, air conditioners, and unplug electrical devices when not in use.

-**Equipment Improvement** The Company supports the adoption of energy-efficient electrical equipment within offices and warehouses to reduce electricity consumption.

-**Awareness and Internal Communication** Energy conservation awareness is promoted through internal communication channels, such as desktop wallpapers and employee engagement campaigns aimed at encouraging responsible electricity use.

-**Energy-Efficient Products and Solutions for Customers**

The Company carefully selects products and services that align with its energy efficiency policy and offers them to customers as energy-saving solutions. Through the **Boost Energy Optimization Program**, the Company conducts Energy Check assessments for pump systems, providing customers with options to reduce operational costs, save energy, and lower greenhouse gas emissions.

2. **Fuel Efficiency in Transportation**

- **Logistics Optimization** The Company utilizes GPS data installed in transport vehicles to analyze and optimize delivery routes. This helps maximize transportation efficiency, reduce empty trips, and minimize unnecessary travel distances.

- **Individual Fuel Consumption Monitoring**

Fuel usage and driving behavior of each driver are monitored and analyzed to improve fuel efficiency and support effective cost management.

-Employee Skill Development Training programs on **Safe and Energy-Efficient Driving** are provided to transportation staff to enhance driving skills and promote fuel-efficient practices.

Energy Management Plan

1. **Energy Reduction Targets**

   The Company has set a target to reduce total energy consumption (electricity and fuel) in 2025 by **3% compared with the 2024 baseline year**. For the medium- and long-term targets, the Company aims to reduce total energy consumption (electricity and fuel) by **3% annually compared with the previous baseline year**.

2. **Operational Planning**

The Company assesses energy consumption in office operations and conducts energy-related risk assessments to identify opportunities for improvement.

3. **Implementation and Participation**

Energy awareness activities are implemented internally to encourage employee participation in reducing energy consumption. GPS systems have been installed in transportation vehicles to improve logistics management and optimize route planning, enabling more efficient fuel usage.

4. **Monitoring and Evaluation**

Energy consumption data is collected and monitored regularly to track actual reductions against targets. If any increase in energy use is identified, the Company investigates the root causes and implements corrective actions immediately. Performance results are reviewed and evaluated on a quarterly basis.

5. **Reporting and Communication**

Energy reduction performance is summarized in quarterly and annual internal reports. The results are also disclosed externally through the Companys sustainability report to communicate progress to stakeholders.

Reference link for company's energy management plan : https://siameastsolutions.com/doc/plan/en/energy-management-plan.pdf

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2024	2025 : Reduced by 3%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Energy Management

Energy Management Approach

Energy management is a key operational priority for the Company. The Company recognizes the importance of improving energy efficiency to support cost management, reduce environmental impacts, and contribute to long-term sustainable business operations.

The Company has established a target to reduce total energy consumption (electricity and fuel) by 3% per year compared with the previous year. To achieve this target, the Company has implemented an Energy Management Plan covering operational planning, implementation, monitoring and evaluation, as well as reporting and communication with both internal and external stakeholders.

To ensure effective governance, the Company has established a Sustainability Working Committee and environmental personnel responsible for reviewing, developing, and monitoring the Companys energy management performance. These initiatives form part of the Companys efforts to reduce greenhouse gas emissions from operations, particularly those related to energy consumption and transportation activities.

The Company has also adopted technology-driven solutions to enhance operational efficiency. For example, GPS tracking systems installed in the Companys transportation fleet are used to analyze delivery routes and optimize logistics planning, helping reduce fuel consumption and improve transportation efficiency.

In addition, the Company has increased the utilization of renewable energy from solar power systems and implemented energy risk assessments, energy consumption monitoring, and awareness programs to encourage energy-saving behavior among employees. Internal communication campaigns, including energy-saving initiatives and awareness activities, are regularly promoted to reinforce efficient energy use across the organization.

Energy management performance is periodically reported to the Risk Management Committee, supporting continuous improvement and strengthening the Companys sustainability performance.

Energy Consumption Performance

In 2025 (B.E. 2568), the Company recorded total energy consumption from electricity and fuel of 467,391.94 kWh, representing a 10.01% reduction compared with the baseline year 2024 (B.E. 2567), in which total energy consumption was 519,396.03 kWh.

The reduction was primarily attributable to improved energy management practices, including the adoption of renewable energy and the optimization of transportation routes through GPS-based logistics planning.

When analyzed in terms of energy intensity, the Companys performance over the past three years shows a declining trend, reflecting the effectiveness of energy efficiency measures implemented across operations. These measures include operational practices such as switching off lighting and air-conditioning when not in use, promoting the use of energy-efficient equipment, and improving transportation planning to enhance fuel efficiency.

Renewable Energy Utilization

In 2025, the Company expanded the use of renewable energy through a solar rooftop system installed at the Companys headquarters in Rayong. The system generated a total of 9,775.45 kWh of electricity during the year.

The solar rooftop project represents one of the Companys key energy initiatives aimed at reducing electricity consumption and operational energy costs while supporting the transition toward cleaner energy sources.

In addition to economic benefits, the project also strengthens the Companys commitment to environmental responsibility and sustainable business practices. The Company believes that such initiatives enhance its corporate reputation and support engagement with customers and business partners that prioritize environmental responsibility and greenhouse gas reduction within their supply chains.

As a result of solar energy utilization, the Company was able to reduce grid electricity consumption by 7,446.38 kWh compared with 2024, contributing to a reduction of approximately 0.97 tons of carbon dioxide equivalent (tCO2e).

Greenhouse Gas Emissions from Energy Consumption

The Company collects and analyzes energy consumption data across all relevant energy sources, including electricity, solar energy, diesel fuel, and gasoline.

In 2025, the Company achieved a reduction in greenhouse gas emissions from energy consumption compared with the previous year.

- In 2024, total greenhouse gas emissions from energy consumption were 144.75 tons of carbon dioxide equivalent (tCO2e).
- In 2025, emissions decreased to 126.74 tCO2e.

Overall, the Company successfully reduced greenhouse gas emissions by approximately 18.01 tons of carbon dioxide equivalent (tCO2e), representing a 12.4% reduction compared with the previous year.
This improvement reflects the effectiveness of the Companys energy management initiatives, including reduced electricity and fuel consumption and increased utilization of renewable energy sources.

Future Commitment

The Company remains committed to continuously improving energy efficiency and expanding the use of renewable energy as part of its sustainability strategy. Through ongoing energy conservation initiatives and operational improvements, the Company aims to further reduce environmental impacts and support sustainable business growth in the long term.

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	41,527.89	43,198.18	44,553.59
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	41,527.89	34,490.58	27,044.20
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	8,707.60	17,509.39
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	395.50	419.40	445.54

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m^2)	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Person (employee))	395.50000000	419.39900000	445.53390000

Electricity Expense (*)

	2023	2024	2025
Total electricity expense (Baht)	242,767.85	181,800.26	134,041.03
Percentage of total electricity expense to total expenses (%)(**)	0.04	0.03	0.03
Percentage of total electricity expense to total revenues (%)(**)	0.04	0.03	0.02
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	2,312.07	1,765.05	1,340.41

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

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	35,941.60	34,190.05	30,333.05
Gasoline (Litres)	15,784.54	14,901.86	17,509.39
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : *Not include external fuel consumption*

Companys fuel expense (*)

	2023	2024	2025
Total fuel expense (Baht)	1,739,402.81	1,651,594.78	1,419,319.67
Percentage of total fuel expense to total expenses (%)(**)	0.29	0.32	0.27
Percentage of total fuel expense to total revenues (%)(**)	0.27	0.30	0.25

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)(1)	543.16	519.39	467.39

Remark: *(1) The energy consumption in 2025 decreased by 10.01% from the previous year (2024), which is a greater reduction than the target of 3% set from the previous year.*

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	0.00083343	0.00095308	0.00083144
Intensity of total energy consumption within the organization (Megawatt-Hours / Person (employee))	5.17299000	5.04267000	4.67390000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

Water Management

The Company uses tap water supplied by the Provincial Waterworks Authority as its primary water source for operations. Water consumption is categorized into two main areas: office buildings and the operational area (Workshop), which includes pump repair, machining, welding, metal surface polishing, testing, and equipment cleaning.

To promote efficient water use and support sustainable business practices, the Company has established a **Company Water Management Plan**. In 2025, the Company set a target to reduce water consumption by **3% compared with the previous year (2024)**, covering both office and workshop operations.

The Company assesses water consumption across operational activities and continuously improves its water management system in line with **ISO 9001** to support continuous improvement. Water-related risks, such as increasing water costs or consumption exceeding targets, are also regularly evaluated.

To enhance monitoring and efficiency, the Company plans to install water meters in the Workshop to systematically measure and track water consumption. The Company also promotes employee participation through water conservation awareness campaigns and encourages efficient water use. In addition, rainwater is collected and reused for activities such as watering plants within the Companys premises.

To prevent unnecessary water loss, the **Service Business Department** conducts preventive maintenance by regularly inspecting and maintaining water-related equipment and piping systems. Employees are encouraged to promptly report any issues, such as water leaks, to ensure timely corrective actions.

The Company regularly monitors water consumption by collecting and comparing actual usage data against the established targets. Water systems are periodically inspected, and any abnormal usage or leakage is investigated and addressed immediately to minimize water loss and improve operational efficiency.

Wastewater Management

Wastewater generated from the Companys operations is categorized into two types:

- **Office wastewater** is treated through septic tanks before being discharged into the public drainage system.
- **Workshop wastewater**, including wastewater from repair, machining, welding, metal surface polishing, and potentially contaminated rainwater, is collected in holding tanks with a total capacity of **9 cubic meters (two tanks of 4.5 cubic meters each)** before being transferred to a licensed waste management company authorized by government authorities for proper disposal in accordance with applicable regulations.

The Company reports water consumption and wastewater management performance on a **quarterly or annual basis** and presents the results to the **Risk Management Committee** for continuous improvement. The information is also disclosed in the Companys **Sustainability Report** to communicate with stakeholders.

Reference link for company's water management plan	:	https://siameastsolutions.com/doc/plan/en/water-management-plan.pdf
Page number of the reference link	:	1

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 1,026.00 Cubic meters / Person(employee)	2025 : Reduced by 3% or 995.22 Cubic meters / Person(employee)

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Water Consumption Performance and Analysis

From the implementation of the Companys Water Management Plan, total water consumption in **2025 was 1,460 cubic meters**, compared with **1,026 cubic meters in 2024**, representing an increase of **434 cubic meters or 29.73%**.
The increase in water consumption was primarily caused by a **leakage in the float valve**, which resulted in higher-than-normal water usage. Upon identifying the issue, the Company promptly investigated the root cause and implemented corrective actions. To prevent recurrence, the Company has established **monthly inspection and maintenance procedures** for water control equipment.
In addition, the Company is developing a **water recycling initiative** to reuse non-contaminated wastewater from operational activities. This initiative aims to reduce freshwater consumption and support the Companys long-term water reduction targets.

Wastewater Management Performance

For wastewater management, the Company operates a **septic treatment system for office wastewater**, while contaminated wastewater generated from repair and maintenance activities is collected and transferred to **licensed waste management contractors** for proper treatment and disposal.
As a result, the Company can verify that **100% of wastewater generated from its operations is properly treated before discharge**, ensuring compliance with environmental regulations and responsible water management practices.

Key Initiatives During the Year

1. Water Conservation Awareness Program

The Company implemented a water conservation awareness program to promote responsible water use among employees. Communication was carried out through awareness signage placed throughout the Companys premises as well as regular email communications. The campaign encouraged employees to avoid leaving taps running unnecessarily, regularly check for water leaks within building areas, and ensure that water supply systems and equipment are properly inspected and maintained. The program aims to foster awareness and encourage employee participation in using water efficiently and responsibly.

2. Green and Lush Trees from Recycled Water Project

The Company implemented a water recycling initiative in collaboration with employees and housekeeping staff by reusing non-contaminated used water for watering plants within the Companys premises, instead of using tap water or groundwater. This initiative helps reduce wastewater discharge into natural water sources while supporting the maintenance of green spaces within the organization. In addition, the greenery contributes to ecological balance by absorbing carbon dioxide and releasing oxygen. During the reporting year, the project helped reduce wastewater discharge into natural water sources by **3,564 liters per year**.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,049.00	1,026.00	1,460.00
Water withdrawal by third-party water (cubic meters)	1,049.00	1,026.00	1,460.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	9.99	9.96	14.60
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00	0.00	0.00

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00

Water consumption

	2023	2024	2025

	2023	2024	2025
Total water consumption (Cubic meters)	1,049.00	1,026.00	1,460.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00160960	0.00188270	0.00259718
Intensity of total water consumption (Cubic meters / Person (employee))	9.99000000	9.96000000	14.60000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	25,736.81	26,141.78	39,869.77
Total water withdrawal expense from third-party water (Baht)	25,736.81	26,141.78	39,869.77
Percentage of total water withdrawal expense to total expenses (%)(*)	0.00	0.00	0.01
Percentage of total water withdrawal expense to total revenues (%)(*)	0.00	0.00	0.01
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	245.11	253.80	398.70

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

Waste Management Plan

The Company has established a waste management plan and procedures in compliance with applicable laws and environmental regulations to ensure effective waste management and minimize environmental impacts. The Company has set a target to **reduce total waste generation by 3% compared with the previous years operational waste volume**. To ensure comprehensive and effective environmental risk management, waste is classified according to **sources of generation** into two main categories: **waste from internal operations** and **waste from on-site operations**.

1. Waste from Internal Operations: Waste generated from office activities and operational facilities is segregated into four categories as follows:

- **General Waste**

Non-hazardous solid waste that cannot be decomposed as organic waste. This waste is collected and transferred to the municipality for proper disposal.

- **Food Waste (Organic Waste)**

Biodegradable waste generated mainly from food consumption. The Company plans to convert this waste into **compost**, reducing the amount of waste sent for municipal disposal.

- **Recyclable Waste**

Materials that can be reused or recycled, such as plastic bottles, glass bottles, and cardboard boxes. The Company segregates these materials and sends them to recycling operators. Certain recyclable materials are also **donated to Wat Chak Daeng in Samut Prakan Province**, where they are recycled into **monk robes**.

- **Hazardous Waste**

Waste contaminated with chemicals or expired chemical products. This waste is segregated from other waste types and stored in **designated controlled areas with clear labeling** before being transferred to **licensed hazardous waste disposal contractors**.

To support effective waste management, the Company has developed an **operational action plan** to assess waste quantities generated both internally and from client service sites. Waste data are collected to monitor, control, and ensure proper disposal in compliance with relevant laws and environmental requirements.

The Company also applies the **3Rs principle (Reduce, Reuse, Recycle)** to promote resource efficiency and continuous improvement. In addition, environmental risk assessments are conducted to ensure compliance with legal and regulatory requirements.

The Company promotes employee awareness of waste segregation by providing **separated waste bins**, monitoring waste sorting practices, and organizing training programs on proper waste segregation.

2. Waste from On-site Operations

Waste generated from **on-site operational activities** is managed separately from internal waste and classified into two categories:

- **Non-Hazardous Waste**

  Such as packaging materials and uncontaminated scrap materials. These wastes are collected, segregated, and sent for appropriate recycling or disposal.

- **Hazardous Waste**

  Waste contaminated with chemicals, oil, or other hazardous substances. The Company implements strict controls for storage, transportation, and disposal through **licensed waste management contractors** in accordance with applicable regulations.

Waste generated from on-site operations will be **collected and transported back to the Company** only when the client permits or assigns the Company responsibility for removing waste from the site. The waste will then be segregated and disposed of according to legal requirements. However, if clients do not permit the removal of waste from their premises or designate waste management as their responsibility, the Company will comply with the clients requirements. In such cases, the client will manage the segregation, storage, and disposal of waste through licensed waste disposal operators. This approach helps **reduce environmental risks, prevent contamination, and ensure that the Companys operations do not negatively impact surrounding communities or the environment**.

Waste Monitoring and Reporting

The Company collects and records data on **waste quantities by category and the total weight of materials used**, classified into:

- **Non-renewable materials**
- **Renewable materials**

These data are analyzed to improve waste management efficiency. Waste reduction performance is monitored against the Companys targets, and if waste generation increases, the Company conducts root cause analysis and implements corrective measures.

Waste management activities are jointly overseen by the **Safety Officer, Human Resources Department, and General Administration Department**. Performance results are summarized and reported to the **Commercial Support Manager every six months**. In addition, the results are reported to company management and relevant information is communicated to employees and external stakeholders.

Reference link for company's waste management plan	:	https://siameastsolutions.com/doc/plan/en/waste-and-hazardous-materials-management-plan.pdf
Page number of the reference link	:	1

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2024 : non-hazardous waste and hazardous waste 6,711.35 Kilograms	2025 : Reduced by 3% or 6,510.01 Kilograms	• Reuse • Recycle • Landfilling

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Waste Management Performance

In 2025, the Company implemented its waste and waste management plan to enhance operational efficiency and promote responsible resource utilization in accordance with the **3Rs principle (Reduce, Reuse, Recycle)**. As a result, the Company generated a total of **2,361.88 kilograms of waste**, representing a significant decrease from **6,711.35 kilograms in 2024**. This reflects a reduction of **4,349.47 kilograms**, or **64.81% year-on-year**.

Regarding **hazardous waste**, no hazardous waste was sent for disposal in 2025 due to the minimal quantity generated. The Company has therefore **properly collected and stored the hazardous waste** for disposal in compliance with legal requirements in **2026**.

Waste Composition in 2025

The composition of waste generated within the organization in 2025 can be categorized as follows:

- **General waste:** 1,782 kilograms (**75.45%**)
- **Food waste:** 103 kilograms (**4.37%**)
- **Recyclable waste:** 476 kilograms (**20.18%**)

Material Usage

The Company also collects data on the **total weight of materials used**, categorized by resource type:

- **Non-renewable materials:** Lubricating oil **124.8 kilograms**
- **Renewable materials:** Wooden crates and cardboard boxes **194 kilograms**

These data are compiled from relevant departments and used to analyze and improve the Companys **resource and waste management practices** on an ongoing basis. The information is collected in collaboration with relevant functions, including the **Safety Officer, Human Resources and Administration Department, and Warehouse Department**, to support continuous improvement in environmental performance.

Non-hazardous waste increased slightly from **2,111.35 kilograms in 2024 to 2,361.88 kilograms in 2025**. In terms of composition, **general waste accounted for the largest share at 1,782 kilograms (75.45%)**, followed by **recyclable waste at 476.67 kilograms (20.18%)**, while **food waste decreased from 159.21 kilograms to 103.21 kilograms**, reflecting improved waste management practices. Overall, the results demonstrate improved waste segregation and increased recycling efforts in line with the Companys commitment to the **3Rs principle (Reduce, Reuse, Recycle)** and efficient resource management.

Information on waste management

Waste Generation[(*)]

	2023	2024	2025
Total waste generated (Kilograms)	9,041.00	6,711.35	2,361.88
Total non-hazardous waste (kilograms)	422.00	2,111.35	2,361.88
Non-hazardous waste - Landfilling (Kilograms)	422.00	2,111.35	2,361.88
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)[(2)]	8,619.00	4,600.00	0.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	8,619.00	4,600.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)[(**)]	0.01	0.01	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)[(**)]	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)[(**)]	0.01	0.01	0.00

Additional explanation : *[(*)] Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost*

[(**)] Total revenues and expenses from consolidated financial statement

Remark:

(2) No hazardous waste was sent for disposal in 2025 due to the minimal quantity generated. The Company has therefore properly collected and stored the hazardous waste for disposal in compliance with legal requirements in 2026.

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	247.00	368.14	476.67
Reused/Recycled non-hazardous waste (Kilograms)	247.00	368.14	476.67
Reused non-hazardous waste (Kilograms)	0.00	320.64	377.37
Recycled non-hazardous waste (Kilograms)	247.00	47.50	99.30
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	2.73	5.49	20.18
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	58.53	17.44	20.18
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	N/A

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

The Company has established guidelines for managing climate change and air pollution. It has set a target to reduce greenhouse gas emissions by 3% compared to the previous year. In addition, the Board of Directors is responsible for overseeing the implementation of these initiatives through the Risk Management and Sustainable Development Committee, ensuring that performance is closely monitored and aligned with the Companys strategic direction and established objectives.

The Companys climate change management approach is detailed as follows:

- The establishment of a designated responsible unit to oversee and monitor greenhouse gas emissions management, ensuring alignment with the Companys targets and action plans, as well as the continuous improvement of such plans.
- The promotion of knowledge and awareness regarding climate change, together with campaigns encouraging all employees to actively participate in behavioral changes aimed at mitigating potential climate-related impacts.
- The assessment of greenhouse gas management risks, encompassing both physical risks and transition risks.
- The compilation of data on greenhouse gas emissions arising from the Companys operations, both direct and indirect, covering Scope 1, Scope 2, and Scope 3 emissions, specifically Category 1 (Purchased Goods and Services) and Category 3 (Waste Generated in Operations).
- The implementation of initiatives to reduce resource consumption, improve energy efficiency, and lower greenhouse gas emissions through operational activities undertaken by each business unit of the Company.

Furthermore, the Company has established detailed action plans, analysis results, implementation approaches in accordance with such plans, and mechanisms for monitoring and evaluating the effectiveness of the plans, as outlined below:

Energy Management to Support Greenhouse Gas Emission Reduction

Promoting the use of renewable energy by installing solar rooftop power generation systems at the Rayong and Bangkok offices.

Encouraging efficient energy use through various initiatives, such as reducing energy consumption in offices, maintaining electrical equipment, and conducting online meetings to minimize fuel consumption from transportation.

Waste Management to Support Greenhouse Gas Emission Reduction

Promoting the efficient use of resources and maximizing their benefits in accordance with the 3Rs principles (Reduce, Reuse, Recycle).

Producing compost from organic waste and utilizing it to enrich soil, thereby reducing landfill waste and lowering greenhouse gas emissions from company operations.

Proper disposal of hazardous and non-hazardous waste.

Recycling waste into monk robes and Refuse Derived Fuel (RDF) in collaboration with government and private sector entities for effective waste management.

Supply Chain and Transportation Management to Support Greenhouse Gas Emission Reduction

Collaborating with partners in sourcing and selecting environmentally friendly products or those with processes that reduce greenhouse gas emissions, supporting customers Net Zero initiatives.

Selecting suppliers whose operations align with environmentally friendly procurement plans and minimize environmental impact.

Utilizing technology to optimize delivery route management for maximum energy efficiency and reduced greenhouse gas emissions.

Risk Management and Business Continuity

- Establishing a **Business Continuity Management Plan (BCP)** to address potential disruptions arising from extreme weather events, such as floods, droughts, and heatwaves.
- Diversifying risks within the **supply chain** and collaborating closely with business partners to assess and jointly mitigate climate-related risks.

Employee and Supplier Engagement

- Promoting a corporate culture focused on **energy conservation and greenhouse gas emission reduction** through employee training programs and internal awareness campaigns. These initiatives encourage the reduction of unnecessary activities that may contribute to greenhouse gas emissions, while regularly reviewing and enhancing relevant knowledge to continuously improve and integrate the Companys **climate change and air pollution management practices**.
- Establishing **environmental criteria** as part of the supplier selection and evaluation process to ensure alignment with the Companys environmental and sustainability commitments.

Additionally, the company conducts training programs to raise awareness and consciousness regarding the impact of greenhouse gases, aiming to reduce unnecessary emission-generating activities. Furthermore, the company regularly reviews relevant knowledge to facilitate continuous improvement, development, and integration of climate change and air pollution management into its operations for enhanced efficiency.

Reference link for company's greenhouse gas management plan	:	https://siameastsolutions.com/doc/policy/en/17-greenhouse-gas-managent-plan.pdf
Page number of the reference link	:	1

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2024 : Greenhouse gas emissions 151.07 tCO_2e	2025 : Reduced by 3% or 147.70 tCO_2e in comparison to the base year	2028 : Reduced by 3% or 134.77 tCO_2e in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company has conducted training programs to raise awareness and foster a sense of responsibility regarding the impacts of greenhouse gas (GHG) emissions. These initiatives aim to minimize unnecessary activities that may contribute to GHG emissions. In addition, the Company regularly reviews and updates relevant knowledge to support continuous improvement, development, and integration into its climate change and air pollution management practices, thereby enhancing overall efficiency and reducing its environmental impact.

For the year 2025, the Companys greenhouse gas emissions performance is summarized as follows:

The total GHG emissions (Scope 1, Scope 2, and Scope 3) amounted to **129.11 tonnes of carbon dioxide equivalent** comprising:

- Scope 1 emissions: **113.21 tonnes of carbon dioxide equivalent**
- Scope 2 emissions: **13.52 tonnes of carbon dioxide equivalent**
- Scope 3 emissions (water consumption and waste management): **2.38 tonnes of carbon dioxide equivalent**

The Company places strong emphasis on systematic GHG emissions management to support sustainable business operations and mitigate climate change impacts. In 2025, the Company successfully achieved a continuous reduction in total GHG emissions compared to the base year (2024). Total emissions decreased by **23.16 tonnes of carbon dioxide equivalent**, or **15.21%**, from the 2024 level.

A breakdown by emission scope is as follows:

- **Scope 1 (Direct Emissions):**

  Emissions totaled **113.21 tonnes of carbon dioxide equivalent**, representing a reduction of **14.30 tonnes of carbon dioxide equivalent** or **11.21%** compared to 2024.

- **Scope 2 (Indirect Emissions from Electricity Consumption):**

  Emissions totaled **13.52 tonnes of carbon dioxide equivalent**, decreasing by **3.72 tonnes of carbon dioxide equivalent** or **2.16%** compared to 2024.

- **Scope 3 (Other Indirect Emissions in the Value Chain):**

  Emissions totaled **2.38 tonnes of carbon dioxide equivalent**, reflecting a reduction of **4.89 tonnes of carbon dioxide equivalent** or **67.26%** compared to 2024.

Note:

For Scope 3 emissions related to hazardous waste, no disposal was carried out in 2025 due to the minimal volume generated. The Company has appropriately collected and stored such waste for compliant disposal in 2026.

These results demonstrate the effectiveness of the Companys energy management measures, operational improvements, and environmental initiatives. Such efforts have played a significant role in reducing energy consumption and continuously controlling GHG emissions. The Company remains committed to further enhancing its energy and environmental management approaches to support ongoing emissions reduction while promoting sustainable business growth over the long term.

Short-term and Long-term Target:

To reduce greenhouse gas emissions by **3% year-on-year**.

Note:

GHG emissions from electricity and water consumption cover the Head Office (Rayong), Warehouse (Rayong), and Sales Office (Bangkok). Emissions from waste and fuel consumption cover the Head Office (Rayong), Warehouse (Rayong), Sales Office (Bangkok), and Warehouse (Bang Sao Thong).

Furthermore, no other significant air pollutants have been identified beyond greenhouse gas emissions, as the Companys business primarily involves the procurement and distribution of products to industrial customers.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	155.00	152.02	129.11
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	134.00	127.51	113.21
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	21.00	17.24	13.52
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	7.27	2.38

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000238	0.000279	0.000230

	2023	2024	2025
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1.48	1.48	1.29
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Person (employee))	1.48300000	1.47600000	1.29110000

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

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025

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

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

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Safety and occupational health at work, Non-discrimination

The Company is committed to conducting its business with integrity and places great importance on respect for human rights. Accordingly, the Board of Directors is responsible for establishing the Companys human rights and labor practices policies and guidelines, as well as overseeing the overall management of human rights matters across the organization. In addition, the Human Resources Department is assigned a key role in ensuring compliance with these policies, including monitoring targets and evaluating the Companys performance in relation to human rights.

The Companys Human Rights and Labor Practices Policy and Guidelines are aligned with applicable domestic laws and key international human rights principles, including the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), the United Nations Global Compact (UNGC), and the ILO Declaration on Fundamental Principles and Rights at Work (ILO).

The Policy emphasizes equality and non-discrimination on the basis of sex, gender identity, race, religion, or culture, and encompasses labor protection, the prohibition of discrimination, the prohibition of forced labor and child labor, and the provision of fair remuneration. It applies to all of the Companys activities, whether conducted directly or indirectly.

In 2025 (B.E. 2568), the Company reviewed and updated its Human Rights and Labor Practices Policy and Guidelines, with the revised version taking effect on 3 March 2025. The update includes enhanced provisions promoting womens participation and empowerment, recognizing women as a vital force in business operations. The Company has also established plans to conduct human rights due diligence and risk assessments in 2025.

Management Approach

The Company places significant emphasis on the management of human rights, equality, and womens rights. It actively promotes strict adherence to human rights principles among employees in their interactions with stakeholders throughout the Companys value chain.

In 2025 (B.E. 2568), the Company established structured training formats and content to enhance employees knowledge and understanding of human rights, equality, and womens rights. Human rights training has been incorporated into the Companys annual training plan, and post-training assessments are conducted to evaluate participants knowledge and comprehension following the program.

In addition, the Company places strong emphasis on fair labor practices. It has established clear and equitable guidelines covering employment, recruitment, job assignment, promotion, access to training and capability development, as well as fair remuneration, welfare, and other benefits. Furthermore, the Company has established a Welfare Committee comprising employee representatives who engage in consultation with management on the provision and enhancement of employee welfare within the Company.

To promote compliance with, and ongoing monitoring of, human rights requirements and fair labor practices, the Company provides all stakeholder groups with access to designated grievance channels, including the Companys website and, for employees, the Human Resources Department.

Individuals who have suffered harm or been adversely affected by violations of human rights, equality, or fair labor practices arising in connection with the Companys business operations may submit complaints through these

channels. The Company will handle such complaints and provide remedies in accordance with its established human rights grievance handling and remediation procedures, as outlined below.

1. **Establishment of a Grievance Mechanism**
   - Provide multiple grievance channels that are easily accessible and appropriate for all stakeholder groups, such as the Companys website, email, telephone, complaint boxes, or reporting through supervisors.
   - Allow complaints to be submitted on an anonymous basis.
   - Communicate grievance channels and procedures comprehensively to ensure that all stakeholders are well informed.
   - Designate an independent and appropriate unit or committee to receive and handle grievances.
2. **Protection of Complainants and Whistleblowers**
   - Establish measures to protect complainants, witnesses, and whistleblowers from harassment, retaliation, or discrimination.
   - Maintain the confidentiality of information and handle all matters in accordance with personal data protection principles.
   - Clearly stipulate disciplinary actions against any individual who engages in retaliation against complainants or whistleblowers.
3. **Grievance Review and Investigation Process**
   - Receive complaints and conduct a preliminary risk assessment within a specified timeframe.
   - Appoint an impartial investigation committee or investigator with no conflict of interest in the matter concerned.
   - Conduct investigations in a fair and transparent manner, ensuring that all parties are given the opportunity to present relevant facts and explanations.

Report investigation findings to senior management or the responsible oversight committee, as appropriate.

4. **Corrective Actions and Remediation**
   - Determine and implement appropriate corrective measures commensurate with the nature and severity of the impacts, such as formal apologies, compensation for damages, environmental restoration, improvements to employment conditions, or disciplinary actions.
   - Establish clear timelines for the implementation of corrective actions and for follow-up monitoring.
   - Communicate the outcomes of remedial actions to the complainant, subject to confidentiality requirements.
5. **Follow-up and Prevention of Recurrence**
   - Monitor and evaluate the effectiveness of corrective and remedial measures.
   - Conduct root cause analysis to inform improvements to policies, processes, or internal controls.
   - Integrate lessons learned into the Companys human rights risk management and due diligence processes.
6. **Disclosure and Transparency**
   - Disclose aggregated statistics on grievances and related actions through the Sustainability Report or the 56-1 One Report, without revealing any personal data.
   - Utilize grievance-related information as one of the key indicators for assessing the effectiveness of human rights management.

The Company is committed to continuously enhancing its grievance mechanisms in alignment with international standards to ensure credibility, accessibility, and stakeholder trust. This commitment aims to ensure that affected parties have fair access to effective remedies and to promote sustainable business practices that respect human rights.

Reference link for social and human rights policy and guidelines	:	https://siameastsolutions.com/doc/policy/en/12-Human%20Rights%20Policy.pdf
Page number of the reference link	:	1

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
Changes in social and human rights policies, guidelines, and/or goals	:	Others : Gender Equality and Womens Empowerment

The policy has been further strengthened to include the promotion of womens rights and gender equality, ensuring comprehensive protection of fundamental human rights and safeguarding all individuals from discrimination. These rights are inherent to every human being and must be respected and upheld in all aspects of the Companys operations.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, Others : In alignment with international standards and in compliance with the Labor Protection Act, Thai labor standards, and all other applicable laws, regulations, and relevant requirements.

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	No

In 2026, the Company sent employees to participate in industry-specific training on Human Rights Due Diligence (HRDD) to enhance capabilities and support the implementation of HRDD practices within the Thai capital market business sector. The objective is to enable the practical application and measurable assessment of HRDD across business operations and throughout the value chain. The information obtained will also support transparent disclosure in the Form 56-1 One Report in alignment with international standards.

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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (**cases**)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work

Human resources are the cornerstone of driving business success, competitiveness, and sustainable growth. The Company recognizes the importance of implementing systematic and effective human resource management processes that are aligned with human rights principles. In doing so, the Company takes into account employees needs and expectations, supports the development of their skills and potential, and emphasizes employee retention.

At the same time, the Company promotes an organizational culture that is open, transparent, and grounded in equal opportunity, free from discrimination. Such foundations are essential to fostering employee engagement and ensuring job stability.

To ensure consistency and alignment in operations across the organization, the Company has established a Human Resource Management Policy to serve as a comprehensive framework and guideline for implementation throughout the organization, covering the following key areas:

1.Recruitment, Attraction, and Retention of Employees

The Company conducts its recruitment and selection processes in accordance with the guidelines set forth under the Human Resource Management Policy, emphasizing transparency, fairness, and consideration based on candidates knowledge, competencies, and suitability for the position. In addition, the Company manages its human resources in alignment with business operations to ensure consistency with the Companys strategic direction, particularly in response to economic and technological changes that require personnel with specialized skills and expertise. This approach supports the Companys strategy of sourcing and delivering products that effectively meet customer needs.

In 2025, the Company expanded its recruitment channels to enhance the efficiency of reaching potential candidates through various platforms, including the Companys website, online job recruitment platforms, Facebook, and employee referral programs. Furthermore, the Company regularly reviews its operational workforce plans to ensure agility and to effectively support business growth with greater efficiency.

In addition, the Company places significant importance on establishing clear career development pathways and providing appropriate compensation and benefits that remain competitive within the labor market. The Company also implements a **360-degree performance evaluation system** covering competencies, behaviors, and skills, such as:

- Knowledge and understanding of job responsibilities, as well as position-related skills
- Quality of work, accuracy and completeness of outputs in accordance with established standards, including effective time management

- Positive attitude, problem-solving ability, and sound decision-making
- Responsibility, commitment, continuous self-development, and willingness to learn new skills

This evaluation process enables employees to identify their skill gaps and supports the development of appropriate improvement plans, thereby strengthening **employee engagement** with the organization.

In 2025, the Company also conducted an **Employee Satisfaction and Engagement Survey** through an online platform (Google Forms) to gather employees opinions, needs, and suggestions. The insights obtained are used to continuously improve the Companys human resource management practices.

2.Learning and Development

The Company has established guidelines for employee training and development to support career progression under the Human Resource Management Policy. The key processes are as follows:

- **Training Course Selection and Planning:**

The Company allocates an annual budget for mandatory training programs for all employees, as approved by management. Training needs are systematically identified through a Training Needs Survey collected from supervisors, together with customer satisfaction survey results, in order to determine skill gaps and define training programs aligned with job functions and organizational strategy.

Training topics are carefully selected based on their relevance and significance to specific roles, with the objectives of enhancing specialized competencies, increasing customer satisfaction, and addressing skill gaps identified through the 360-degree performance evaluation process.

In addition, the Company provides employees with the opportunity to propose additional training topics throughout the year, subject to consideration and approval by the Companys management.

- **Training Implementation and Evaluation:**

Each year, the Company provides training programs covering both job-specific responsibilities and management or specialized topics. The Human Resources Department evaluates the effectiveness of such training through pre- and post-training assessments, observation of participants behavior during the training sessions, and performance evaluation based on specially assigned tasks.

The evaluation results are incorporated into the annual performance appraisal process and are reported to senior management at least once per year

- **Leadership Development:**

The Company promotes opportunities for employees to demonstrate and enhance their leadership potential through various engagement initiatives. These include organizing relationship-building activities, providing opportunities to conduct training sessions for colleagues or team members, serving as mentors for newly hired employees, and establishing a Buddy System.

The Company also fosters a culture of knowledge and experience sharing, encouraging open discussion of workplace challenges and collaboration through teamwork. Such initiatives aim to cultivate a sense of ownership in organizational development, inspire employees to deliver high-performance outcomes, and strengthen employee engagement with the organization.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development • Others : The employee turnover rate will not exceed 12% by the end of 2025.	-The company will provide at least one training course for employees per month. -The employee turnover rate will not exceed 12% by the end of 2025.	2024: -In 2024, the Company organized 37 training courses for employees to enhance their skills and work capabilities. The average training and knowledge development hours per employee were 20.26 hours per person per year, exceeding the target of at least one training course per month. -The employee turnover rate shall not exceed 12%. In 2024, the voluntary employee turnover rate was 9.7%.	2025: -In 2025, the Company organized 35 training courses for employees to enhance their skills and work capabilities. The average training and knowledge development hours per employee were 28 hours per person per year, exceeding the target of at least one training course per month. -The employee turnover rate shall not exceed 12%. In 2025, the voluntary employee turnover rate was 22.66%.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Recruitment, Attraction, and Retention of Employees

To ensure the effectiveness of employee attraction and retention initiatives, the Company incorporates customer satisfaction evaluation resultsparticularly in areas related to service and salestogether with the outcomes of the 360-degree employee performance evaluation to analyze skill gaps across three key dimensions, as follows:

- **Competency Dimension:** Job knowledge and understanding, planning capability, problem-solving ability, and commitment to continuous self-development.
- **Behavioral Dimension:** Compliance with rules and regulations, teamwork, integrity, transparency, and adherence to ethical standards in the workplace
- **Skills Dimension:**Communication skills, proficiency in utilizing relevant technology or digital tools for work purposes, the ability to build positive relationships, and the demonstration of a constructive attitude in the workplace.
- A total of **25 employees (representing 25% of the total workforce)**participated in the 360-degree performance evaluation as part of a pilot project. The initial target group comprised Senior-level employees, who play a critical role in driving strategic initiatives, supervising teams, and transferring knowledge within the organization.

The Company plans to progressively expand the 360-degree evaluation to employees at other levels in the following year to ensure organization-wide coverage and to further enhance the effectiveness, transparency, and fairness of the performance management system.

- The Company revised the contribution structure of the **Provident Fund**, allowing employees to contribute between **215% of their salary**, while the Companys matching contribution is determined based on years of service at rates of **4%, 6%, 8%, and 10%**, respectively.
- As of **31 December 2025**, the Company contributed a total of **THB 2,751,771.19**to the Provident Fund.
- A total of **82 employees**, representing **82% of the total workforce**, participated in the Provident Fund.
- The voluntary employee turnover rate for 2025 was **22.66%**.

Learning and Development

In 2025, the Company conducted a total of **35 training programs** to support employee development. The average training duration amounted to **28.03 hours per employee per year**, with a total employee development expenditure of **THB 56,100**.

Diagram of performance and outcomes for employee and labor management

	2565	2566	2567	2568
Voluntary Employee Turnover Rate (%)	18.96	25.71	9.70	22.66

Voluntary Turnover Rate Comparison (%)

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	105	103	100
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	105	103	100
Male employees (persons)	38	37	35
Percentage of male employees (%)	36.19	35.92	35.00
Female employees (persons)	67	66	65
Percentage of female employees (%)	63.81	64.08	65.00

	2023	2024	2025
Total of workers who are not employees (**Person**)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	30	29	26
Percentage of employees under 30 years old (%)	28.57	28.16	26.00
Total number of employees 30-50 years old (Persons)	71	69	71
Percentage of employees 30-50 years old (%)	67.62	66.99	71.00
Total number of employees over 50 years old (Persons)	4	5	3
Percentage of employees over 50 years old (%)	3.81	4.85	3.00

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	8	9	9
Percentage of male employees under 30 years old (%)	21.05	24.32	25.71

	2023	2024	2025
Total number of male employees 30-50 years old (Persons)	29	26	25
Percentage of male employees 30-50 years old (%)	76.32	70.27	71.43
Total number of male employees over 50 years old (Persons)	1	2	1
Percentage of male employees over 50 years old (%)	2.63	5.41	2.86

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	22	20	17
Percentage of female employees under 30 years old (%)	32.84	30.30	26.15
Total number of female employees 30-50 years old (Persons)	42	43	46
Percentage of female employees 30-50 years old (%)	62.69	65.15	70.77
Total number of female employees over 50 years old (Persons)	3	3	2
Percentage of female employees over 50 years old (%)	4.48	4.55	3.08

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	93	90	89

	2023	2024	2025
Percentage of employees in operational level (%)	88.57	87.38	89.00
Total number of employees in management level (Persons)	7	9	7
Percentage of employees in management level (%)	6.67	8.74	7.00
Total number of employees in executive level (Persons)	5	4	4
Percentage of employees in executive level (%)	4.76	3.88	4.00

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	32	31	30
Percentage of male employees in operational level (%)	84.21	83.78	85.71
Total number of male employees in management level (Persons)	4	4	3
Percentage of male employees in management level (%)	10.53	10.81	8.57
Total number of male employees in executive level (Persons)	2	2	2
Percentage of male employees in executive level (%)	5.26	5.41	5.71

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	61	59	59

	2023	2024	2025
Percentage of female employees in operational level (%)	91.04	89.39	90.77
Total number of female employees in management level (Persons)	3	5	4
Percentage of female employees in management level (%)	4.48	7.58	6.15
Total number of female employees in executive level (Persons)	3	2	2
Percentage of female employees in executive level (%)	4.48	3.03	3.08

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	35
Bangkok Metropolitan (Person)	9	9	7
Northern (Person)	2	1	0
Central (Person)	2	1	1
Northeastern (Person)	9	9	12
Southern (Person)	0	0	0
Eastern (Person)	16	17	15

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	65
Bangkok Metropolitan (Person)	7	5	6
Northern (Person)	7	7	7
Central (Person)	6	4	4
Northeastern (Person)	7	9	10
Southern (Person)	4	3	4
Eastern (Person)	36	38	34

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	N/A	N/A	0
Total male employees working abroad (Person)	N/A	N/A	0
Total female employees working abroad (Person)	N/A	N/A	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	1	1	1
Percentage of disabled workers to total employment (%)	0.95	0.97	1.00
Total number of employees with disabilities (Persons)	1	1	1
Total male employees with disabilities (persons)	0	0	0

	2023	2024	2025
Total female employees with disabilities (persons)	1	1	1
Percentage of disabled employees to total employees (%)	0.95	0.97	1.00
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	66,202,343.49	64,535,307.93	58,698,422.01
Total male employee remuneration (baht)	25,656,030.17	25,772,807.22	22,707,173.75
Percentage of remuneration for male employees (%)	38.75	39.94	38.68
Total female employee remuneration (baht)	40,546,313.32	38,762,500.71	35,991,248.26
Percentage of remuneration for female employees (%)	61.25	60.06	61.32
Average of remuneration of employees (Baht/persons)	630,498.50	626,556.38	586,984.22
Average of remuneration for male employees (Baht/persons)	675,158.68	696,562.35	648,776.37
Average of remuneration for female employees (Baht/persons)	605,168.85	587,310.61	553,711.51

	2023	2024	2025
Rate of average of remuneration between female employees and male employees	0.90	0.84	0.85

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

The Company has established a provident fund. According to the Provident Fund Act B.E. 2530 (1987) (although it was originally amended), 85.57% of the total number of employees participate in the Provident Fund. The Company has set the rate of accumulation into the fund at the rate of 2% but not exceeding 15% of wages and contributions remitted to the provident fund to employees based on the employee's length of service, by determining the contribution rate (% of wages) of 4, 6, 8, 10 according to the length of service at the end of December 2024.

Overview of methods for determining employee and employer contribution Rates

Employee Contribution Rate and Employer Contribution Rate to the Provident Fund (PVD)

- Employee contribution rate: 215% of salary.
- Employer contribution rate: Based on employees length of service, with contribution rates (as a percentage of salary) set at 4%, 6%, 8%, and 10%, according to the employees years of service as of December 31, 2025.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	102	100	97

	2023	2024	2025
Number of employees joining in PVD (persons)	90	89	82
Number of PVD members / Total employees (%)	85.71	86.41	82.00
Number of PVD members / Total eligible employees (%)	88.24	89.00	84.54

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	2,149,988.31	2,456,836.67	2,417,569.90
Total amount of provident fund contributed by employee (baht)	2,149,988.31	2,456,836.67	2,751,771.19

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SIAMEAST SOLUTIONS PUBLIC COMPANY LIMITED	Yes	100	97	82	82.00	84.54

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

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies

The Company has coordinated with the asset management company to organize financial literacy activities for employees on savings and financial planning through the Provident Fund. The initiative aims to promote financial discipline and help employees prepare for retirement.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	4.56	20.26	28.03
Total amount spent on employee training and development (Baht)	106,119.66	184,400.00	56,100.00
Percentage of training and development expenses to total expenses (%) (*)	0.000178	0.000352	0.000105
Percentage of training and development expenses to total revenue (%) (*)	0.000163	0.000338	0.000100

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	152,884.50	203,247.50	186,641.50
Total number of hours worked by employees (Hours)	152,884.50	203,247.50	186,641.50
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	1	2

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	0	1	2
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.97	2.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) (*)	0.00	4.92	10.72
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) (**)	0.00	0.98	2.14

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	27	10	23
Total number of male employee turnover leaving the company voluntarily (persons)	8	6	16
Total number of female employee turnover leaving the company voluntarily (persons)	19	4	7
Proportion of voluntary resignations (%)	25.71	9.70	23.00
Percentage of male employee turnover leaving the Company voluntarily (%)	29.63	60.00	69.57

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	70.37	40.00	30.43

	2023	2024	2025
Evaluation result of employee engagement	No	No	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	No
Reference link for responsible sales and marketing policy and guidelines	:	
Page number of the reference link	:	

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Others : Control of Nonconforming Products.

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company recognizes that product quality, innovation development, and the selection of environmentally friendly products are strategic factors that significantly influence its competitiveness and customer confidence.
The Companys approach to quality management, innovation development, environmentally friendly product selection, and other related operations is outlined as follows:

1. Environmentally Friendly Product Selection

Quality, innovation, and environmentally friendly product selection are key priorities for the Company, as they contribute to competitive advantage, enhance corporate image, and support environmental sustainability.
In particular, the Company is in the process of establishing a **Procurement Policy in 2025**, which incorporates environmentally responsible sourcing practices. This policy and its related guidelines are regularly reviewed to ensure

alignment with the Companys sustainability strategy and evolving innovations introduced by manufacturers. Key considerations include:

- **Environmentally Friendly Production Processes**

Selection of technologies and production processes that minimize waste, pollution, and energy consumption, thereby reducing environmental impact.

- **Consumer Health and Safety**

Products are selected based on safety considerations, ensuring they are free from hazardous substances and meet the needs of health- and environmentally conscious consumers.

- **Energy-Efficient and High-Performance Design**

Promotion of high-efficiency products that reduce energy consumption and incorporate technologies that minimize energy loss.

- **Innovation in Production Processes**

Adoption of manufacturing technologies that reduce waste and toxic emissions, while developing durable products with longer lifespans to reduce maintenance and replacement frequency.

- **Compliance with Environmental Standards**

Selection of products certified to recognized environmental standards to ensure environmental friendliness and consumer safety.

Outcomes and Significance:

- Reduced environmental impact through efficient use of energy and eco-friendly materials
- Advancement of innovation and technology to minimize energy consumption and waste
- Enhanced corporate image in environmental responsibility
- Increased competitive advantage in sustainability-driven markets

(e.g., the selection and development of environmentally friendly pumps as a strategic initiative supporting long-term business sustainability)

2. Product Quality and Warranty The Company places strong emphasis on product quality and safety. In collaboration with business partners, the Company assesses the impacts related to product quality, performance, and safety, and establishes preventive measures to mitigate potential risks, with the objective of ensuring customer satisfaction. The Company communicates assessment results to customers and conducts quality inspections of products and services prior to distribution or delivery, in compliance with **ISO 9001:2015** requirements. The Company has also set a target of **zero product recalls (0 cases) in 2025**. To enhance customer confidence, product warranties are provided in accordance with manufacturers terms, as summarized below:

1. Pumps: Warranty in accordance with manufacturer specifications
2. Solar panels: 12-year warranty as specified by the manufacturer
3. Adhesives: Warranty based on product shelf life as indicated on product labels
4. Process and piping system products: Warranty in accordance with manufacturer specifications
5. Pump installation works: 6-month warranty
6. Installation, coating, and insulation works: 1-year warranty
7. Pump maintenance and coating works: 3-month warranty
8. Pipe and structural coating works: 36 months, depending on usage conditions
9. Insulation repair works: 36 months

The Company currently has procedures in place for product recalls. However, to further strengthen its practices, the Company is in the process of developing a formal **Product Recall Management Plan**, which will establish clear procedures covering communication, remediation, and follow-up actions.

3. Responsible Marketing

The Company remains committed to responsible marketing and advertising practices by ensuring that all product information is accurate, transparent, and not misleading, exaggerated, or deceptive. The Company strictly avoids providing false information that could negatively impact competitors reputations.
Clear and user-friendly product information is provided, including instructions for use, potential health and safety impacts, as well as limitations and warnings, enabling customers to make informed purchasing decisions and achieve maximum satisfaction.
The Company has established primary communication channels for customers to engage with the Company, submit feedback or suggestions, receive corporate updates, and lodge complaints regarding product quality, returns, or incidents involving data leakage or personal data breaches. All complaints are systematically forwarded to relevant departments for appropriate and thorough resolution.
The Company commits to responding to complaints within **7 business days** through the following channels:

- **Department:** Customer Service
- **Address:** 15/1 Rayong Highway Route 3191, Huai Pong, Mueang Rayong, Rayong 21150, Thailand
- **Tel:** +66 38 682 5402
- **Email:** customerservice@siameastsolutions.com

4. Customer Personal Data Protection

The protection of customer data is of utmost importance to the Companys operations. The Company has implemented strict measures to safeguard customer information, including the establishment of a **Personal Data Protection Policy** in compliance with the Personal Data Protection Act B.E. 2562 (2019).
Access to customer data is controlled based on defined authorization levels to prevent unauthorized access, leakage, or misuse. The Company also tracks incidents related to data breaches and has established response procedures to ensure effective and efficient management of such incidents.

5. Customer Satisfaction Survey

The Company conducts annual customer satisfaction surveys through questionnaires. The survey covers key aspects, including product quality, delivery performance, responsiveness of sales personnel, pricing appropriateness, after-sales service, ease of contact, complaint handling, and customer recommendations.
Survey results are used as key inputs for continuous improvement plans, including service enhancement and product development, to better meet customer needs and expectations. The Company also performs in-depth analysis and adopts a proactive approach to strengthening customer relationship management and satisfaction.
Following each survey, key issues requiring improvement are identified, recorded, and assigned to relevant departments for corrective action.
The Company has set a target to maintain an **average customer satisfaction score of no less than 4.4** on a continuous basis.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction.	2024: Customer Satisfaction Score: 4.4	2025: Customer Satisfaction Score: 4.4

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, the Company implemented its action plans relating to product quality and product recall management. The Company conducted quality and safety inspections of products prior to distribution or delivery to customers. As a result, the number of product recall incidents remained at **zero (0 cases)**.

The Company conducts annual customer satisfaction surveys covering key aspects, including product quality, after-sales service, pricing, and complaint management. The results are analyzed and used to enhance customer relationship management, as well as to mitigate risks related to product quality, product recalls, marketing and advertising practices, and customer data protection. In 2025, the Company achieved a customer satisfaction score of **4.676**, and was able to respond to customer complaints within **7 business days**.

In addition, the Company complies with the Personal Data Protection Act B.E. 2562 (2019) (PDPA) and continuously manages risks related to personal data to ensure that customer information is adequately protected. In 2025, there were **no incidents of personal data breaches (0 cases)**.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 038-682540-2

Fax : 038-682539

Email : customerservice@siameastsolutions.com

Companys website : www.siameastsolutions.com

Address : 15/1 Highway Rayong No.3191 rood, T.Huey-pong A.Muang Rayong , Rayong 21150 Thailand.

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://siameastsolutions.com/doc/policy/en/13-Corporate-Social-Responsibility-(CSR)-Policy.pdf
Page number of the reference link	:	1

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Religion and culture, Others : Complaint and Complaint Response

The company is committed to conducting business responsibly, ensuring environmental sustainablity and enhancing the quality of life in every community where it operates. Emphasizing community engagement, the company strives to improve well-being and promote sustainable livelihoods. To support this commitment, the company has estabished a key policy: the Sustainabilty Management Policy, along with a sub-policy: the Corporate Social Responsibility (CSR) Policy. These policies ensure a governance framework on transparency and good corporate govemance principles, fostering trust within communites that their concems or complaints will be appropriately addressed. Additionally, the company plans to review and improve its human resource management policies to include measures for hiring local labor, further reinforcing its commitment to sustainable community development.

To effectively manage comunity relations and create positive value and impact, the company has appointed a dedicated community engagement team. This team is responsible for communication and gathering community feedback through various channels, induding the company website and surveys. Additionally, the company actively participates in community development through key initiatives. A dedicated committee and subcommittees oversee community responsibibilty efforts, ensuring proper governance. Meanwhile, the community engagement team serves as as a liaison, coordinating various activities with surrounding communities.

In communicating with the community, the company has established complaint channels to allow direct feedback and concerns from community members. Additionally, the company engages with community leaders and distributes inquiry letters to gather complaints, opinions, and relevant information. This feedback is then used as a guideline for reviewing and improving future operations.

The company has established the following management approach:

1. Planning: Under its Corporate Social Responsibility policy, the Company has established a Community Engagement Working Group comprising representatives from relevant functions to ensure an integrated approach to community relations. Target communities surrounding the Companys operations have been identified, and engagement plans have been developed covering coordination, stakeholder participation, community feedback, and participation in key community activities on a continuous basis.

2.Community Engagement: TThe Company focuses on building positive relationships with local communities through regular engagement, listening to community opinions and complaints, and participating in local traditions and public benefit activities. Support is provided in alignment with the needs and context of each community to foster trust and sustainable coexistence.

3.Management: Feedback, suggestions, and complaints from communities are systematically analyzed to determine appropriate responses and support measures, with due consideration given to fairness, transparency, and long-term impacts.

4.Monitoring and Evaluation: The Company monitors the progress of responses to community feedback and evaluates the impacts of community-related activities. The outcomes are used to improve future plans and develop appropriate preventive or corrective measures.

The Company has established the following operational targets:

1. **Zero verified complaints** from communities and relevant regulatory authorities.
2. **Achieve a response rate of at least 70%** to community complaints or feedback within 2025.
3. **Participate in no fewer than two community engagement activities per year.**

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Religion and culture • Others : Complaint and Complaint Response	- Participate in community activities at least twice a year. - No verified complaints from the community or relevant government agencies. -Respond to at least 70% of community complaints or suggestions by 2025.	2024: - Participate in community activities at least twice a year. - No verified complaints from the community or relevant government agencies. -Respond to at least 70% of community complaints or suggestions by 2024.	2025: - Participate in community activities at least twice a year. - No verified complaints from the community or relevant government agencies. -Respond to at least 70% of community complaints or suggestions by 2025.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

In 2025, the Company successfully implemented its community engagement initiatives in accordance with the established targets and plans. Representatives from the Community Engagement Working Group participated in community activities on at least two occasions, achieving the engagement target set for the year. The Company also provided financial support totaling **THB 9,660** for community development and public benefit activities to strengthen relationships with local communities.

These engagements aim to build closer relationships with nearby communities, understand local stakeholders, and gather feedback and expectations from community members. The information obtained is used to guide the Companys response and enhance its operational practices in alignment with the local context.

To ensure transparency and open communication, the Company annually sends formal inquiry letters to community representatives and relevant government authorities, inviting feedback or complaints regarding its operations. **In 2025, no formal complaints were reported.**

The Company also contributes to local economic development by prioritizing the employment of local residents. Currently, **37 employees, representing 37% of the total workforce**, are local residents. This approach supports local employment opportunities, income distribution, and improved quality of life by enabling employees to work closer to their homes, thereby reducing commuting costs and enhancing job stability.

The Company remains committed to maintaining ongoing collaboration with surrounding communities through various activities and initiatives each year, supporting sustainable community development in both social and quality-of-life dimensions.

Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
Community Development and Support (Baht)	0.00	12,000.00	N/A

Non-financial benefits

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

	2023	2024	2025
Siam East Solutions: Sharing Happiness for Society (Sub-districts)	0.00	0.00	N/A

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	12,000.00	9,660.00

	2023	2024	2025
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	0.000000	0.002292	0.001806
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	0.000000	0.002202	0.001718

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

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

ESG Performance

Company Name : SIAMEAST SOLUTIONS PUBLIC COMPANY LIMITED Symbol : SE

Market : SET Industry Group : Industrials Sector : Industrial Materials & Machinery

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company has established good corporate governance to create sustainable value, with the objective of building confidence among shareholders and stakeholders. This serves as a contributing factor in increasing value and maximizing returns for shareholders in the long term. Furthermore, the Company has prescribed practices for the Board of Directors, as the organizations top leaders, to appropriately adhere to.

Reference link for the full version of corporate governance policy and guidelines : https://siameastsolutions.com/doc/policy/en/2-Good-Corporate-Governance-Policy.pdf

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

1. **The Board should elect an appropriate individual as Chairman and ensure that the Boards composition and operations facilitate independent judgment in decision-making.**
2. **The Board should oversee that the nomination and selection of directors follow a transparent and clear process, ensuring a Board composition that aligns with the specified qualifications.**

Reference link for Nomination of directors : https://siameastsolutions.com/doc/policy/en/2-Good-Corporate-Governance-Policy.pdf

Determination of director remuneration

1. **In proposing board remuneration for shareholder approval, the Board should ensure that the remuneration structure and rates are appropriate for their responsibilities and provide incentives for the Board to lead the organization toward achieving both short-term and long-term goals.**
2. **The Board should oversee the establishment of an appropriate remuneration structure and performance evaluation system.**

Reference link for Determination of director remuneration : https://siameastsolutions.com/doc/policy/en/2-Good-Corporate-Governance-Policy.pdf

Independence of the board of directors from the management

1. The Board should be responsible for determining and reviewing the Boards structure, including size, composition, and an appropriate proportion of independent directors, which are necessary to lead the organization toward its defined primary objectives and goals.
2. The Board should select an appropriate individual as Chairman and ensure that the Boards composition and operations facilitate independent judgment in decision-making.
3. The Board should oversee that the nomination and selection of directors follow a transparent and clear process, ensuring a Board with qualifications aligned with the specified composition.
4. The Board should oversee that all directors are accountable for their duties and allocate sufficient time for their responsibilities.
5. The Board should oversee the establishment of governance frameworks and mechanisms for policies and operations of subsidiaries and other significant investments, at a level appropriate for each entity, ensuring a mutual and correct understanding across those subsidiaries and investments.
6. The Board should oversee that the Board and each individual director possess knowledge and understanding of their roles and duties, the nature of the business, and relevant laws, while supporting all directors in regularly enhancing the skills and knowledge required for their duties.

Reference link for Independence of the board of directors from the management : https://siameastsolutions.com/doc/policy/en/2-Good-Corporate-Governance-Policy.pdf

Director development

1. **The Board should ensure that the President and senior executives are recruited and developed to possess the knowledge, skills, experience, and characteristics necessary to drive the organization toward its goals.**
2. **The Board should oversee the establishment of an appropriate remuneration structure and performance evaluation system.**
3. **The Board should understand the shareholder structure and relationships that may affect the management and operations of the business.**
4. **The Board should monitor and oversee personnel management and development to ensure an appropriate number of staff, as well as the necessary knowledge, skills, experience, and incentives.**

Reference link for Director development : https://siameastsolutions.com/doc/policy/en/2-Good-Corporate-Governance-Policy.pdf

Board performance evaluation

The Board should conduct an annual performance evaluation of the Board, its sub-committees, and individual directors, with the evaluation results being used for further performance development.

Reference link for Board performance evaluation : https://siameastsolutions.com/doc/policy/en/2-Good-Corporate-Governance-Policy.pdf

Corporate governance of subsidiaries and associated companies

The Board should oversee the establishment of governance frameworks and mechanisms for the policies and operations of subsidiaries and other significant investments, at a level appropriate for each entity, while ensuring a mutual and correct understanding across those subsidiaries and investments.

Reference link for Corporate governance of subsidiaries and associated companies : https://siameastsolutions.com/doc/policy/en/2-Good-Corporate-Governance-Policy.pdf

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Community and society

Shareholder

The Company is committed to being a good representative of its shareholders in conducting business to ensure maximum satisfaction. All executives and employees must perform their duties with honesty, integrity, prudence, and broad vision, without seeking personal or associate benefits from non-public corporate information. They must also refrain from disclosing confidential corporate information to third parties. The Company consistently provides shareholders with comprehensive, truthful, transparent, and reliable information that they should be informed of. Furthermore, the Company provides convenient channels for the fair exercise of rights in accordance with human rights principles or for inquiring about corporate information. The Company also prohibits any actions that may lead to a conflict of interest and ensures that major and minor shareholders are treated equally for the ultimate benefit of all shareholders.

Reference link for Shareholder : https://siameastsolutions.com/ir/conduct/#EthicsNCoC

Employee

All executives and employees must treat one another with equality and fairness, managing without bias in accordance with human rights and labor practice principles. The Company supports building potential for career advancement and enhancing the work efficiency of all personnel. This includes promoting a clear understanding of the code of conduct that employees must adhere to, providing appropriate welfare, and treating subordinates and colleagues with sincerity. Feedback and suggestions must be received with reason and on an equal basis. Furthermore, the Company protects personal rights and ensures the proper storage, disclosure, and utilization of personal data. All employees are encouraged to uphold corporate values by prioritizing the interests of the organization or the public over their own, such as using corporate assets with care and conserving the companys resources.

Reference link for Employee : https://siameastsolutions.com/ir/conduct/#EthicsNCoC

Customer

The Company is committed to building customer satisfaction and confidence by providing high-quality products and services at appropriate prices, while maintaining strong relationships. All executives and employees must treat every customer fairly and equally without discrimination, while fostering good rapport. Customers must be provided with accurate, sufficient, and timely information. Furthermore, customer confidentiality must be maintained, and customer data must not be misused for personal gain or the benefit of related parties. The Company ensures the safety and well-being of its customers and provides efficient systems or processes for customers to lodge complaints or offer feedback regarding service and product quality. All personnel must strictly adhere to customer-related policies, delivering quality products that meet or exceed customer expectations under fair conditions, and responding to customer needs with speed to achieve maximum satisfaction.

Reference link for Customer : https://siameastsolutions.com/ir/conduct/#EthicsNCoC

Business competitor

All executives and employees must conduct business under the principles of fair and transparent free competition, without taking undue advantage. They must treat competitors within the framework of good competitive practices, avoiding information distortion and non-infringement. Furthermore, they must not seek the confidential information of competitors through dishonest or improper means.

Reference link for Business competitor : https://siameastsolutions.com/ir/conduct/#EthicsNCoC

Business partner

All executives and employees must treat suppliers fairly and refrain from soliciting or accepting any illicit benefits from them. They must prioritize the best interests of the Company and maintain mutual business relationships, ensuring appropriate, equal, and fair treatment in business operations. All actions must be conducted under various agreements

based on the principles of accuracy and reasonableness. Any information provided about the Company must be accurate, without infringing upon or seeking trade secrets through fraudulent means. The Company encourages the establishment of complaint systems or processes to allow suppliers to provide feedback or report irregularities. Furthermore, if any terms or conditions cannot be met, the supplier must be notified promptly in advance to mutually find a resolution.

Reference link for Business partner : https://siameastsolutions.com/ir/conduct/#EthicsNCoC

Community and society

All executives and employees must comply with, or ensure compliance with, relevant laws and regulations. They must be socially responsible and committed to environmental stewardship, as well as respecting the local customs and traditions where the Company operates. The Company shall respond promptly and effectively to incidents impacting the environment and the community. Efficient resource utilization and energy conservation are promoted, and a management system for occupational safety, health, and environment must be established as required by law. All group employees are encouraged to have a sense of social, community, and environmental responsibility. Furthermore, the Company fosters understanding with the local communities where it is located to encourage mutual cooperation. All environmental laws and regulations must be strictly followed, and complaint systems or processes must be supported to eliminate grievances and mutually find resolutions.

Reference link for Community and society : https://siameastsolutions.com/ir/conduct/#EthicsNCoC

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Adherence to the Code of Business Ethics not only helps build credibility and transparency, but is also the key to sustainable operations.

Reference link for the full version of business code of conduct : https://siameastsolutions.com/doc/policy/en/3-Business-Code-of-Conduct.pdf

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality

Prevention of Conflicts of Interest

The Company has a conflict of interest policy and prioritizes the transparent consideration of various transactions, primarily for the Companys benefit. Therefore, the Company emphasizes the prevention of potential conflicts of interest, related party transactions, or intercompany transactions, based on the following key principles:

1. Directors and executives must notify the Company of any relationships or connected transactions in businesses that may lead to a conflict of interest.
2. Avoid engaging in connected transactions with related persons as defined by the Capital Market Supervisory Board that may cause a conflict of interest with the Company and/or its subsidiaries. In cases where such transactions are necessary, they must be presented to the Audit Committee for consideration and opinion before

seeking approval from the Board of Directors, in accordance with good corporate governance principles and the regulations prescribed by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

Directors, executives, and employees must comply with the Companys Articles of Association and Code of Business Ethics, which are essential standards to be strictly upheld to ensure the Company remains trusted and reliable among all stakeholders. Furthermore, information regarding these practices is disseminated to ensure understanding and compliance throughout the Company.

In 2025, no violations of the conflict of interest policy were found. Details are provided in the 'Related Party Transactions' section of this report.

Anti-corruption

The Company strictly adheres to the anti-corruption policy. In order to strengthen understanding and awareness, as well as to cultivate a transparent corporate culture, the Company has continuously communicated through various channels, such as organizing orientations for new directors and employees, which is an opportunity to introduce policy compliance guidelines and give examples of situations that may be related to achieve a clear understanding. In addition, relevant policies and information are disseminated through the Company's electronic system, such as the company's internal website and other platforms, so that personnel can easily access the information. The Company also communicates information periodically, such as sending emails, internal announcements, and disseminating various public relations materials, to alert and update knowledge about fraud patterns, potential risks, and how to avoid involvement so that personnel can apply such knowledge appropriately and effectively**.**

Reference link for Anti-corruption : https://siameastsolutions.com/doc/policy/Anti-Corruption-Policy-Th.pdf

Whistleblowing and Protection of Whistleblowers

Whistleblowing and Grievance Mechanism

Reporting Channels

If employees or external stakeholders (such as customers, suppliers, contractors, shareholders, or the general public) encounter any suspicious actions or behaviors indicating misconduct, potential fraud, illegal acts, or violations of this policy, they can report leads or grievances through the following channels, categorized by the level of the person being reported:

- **Channel 1: For cases involving general employees up to Department/Division Manager level** Report directly to the **Chief Executive Officer (CEO)**.
  - **Name:** Ms. Orasa Vimolchao (Chief Executive Officer)
  - **Phone:** 081-8295306
  - **Email:** rasa.vim@siameastsolutions.com
- **Channel 2: For cases involving the CEO, Senior Executives, Board Directors, or when the whistleblower has concerns regarding impartiality** Report directly to the **Chairman of the Audit Committee**, bypassing the standard hierarchy.
  - **Name:** Dr. Thanachart Numnonda (Chairman of the Board / Chairman of the Audit Committee)
  - **Phone:** 089-6223486
  - **Email:** Thanachart.num@siameastsolutions.com
- **Channel 3: Via Postal Mail (For all cases, both internal and external)** Please address the envelope to the **"Chairman of the Audit Committee"** or the **"Chief Executive Officer." Address:** Whistleblowing / Grievance Department Siam East Solutions Public Company Limited No. 15/1 Rayong Highway Road 3191, Huai Pong Sub-district, Mueang District, Rayong Province 21150

Reference link for Whistleblowing and Protection of Whistleblowers : https://siameastsolutions.com/doc/policy/Anti-Corruption-Policy-Th.pdf

Prevention of Misuse of Inside Information

The Company has a policy to prevent the use of inside information and supervise directors. Executives and employees (including spouses and minor children) who have been informed of the Company's information as follows:

1. Educating the directors Executives, including those who hold executive positions in the accounting or finance field at the manager level or higher or equivalent, are required to prepare and submit reports on their securities holdings. Spouse and minor children to the Office of the Securities and Exchange Commission under Section 59 and the penalty under Section 275 of the Securities and Exchange Act B.E. 2535 (1992).
2. Require directors and executives, including executives in the accounting or finance field who are managers or higher, or equivalent. Prepare and submit reports on their securities holdings of their spouses and minor children. Submit them to the Secretary of the Company before submitting them to the Office of the Securities and Exchange Commission. The appointment shall be made and submitted within 30 days from the date of appointment as a director. The executive or report the change in the holding of securities within 3 business days from the date of purchase, sale, transfer or transfer of such securities.
3. Designated as a director Executives, including executives in the accounting or finance field who are at the level of manager or higher or equivalent. and relevant workers who have been informed of material internal information. The trading of the Company's securities must be suspended. Until the Company has disclosed the information to the public, the Company will notify the directors and executives, as well as the holders of executive positions in the accounting or finance departments at the manager level or higher or equivalent. Refrain from trading in the Company's securities in writing for at least 30 days prior to the public disclosure and should wait at least 24 hours after the public disclosure. It is also prohibited to disclose such material information to other persons.

Disciplinary penalties are imposed if there is a violation of using inside information for personal gain, starting from a written warning. The punishment will be determined by the intention of the act and the seriousness of the offense. However, in 2024, no actions of directors were found. Executives and employees from the director level who violate the Company's securities trading practices.

Gift giving or receiving, entertainment, or business hospitality

Giving and Receiving Gifts

To strengthen a corporate culture of performing duties with transparency, honesty, and integrity, the Company has announced the **"No Gift Policy (Giving and Receiving Gifts or Any Other Benefits)"**. This expresses our intent to inform the public that all employees must not give, solicit, receive, accept, or agree to accept money, gifts, assets, gratuities, or any other benefits from others for themselves or for others in the course of their duties. Furthermore, employees shall refrain from any actions that may influence their discretion or work-related decisions, which could lead to a conflict of interest and result in unfairness in the performance of their duties. The guidelines are as follows:

1. **Refrain from giving and receiving** gifts or any other benefits to/from stakeholders.
2. **Use greeting cards**, sign blessing books, or offer well-wishes through online channels instead of giving gifts to maintain good relationships between organizations or individuals, or in accordance with traditional customs.

Promotion of compliance with the business code of conduct

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

Adherence to the Code of Business Ethics not only helps build credibility and transparency, but is also the key to sustainable operations.

In order to support compliance with the Code of Business Ethics, the Company has established measures to prevent violations of the Code of Conduct. as follows

1. Communicate and disseminate the Code of Ethics to employees at all levels to acknowledge and comply with.
2. Organize training to strengthen understanding of the correct practices.
3. Establish channels for receiving complaints or reports of wrongdoing, along with measures to protect whistleblowers, and have a systematic investigation process.
4. Follow up on the results of the operation in accordance with the Code of Ethics.
5. Regularly evaluate and review the Code of Business Conduct to ensure that it is consistent with the changing situation and legal requirements.
6. Encourage executives and employees to be good role models in performing their work with integrity and strictly following the principles of good governance. To strengthen a sustainable corporate culture and build confidence among all stakeholders.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	Yes
Anti-corruption networks or projects the company has joined or declared intent to join	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : CAC Siameast.pdf

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

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

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

1. **Define and review the vision, mission, policies, charters, goals, and business plans to align with the Companys strategic plan and good corporate governance practices; and monitor, audit, and oversee the Managements operations to ensure compliance with the defined policies and business plans, with regular progress reports presented to the Board of Directors' meetings.**
2. **Consider and approve the 2025 operational plan, annual budget, and significant investment projects, primarily considering the best interests of the Company, shareholders, and all stakeholders; and oversee the budget and project implementation to ensure they proceed according to the established plans.**
3. **Consider and approve the selection of external auditors and the determination of audit fees, ensuring that the qualification and selection process complies with the specified criteria.**

4. **Acknowledge general information and financial reports of the Company; review the adequacy of the internal control and risk management systems; and consider and approve the 2025 annual financial statements of the Company and its subsidiaries, having reviewed them in conjunction with the Audit Committee and external auditors to ensure that the financial statements are accurate, complete, and in accordance with accounting standards and laws, including appropriate disclosure of significant information in the notes to the financial statements.**
5. **Acknowledge significant audit reports from the Audit Committee, sub-committees, internal audit department, and the Companys external auditors; and establish guidelines for improvement or correction in cases where material deficiencies are identified, while ensuring proper management of such issues.**
6. **Consider and approve/endorse significant sustainability (ESG) material topics, including the management and disclosure of performance regarding 14 key sustainability issues, by evaluating their significance and impact on stakeholders and the Company in both the short and long term. This process facilitates an understanding of potential risks and opportunities and defines the Companys sustainability direction more clearly, covering the three main pillars of sustainability to achieve the set goals. Furthermore, approve the Sustainable Development Policy reviewed in 2025, which is expected to be promulgated in 2026.**

Implementation of the CG Code for listed companies

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

https://siameastsolutions.com/en/company-policies-and-documents-1/

Other corporate governance performance and outcomes

The Company has achieved **outstanding success** in elevating its corporate governance standards, receiving an **"Excellent" (5-star) rating**the highest possible levelin the **2025 Corporate Governance Report (CGR)** by the Thai Institute of Directors (IOD).
Alongside this achievement, the Company earned a **"BBB" level in the SET ESG Ratings** from the Stock Exchange of Thailand and has been certified as a **1-star member of the Thai Private Sector Collective Action Against Corruption (CAC)** . These milestones represent a significant step forward in enhancing corporate governance and building sustainable trust among stakeholders across the entire business value chain.

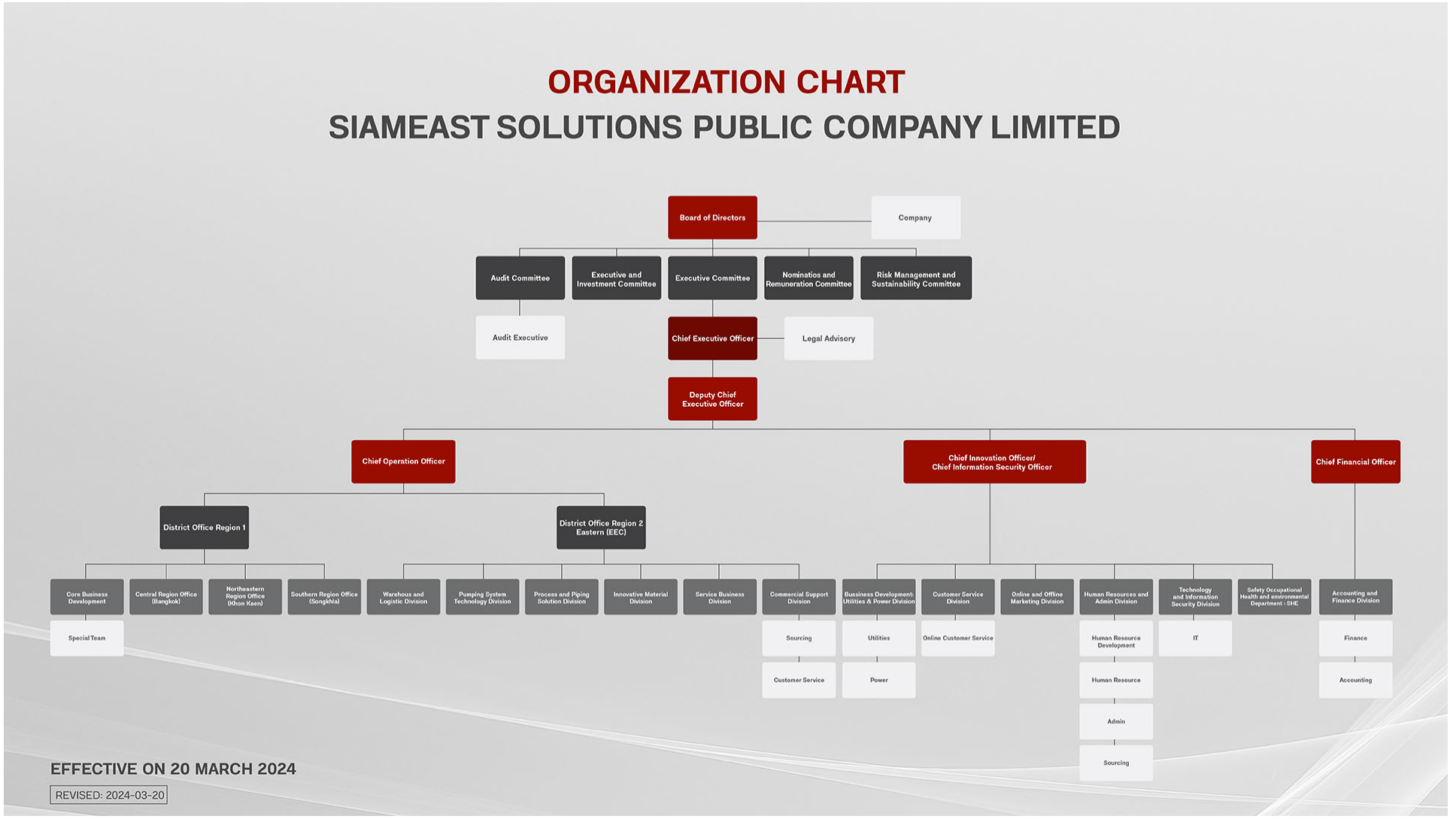
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Organization Chart

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		7		7	
	4	4	3	4	3	4
Executive directors	4		3		3	
	2	2	1	2	1	2
Non-executive directors	4		4		4	
	2	2	2	2	2	2
Independent directors	3		3		3	
	1	2	1	2	1	2
Non-executive directors who have no position in independent directors	1		1		1	
	1	0	1	0	1	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	50.00	50.00	42.86	57.14	42.86	57.14
Executive directors	50.00		42.86		42.86	
	25.00	25.00	14.29	28.57	14.29	28.57
Non-executive directors	50.00		57.14		57.14	
	25.00	25.00	28.57	28.57	28.57	28.57
Independent directors	37.50		42.86		42.86	
	12.50	25.00	14.29	28.57	14.29	28.57
Non-executive directors who have no position in independent directors	12.50		14.29		14.29	
	12.50	0.00	14.29	0.00	14.29	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	53		53		54	
	52	54	50	54	51	55

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. THANACHART NUMNONDA Gender: Male Age : 60 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : - Type of director : Existing director	26 Feb 2016	Business Administration, Data Analysis, Engineering, Internal Control
2. Ms. ORASA VIMOLCHALAO Gender: Female Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	26 Feb 2016	Business Administration, Engineering, Leadership, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. SITTICHAI LEEKASEM Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	26 Feb 2016	Business Administration
4. Ms. JIRANAT SUMANONT Gender: Female Age : 51 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	26 Feb 2016	Business Administration, Engineering, Internal Control, Transportation & Logistics

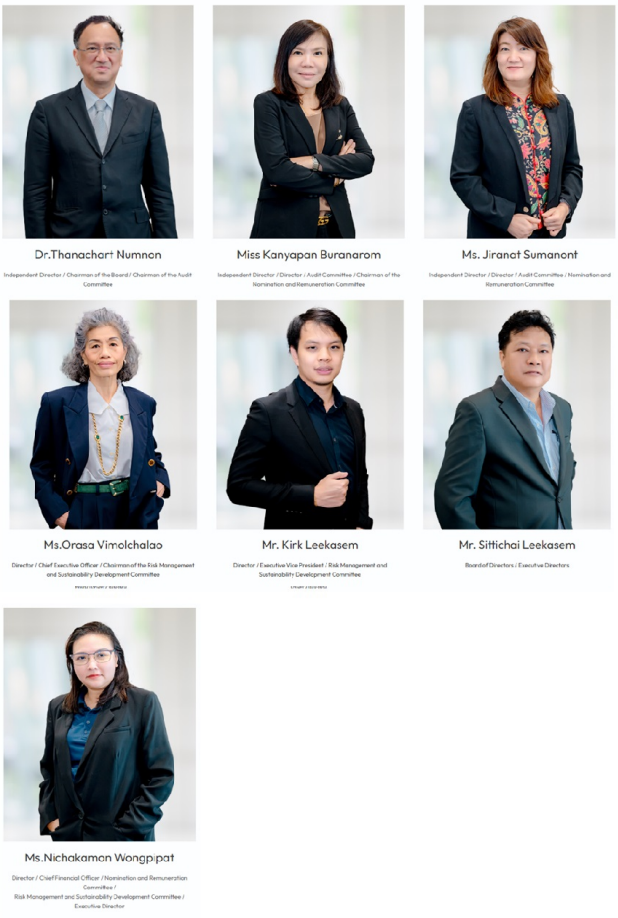
List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. KIRK LEEKASEM Gender: Male Age : 30 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	1 Oct 2019	Business Administration, Engineering, Law, Risk Management, IT Management
6. Ms. NITKAMON WONGPIPAT Gender: Female Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	29 Apr 2022	Business Administration, Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
7. Ms. KANYAPAN BURANAROM Gender: Female Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director to replace the ex-director	29 Apr 2024	Accounting, Finance, Risk Management, Business Administration, IT Management

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Diagram of list of the board of directors



Board of Directors

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. THANACHART NUMNONDA	Chairman of the board of directors		✔	✔		
2. Ms. ORASA VIMOLCHALAO	Director	✔				✔
Total (persons)		**3**	**4**	**3**	**1**	**4**

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
3. Mr. SITTICHAI LEEKASEM	Director		✔		✔	✔
4. Ms. JIRANAT SUMANONT	Director		✔	✔		
5. Mr. KIRK LEEKASEM	Director	✔				✔
6. Ms. NITKAMON WONGPIPAT	Director	✔				✔
7. Ms. KANYAPAN BURANAROM	Director		✔	✔		
Total (persons)		**3**	**4**	**3**	**1**	**4**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Transportation & Logistics	1	14.29
2. Law	1	14.29
3. Accounting	2	28.57
4. Finance	2	28.57
5. IT Management	2	28.57
6. Data Analysis	1	14.29
7. Engineering	4	57.14
8. Leadership	1	14.29

Skills and expertise	Number (persons)	Percent (%)
9. Risk Management	2	28.57
10. Internal Control	2	28.57
11. Governance/ Compliance	1	14.29
12. Business Administration	7	100.00

Information about the other directors (*)(**)

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person (1)	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

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

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

Remark: (1) *No*

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

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

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half, Appointing an independent director to jointly consider the agenda of the board of directors meeting

• According to the Company's Articles of Association The Board of Directors of the Company must consist of not less than 5 directors and not less than half of the total number of directors must be residents of the Kingdom of Thailand. The directors of the Company must be qualified as required by law and the directors of the Company may or may not be shareholders of the Company.
• The Board of Directors consists of executive directors. The qualifications of independent directors are in accordance with the provisions of the Stock Exchange of Thailand (SET). set
• Board of Directors Elect one of the directors from among all the directors to be the chairman of the board of directors, the chairman of the board of directors may or may not be an executive.
The Board of Directors elects a person to act as the Company Secretary.

Information on the roles and duties of the board of directors

Board charter : Have

The company places great importance on corporate governance, with the board of directors required to comply with the company's regulations and relevant laws, such as the Public Limited Companies Act, Securities and Exchange laws, and other applicable regulations. Additionally, the company has established a corporate governance policy to ensure that the board's operations align with the principles of good corporate governance as outlined by the Stock Exchange.

Reference link for the board charter : https://siameastsolutions.com/doc/policy/en/3-Business-Code-of-Conduct.pdf

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

• Corporate governance

Scope of authorities, role, and duties

Perform duties in compliance with laws, regulations, rules, or announcements of the Securities and Exchange Commission, the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission, relevant stock exchanges, the company's objectives and articles of association, as well as resolutions of the Board of Directors and shareholders' meetings, with responsibility, integrity, diligence, and in the best interests of the company based on good corporate governance principles.
Consider and approve the appointment of individuals who meet the qualifications and do not have disqualifying characteristics as specified in the Public Limited Companies Act B.E. 2535 and the Securities and Exchange Act, as well as relevant announcements, rules, and/or regulations concerning directorship positions in cases where a

director's position becomes vacant for reasons other than retirement by rotation.
Consider the appointment of independent directors and audit committee members by assessing their qualifications and disqualifications in accordance with the Securities and Exchange Act, relevant announcements, rules, and/or regulations of the stock exchange, or propose their appointment to the shareholders' meeting for approval.
Consider and determine or amend the names of directors authorized to sign and bind the company.
Appoint other individuals to conduct the company's business under the supervision of the Board of Directors or delegate authority to such individuals as deemed appropriate by the Board, with the power to revoke, withdraw, amend, or modify such authority as necessary.
Ensure that the company has a company secretary to assist the Board of Directors in carrying out its duties to ensure that the company's operations comply with applicable laws and regulations.
Consider and approve transactions related to the acquisition or disposal of company assets, except in cases where such transactions require shareholders' approval, in accordance with relevant announcements, rules, and/or regulations of the stock exchange.
Consider and approve connected transactions, except in cases where such transactions require shareholders' approval, ensuring compliance with relevant announcements, rules, and/or regulations of the stock exchange.
Consider and approve interim dividend payments to shareholders when it is deemed that the company has sufficient profits to do so and report such dividend payments to the shareholders' meeting at the next general meeting.
Determine the companys vision, policies, operational direction, business strategies, and annual budget, and oversee management to ensure efficient and effective execution of these policies to maximize economic value for shareholders and promote sustainable growth.
Be accountable to shareholders by continuously safeguarding their interests, ensuring transparent disclosure of material information to investors in an accurate, complete, and standardized manner.
Define authority levels and approval thresholds for transactions and company operations, delegating appropriate authority to committees or individuals as necessary, ensuring compliance with relevant laws by establishing an operational authority manual, and reviewing it at least once a year.
Ensure the preparation of the balance sheet and profit and loss statement at the end of each fiscal year, signing them for approval and presenting them to the shareholders' meeting at the annual general meeting for consideration and approval.
Approve the nomination of external auditors and determine the annual audit fee for submission to shareholders for approval.
Seek professional opinions from external organizations when necessary to support appropriate decision-making.
Report the Board of Directors' responsibility for financial reporting, alongside the auditor's report, in the annual report, covering key matters in accordance with best practices for listed company directors.
Appoint and oversee the operations of subcommittees in accordance with their respective charters.
Conduct self-assessments of the Boards performance and evaluate the overall performance of the Board.
Assess the performance of directors and senior executives.
Ensure the company implements an appropriate and efficient accounting system, including internal controls and internal audit systems.
Establish and implement a written corporate governance policy in accordance with good governance principles to ensure that the company acts responsibly and fairly toward all stakeholders.

Reference link for the charter

-

Audit Committee

Role

• Audit of financial statements and internal controls

Scope of authorities, role, and duties

Review to ensure that the company provides accurate and adequate financial reporting.

Review the appropriateness and effectiveness of the companys internal control system and internal audit system. Assess the independence of the internal audit function and approve the appointment, transfer, or termination of the head of internal audit and/or the engagement of external internal audit firms or any other entity responsible for internal audits.

Ensure the company complies with the Securities and Exchange Act, Stock Exchange regulations, and other laws related to the companys business.

Select, evaluate, and nominate an independent auditor for appointment, along with determining their remuneration, and submit this proposal to the Board of Directors for approval before presenting it to the shareholders' meeting. Hold at least one meeting per year with the auditor without managements presence.

Review related party transactions or transactions that may involve conflicts of interest to ensure compliance with applicable laws and Stock Exchange regulations, ensuring that such transactions are reasonable and beneficial to the company.

Prepare an audit committee report to be disclosed in the companys annual report, signed by the Chairman of the Audit Committee. The report must include at least the following:

Opinions on the accuracy, completeness, and sufficiency of the companys financial reports.
Opinions on the adequacy of the companys internal control system.
Opinions on compliance with the Securities and Exchange Act, Stock Exchange regulations, and other relevant laws.
Opinions on the appropriateness of the companys auditor.
Opinions on transactions that may involve conflicts of interest.
The number of audit committee meetings and the attendance record of each member.
Overall observations or recommendations based on the audit committees duties as outlined in its charter.
Any other matters that the audit committee deems necessary for shareholders and investors to be informed of, within the scope of its responsibilities assigned by the Board of Directors.
If, in the course of performing its duties, the Audit Committee finds or suspects any of the following matters that could significantly impact the companys financial position or operations, it must report to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee:

Transactions involving conflicts of interest.
Fraud, irregularities, or significant weaknesses in the internal control system.
Violations of the Securities and Exchange Act, Stock Exchange regulations, or other relevant laws.
If the Board of Directors or management fails to take appropriate corrective action within the specified timeframe, any audit committee member may report such matters to the Securities and Exchange Commission (SEC) or the Stock Exchange.

Perform other duties as assigned by the Board of Directors with the approval of the Audit Committee.

Review the committees charter and its performance at least once a year.

Ensure that the company establishes clear, measurable business objectives and tracks and reports performance to guide the organization toward achieving its goals.

Review the company's internal audit plan based on generally accepted methods and standards.

Reference link for the charter

-

Executive Committee

Role

• Risk management
• Sustainability development
• Climate-related risks and opportunities governance

Scope of authorities, role, and duties

Present the companys goals, policies, business plans, strategies, and annual budget, including expansion plans, financial planning, and human resource management policies. Additionally, review and screen management proposals before submitting them to the Board of Directors for approval.
Supervise and monitor the companys operations to ensure alignment with established policies, plans, goals, and the approved budget.
Approve regular business transactions and transactions supporting the companys normal business operations within the approved budget or as previously approved in principle by the Board of Directors. All approvals must comply with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange regarding related party transactions and asset acquisitions/disposals, as well as the companys delegation of authority manual approved by the Board of Directors. The Executive Committee has the authority to approve expenditures not exceeding 100 million baht.
Review the companys profit and loss statements and interim dividend distribution proposals before submitting them to the Board of Directors for approval.
Review the annual dividend payment proposal before submission to the Board of Directors and subsequent approval by the shareholders meeting.
Delegate authority to one or more individuals to act on specific matters under the supervision of the Executive Committee. The committee may also determine the scope and duration of such delegation, with the ability to revoke, withdraw, modify, or amend the authorization as deemed necessary.
The delegation of authority and responsibilities of the Executive Committee must not constitute a sub-delegation that would allow the authorized individual to approve transactions in which they or any related party (as defined by the Capital Market Supervisory Board, the Stock Exchange, or other relevant regulatory authorities) have an interest or conflict of interest with the company or its affiliates. The Executive Committee does not have the authority to approve such transactions, which must instead be submitted to the Board of Directors or the shareholders meeting (as applicable) for approval, except in cases where the transaction is part of normal business operations and follows standard commercial terms as specified by regulatory authorities.
Perform other duties as assigned by the Board of Directors on a case-by-case basis.

Reference link for the charter

-

Nomination and Remuneration

Role

• Director and executive nomination
• Remuneration

Scope of authorities, role, and duties

Recruitment
Establish methods for recruiting suitable individuals for director and subcommittee positions that align with the organizations nature and business operations by defining the required qualifications, knowledge, and expertise.
Recruit directors when it is time to propose candidates for the boards consideration. The recruitment process may involve reappointing existing directors, accepting nominations from shareholders, engaging external recruitment firms, selecting candidates from professional director databases, or allowing each director to nominate suitable individuals.
Review the list of nominated candidates and select those who meet the established qualification criteria.
Verify that the nominated individuals meet the legal requirements and the relevant regulatory bodys standards.
Approach individuals who meet the qualification criteria to ensure they are willing to accept a director position if appointed by shareholders.
Submit the nominations to the board for consideration and include the selected names in the shareholder meeting notice for appointment approval.
Recruit the Chief Executive Officer (CEO) and Managing Director as assigned by the board.
Compensation Determination
Review and determine appropriate compensation guidelines for directors, subcommittee members, the CEO, Deputy CEO, and Managing Director by assessing the suitability of current compensation criteria. This includes benchmarking against industry peers to establish fair and performance-driven remuneration that rewards contributions to the companys success.
Review all forms of compensation, including fixed remuneration, performance-based compensation, and meeting allowances, while considering industry practices, company performance, business scale, and the responsibilities, knowledge, skills, and experience required for directors, the CEO, and the Managing Director.
Establish performance evaluation criteria for the CEO, Deputy CEO, and Managing Director as assigned by the board.
Determine the annual compensation for the CEO, Deputy CEO, and Managing Director based on the established remuneration criteria and submit it to the board for approval. For director remuneration, submit the proposal to the shareholders meeting for approval.
Assess and approve any proposed offering of new securities to directors and employees, ensuring fairness to shareholders while creating incentives that align with long-term shareholder value creation and effective talent retention.

Reference link for the charter

-

Risk Management and Sustainability Committee

Role

• Others
• Risks and Sustainable Development

Scope of authorities, role, and duties

- Determine important principles and practices related to risk management and development for sustainability that

are appropriate to the Company
- Enhance knowledge and understanding of risk management and development for sustainability for the Board of Directors, executives and employees, and promote the Company's operations to be in line with important principles and practices related to risk management and sustainability.
-Prepare and review the Code of Business Ethics and policies on risk management and sustainable development with reference to good practices. International Guidelines, Laws and Regulations of Government Agencies and Organizations Governing the Company
-Report on the Company's progress and performance regarding compliance with the Code of Business Ethics Policies and Suggestions Improvement Guidelines on Risk Management and Development for Sustainability
-Evaluate the performance of the Risk Management and Development Committee for Sustainability and report the results of the assessment to the Board of Directors at least once a year.
-Perform other duties as assigned by the Board of Directors.

Reference link for the charter

-

Executive and Investment Committee

Role

• Others
• Executive and Investment

Scope of authorities, role, and duties

- Determine policies, targets, strategies, operational plans, annual budgets, and administrative powers of the Company or its subsidiaries to be proposed to the Board of Directors for approval.
- The Company supervises the Company's business operations in accordance with the policies, goals, strategies, operational plans, and annual budgets approved by the Board of Directors to be efficient and conducive to business conditions.
- Consider and approve the expenditure of money for investment purposes. Research, investment projects and/or investment in securities Preparation of financial transactions with financial institutions for the Company's normal transactions under the prescribed Approval Authority.
- Supervise and approve matters related to the Company's operations and may appoint or assign one or more persons to act on behalf of the Executive and Investment Committee as it deems appropriate. can change or modify that power.
-To consider and screen all types of work proposed by other sub-committees of the Company for direct presentation to the Board of Directors.
-Perform any other duties as assigned by the Board of Directors.

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. THANACHART NUMNONDA Gender: Male Age : 60 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	26 Feb 2016	Business Administration, Data Analysis, Engineering, Internal Control
2. Ms. JIRANAT SUMANONT Gender: Female Age : 51 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	26 Feb 2016	Business Administration, Engineering, Internal Control, Transportation & Logistics
3. Ms. KANYAPAN BURANAROM(*) Gender: Female Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director to replace the ex-director	29 Apr 2024	Accounting, Finance, Risk Management, Business Administration, IT Management

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Ms. ORASA VIMOLCHALAO Gender: Female Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	26 Feb 2016
2. Mr. KIRK LEEKASEM Gender: Male Age : 30 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	1 Oct 2019
3. Mr. Pornchai Tantisuntharodom Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	7 Apr 2020

List of committee members	Position	Appointment date of executive committee member
4. Ms. NITKAMON WONGPIPAT Gender: Female Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	28 Feb 2022
5. Mr. SITTICHAI LEEKASEM Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	26 Feb 2016
6. Ms. Wasu Mukdamanee Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Marketing management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	11 Aug 2023

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

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration	Ms. JIRANAT SUMANONT	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Ms. NITKAMON WONGPIPAT	Member of the subcommittee
	Ms. KANYAPAN BURANAROM	The chairman of the subcommittee (Independent director)
Risk Management and Sustainability Committee	Ms. ORASA VIMOLCHALAO	The chairman of the subcommittee
	Mr. KIRK LEEKASEM	Vice-chairman of the subcommittee
	Mr. Pornchai Tantisuntharodom	Member of the subcommittee
	Ms. NITKAMON WONGPIPAT	Member of the subcommittee
	Ms. Wasu Mukdamanee	Member of the subcommittee
Executive and Investment Committee	Ms. ORASA VIMOLCHALAO	The chairman of the subcommittee
	Mr. KIRK LEEKASEM	Member of the subcommittee
	Mr. SITTICHAI LEEKASEM	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise

List of executives	Position	First appointment date	Skills and expertise
1. Ms. ORASA VIMOLCHALAO Gender: Female Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	26 Feb 2016	Business Administration, Engineering, Leadership, Governance/ Compliance
2. Mr. KIRK LEEKASEM Gender: Male Age : 30 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Chief Executive Officer	1 Oct 2019	Business Administration, Engineering, Law, Risk Management, IT Management

List of executives	Position	First appointment date	Skills and expertise
3. Mr. Pornchai Tantisuntharodom Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Operating Officer (The highest-ranking executive)	7 Apr 2020	Business Administration, Commerce, Marketing, Engineering
4. Ms. NITKAMON WONGPIPAT(*)(***) Gender: Female Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer (The highest-ranking executive)	28 Apr 2022	Business Administration, Accounting, Finance

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

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

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

Remuneration policy for executive directors and executives

The Company has established a policy on the payment of remuneration to directors. Sub-committees, Chief Executive Officer and Managing Director based on the principle of appropriateness. Fairness and incentives to achieve

performance according to the set targets. This policy is continuously reviewed and updated by comparing it with the Company's remuneration information. In the same industry, to ensure that the criteria used are consistent with the company's business results. Business Size and Context of the Company
The consideration of remuneration will take into account various types of remuneration such as regular remuneration. Performance-based remuneration and meeting allowances are considered in conjunction with the responsibilities, knowledge, abilities and experience of directors and executives. In addition, the performance evaluation criteria of the Chief Executive Officer and Managing Director are determined as assigned by the Board of Directors.

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

In determining director remuneration, the Nomination and Remuneration Committee conducted a survey of compensation practices among listed companies within the same industry. Taking into account the appropriateness of remuneration in relation to the assigned duties and responsibilities, the Committee has recommended that the Board of Directors propose the 2026 annual remuneration and meeting allowances for shareholder approval at the Annual General Meeting. The proposed rates remain unchanged from those of 2025.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	23,760,941.15	27,623,081.66	22,601,058.42
Total remuneration of executive directors (baht)	23,760,941.15	27,623,081.66	22,601,058.42
Total remuneration of executives (baht)	0.00	0.00	0.00

[1] The Company pays monetary remuneration to executives (from the position of Assistant Manager of the Department and above), including salaries, bonuses and bonuses. The bonus is paid in March of every year.
[2] Other remuneration includes contributions to the provident fund and social security fund contributions. Pensions such as compensation, etirement / assistance, overtime pay, accommodation expenses.

Other remunerations of executive directors and executives

	2023	2024	2025

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	0.00	0.00	0.00
Employee Stock Ownership Plan (ESOP)	No	No	-
Employee Joint Investment Program (EJIP)	No	No	-

The company's contributions to the provident fund for executive directors and executives have already been included in the remuneration for executive directors and executives.

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Atcharaporn Chayananjeeradech	atcharaporn.cha@siameastsolutions.com	038682540

List of the company secretary

General information	Email	Telephone number
1. Ms. Panadda Phonsimma	PANADDA.PHO@SIAMEASTSOLUTIONS.COM	038682540

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Atittaya Veankanan	Atittaya@magroupth.com	-

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. KIRK Leekasem	KIRK.LEE@SIAMEASTSOLUTIONS.COM	038682540

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
A&A OFFICE COMPANY LIMITED NO.246 TIMES SQUARE BUILDING, 21ST FLOOR, ROOM NO. 21-01 SUKHUMVIT, ROAD 12-14, KHLONG TOEI, BANGKOK 10110 KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2254-9272	1,630,000.00	-	-

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

- **Policy and Business Direction Setting:** Define and review the vision, mission, policies, charters, goals, and business plans to align with the corporate strategy and Good Corporate Governance practices. This includes monitoring, auditing, and overseeing management's execution of these policies, with regular progress reports presented to the Board of Directors.
- **Strategy Implementation Monitoring:** The Board prioritizes the continuous monitoring of strategic implementation. Performance is reviewed through monthly Executive Committee meetings, where management reports on progress, results, obstacles, and solutions. The Board provides policy-level recommendations to ensure operations meet goals and align with both short-term and long-term strategic plans.
- **Good Corporate Governance:** The company values Good Corporate Governance as the foundation for sustainable growth. The Board establishes policies and guidelines in accordance with listed company regulations and relevant laws to ensure transparency, accountability, and fairness to all stakeholders. Directors perform their duties with integrity, prudence, and independence, prioritizing the best interests of the company and shareholders while regularly reviewing governance effectiveness.
- **Internal Control and Audit:** The Board emphasizes effective internal controls and auditing alongside Enterprise Risk Management (ERM) and anti-corruption measures. It oversees compliance with laws and policies, receiving regular reports from the Audit Committee, Internal Audit department, and external auditors. The Board concludes that the overall internal control and risk management systems are appropriate, sufficient, and capable of supporting business continuity.
- **Risk Management:** The Board ensures an effective risk management system is in place. The Risk Management and Sustainable Development Committee has been established to identify, assess, and manage significant risks, keeping them within acceptable levels. Risk reports are submitted to the Executive Committee quarterly, and management provides an annual summary to the Board to support policy-level decision-making.
- **Conflict of Interest Prevention:** To ensure transparency, the Board has clear measures requiring directors, executives, and major shareholders to disclose any interests or relationships that may lead to a conflict of interest. Individuals with a vested interest in any matter must disclose such information and recuse themselves from the deliberation and voting process on that item.
- **Innovation Promotion:** The company promotes innovation to enhance operational efficiency and competitiveness. The Board encourages management and staff to integrate new ideas and technologies into products, services, and business processes, monitoring these initiatives to ensure they align with corporate goals.
- **Sustainability Development:** The company integrates economic, social, and environmental impacts into its core business. In the past year, the Board reviewed and streamlined its material sustainability issues to 13 key topics to better reflect current business contexts. Notably, "Innovation Development" and "Quality" were merged to show their systematic link. Furthermore, the company has prioritized 6 stakeholder groupsCustomers, Shareholders, Partners, Employees, Government Agencies, and Communitiesas a framework for future sustainability strategy and disclosure.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Ms. JIRANAT SUMANONT	Director	26 Feb 2016	Business Administration, Engineering, Internal Control, Transportation & Logistics
Ms. NITKAMON WONGPIPAT	Director	29 Apr 2022	Business Administration, Accounting, Finance

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Ms. KANYAPAN BURANAROM	Director	29 Apr 2024	Accounting, Finance, Risk Management, Business Administration, IT Management

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

Selection of independent directors

Criteria for selecting independent directors

The nomination of independent directors will be considered by the Nomination and Remuneration Committee and presented to the Board of Directors for approval. Announcement of the Securities and Exchange Commission Notification of the Capital Market Board and Announcement of Related Articles and Regulations However, The number of independent directors must be at least one-third of the total number of directors and not less than 3 people, and the term of office as an independent director must not exceed 9 consecutive years. If it is necessary for more than 9 years, a clear reason must be stated.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons)	:	2

Rights of minority shareholders on director appointment

1. The Company has provided an opportunity for shareholders to nominate candidates for election as directors. Through the Company's website from September 26, 2024 to December 31, 2024.
2. One shareholder has one vote per share.
3. Shareholders shall vote to elect directors individually.
4. The person with the highest number of votes in order will be appointed as a director. If there are equal votes, The Chairman of the meeting will vote one more vote as the final vote.

Method of director appointment	:	Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. THANACHART NUMNONDA (Chairman of the board of directors, Independent director)	Non-participating	-
2. Ms. ORASA VIMOLCHALAO (Director)	Participating	Other • 2024: Basic Training on Sustainability Operations • 2024: Battery end-of-life hand ling : Technology and Management • 2024: E-Learning Course P01 Fundamentals of Business Sustainability • 2024: E-Learning ESG 101 Course • 2024: HR Mergers, Acquisitions and Divestments • 2024: Is AI smarter than human? Recent Developments of ChatGPT, Gemini, and Claude Confirmation • 2024: Live Seminar: Risk Management on the topic "Corporate Value Enhancement via Risk Management" • 2024: Prevention, Deterrence, and Suppression of Inappropriate Behavior • 2024: Raising the threshold and raising funds through TDX • 2024: Sustainability Data Quality Development Project for Listed Companies • 2024: The Way For Sustainability and Cost Saving 2024 • 2024: Towards Net Zero: Grundfos Industry APAC Virtual Forum

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. SITTICHAI LEEKASEM (Director)	Non-participating	-
4. Ms. JIRANAT SUMANONT (Director, Independent director)	Non-participating	-
5. Mr. KIRK LEEKASEM (Director)	Participating	Other • 2024: CEO CLUB No. 3/2024 "Human Strategy in the Age of AI" • 2024: E-Learning Course P01 Fundamentals of Business Sustainability • 2024: E-Learning ESG 101 Course • 2024: IR Sharing 2/2024 "Strategic Communication in the Decarbonization Landscape" • 2024: IR action • 2024: Insight in SET: Knowledge for Growth and Sustainability in the Capital Market" No. 3/2024 • 2024: Join mai update 2024 : Raising Criteria and Raising Funds through TDX • 2024: Seminar on "Prevention, Deterrence, and Suppression of Inappropriate Behavior of Listed Companies • 2024: Sustainability Data Quality Development Project for Listed Companies • 2024: The Way For Sustainability and Cost Saving 2024 • 2024: Towards Net Zero: Grundfos Industry APAC Virtual Forum • 2024: asic Training on Sustainability Operations

List of directors	Participation in training in the past financial year	History of training participation
6. Ms. NITKAMON WONGPIPAT (Director)	Participating	Other • 2024: E-Learning Course P01 Fundamentals of Business Sustainability • 2024: E-Learning ESG 101 Course • 2024: TLCA CFO Professional Development Program (TLCA CFO CPD) No. 2/2024 "Economic Update for CFO" • 2024: TLCA CFO Professional Development Program (TLCA CFO CPD) No. 4/2024 "Accounting Standards Related to ESG Securities Issuance" • 2024: TLCA CFO Professional Development Program (TLCA CFO CPD) No. 6/2024 "Cybersecurity & Risk Management for CFOs" • 2024: TLCA CFO Professional Development Program (TLCA CFO CPD) No. 7/2024 with the theme "Economic Update for CFO" (No. 2) • 2024: Webinar Topic: Roles and Responsibilities of AC IA and CFO to Enhance Governance
7. Ms. KANYAPAN BURANAROM (Director, Independent director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Evaluation of the performance of the duties of the Board of Directors Arrange for an in-person performance evaluation to request the Board of Directors at least once a year to evaluate the performance. Performance and problems in the operation of the Board of Directors In line with good corporate governance.

The objective of the self-assessment of the Board of Directors is to focus on the evaluation to reflect the efficiency of the operation in accordance with the principles of good corporate governance. Using a comprehensive approach from the Stock Exchange of Thailand. However, the Company has improved its business operations and will review and revise the evaluation results to improve work efficiency. The Self-Assessment of the Board of Directors consists of 4

topics and the Self-Assessment of the Board of Directors as a Whole has a total of 4 evaluation topics, including the structure and qualifications of the Board of Directors, Board of Directors meetings, the roles and responsibilities of the Board of Directors, and others (the relationship between the Board of Directors and management, the self-development of directors and the development of executives).

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

The self-assessment results of the individual committee were 98 percent, while the self-assessment results of the individual committee were 97 percent. Perform their duties responsibly, transparently, and in accordance with the standards set by the Securities and Exchange Commission (SEC). In addition, a sub-committee was appointed to help filter important tasks, and all directors attended the meeting regularly. To support business operations in the most efficient manner.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Proceed to determine the direction and strategy of the organization in line with long-term goals. Supervise and supervise the operation to be efficient. Seek business opportunities and strengthen competitiveness, as well as manage risks and operate in accordance with the principles of good governance. It also focuses on human resource development. Promote a good working environment and build good relationships with stakeholders to strengthen the stability and sustainability of the organization.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times)	:	4
Date of AGM meeting	:	25 Apr 2025
EGM meeting	:	No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. THANACHART NUMNONDA (Chairman of the board of directors, Independent director)	4	/	4	1	/	1		/	
2. Ms. ORASA VIMOLCHALAO (Director)	4	/	4	1	/	1		/	
3. Mr. SITTICHAI LEEKASEM (Director)	4	/	4	1	/	1		/	
4. Ms. JIRANAT SUMANONT (Director, Independent director)	4	/	4	1	/	1		/	
5. Mr. KIRK LEEKASEM (Director)	4	/	4	1	/	1		/	
6. Ms. NITKAMON WONGPIPAT (Director)	4	/	4	1	/	1		/	
7. Ms. KANYAPAN BURANAROM (Director, Independent director)	4	/	4	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. THANACHART NUMNONDA (Chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
2. Ms. ORASA VIMOLCHALAO (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
3. Mr. SITTICHAI LEEKASEM (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
4. Ms. JIRANAT SUMANONT (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
5. Mr. KIRK LEEKASEM (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
6. Ms. NITKAMON WONGPIPAT (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
7. Ms. KANYAPAN BURANAROM (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**100.00%**	**100.00%**	**N/A**

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The Nomination and Remuneration Committee has considered the remuneration of the Company's directors. The Board of Directors and Executives are clear and transparent, taking into account their obligations. Responsibilities, the size of the business. The Company's operating results, including the remuneration rate of listed companies in the same industry. Taking into account the best interests of the Company and shareholders.

Remuneration of the board of directors[2]

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. THANACHART NUMNONDA (Chairman of the board of directors, Independent director)			**444,000.00**		**0.00**
Board of Directors (Chairman of the board of directors)	60,000.00	0.00	60,000.00	No	
Audit Committee (Chairman of the audit committee)	48,000.00	336,000.00	384,000.00	No	
2. Ms. ORASA VIMOLCHALAO (Director)			**40,000.00**		**0.00**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (The chairman of the executive committee)	N/A	N/A	N/A	-	
Risk Management and Sustainability Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
Executive and Investment Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Mr. SITTICHAI LEEKASEM (Director)			**40,000.00**		**0.00**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Executive and Investment Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
4. Ms. JIRANAT SUMANONT (Director, Independent director)			**320,000.00**		**0.00**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	240,000.00	280,000.00	No	
Nomination and Remuneration (Member of the subcommittee)	N/A	N/A	N/A	-	
5. Mr. KIRK LEEKASEM (Director)			**40,000.00**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	N/A	N/A	N/A	-	
Risk Management and Sustainability Committee (Vice-chairman of the subcommittee)	N/A	N/A	N/A	-	
Executive and Investment Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
6. Ms. NITKAMON WONGPIPAT (Director)			**40,000.00**		**0.00**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Nomination and Remuneration (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management and Sustainability Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
7. Ms. KANYAPAN BURANAROM (Director, Independent director)			**332,000.00**		**0.00**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	240,000.00	280,000.00	No	
Nomination and Remuneration (The chairman of the subcommittee)	12,000.00	0.00	12,000.00	No	
8. Mr. Pornchai Tantisuntharodom (Member of the executive committee)			**0.00**		**0.00**
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	Yes	
Risk Management and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Ms. Wasu Mukdamanee (Member of the executive committee)			**0.00**		**0.00**
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	300,000.00	0.00	300,000.00
2. Audit Committee	128,000.00	816,000.00	944,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration	12,000.00	0.00	12,000.00
5. Risk Management and Sustainability Committee	0.00	0.00	0.00
6. Executive and Investment Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	340,000.00	450,000.00	440,000.00
Other monetary remuneration (Baht)	0.00	816,000.00	816,000.00
Total (Baht)	340,000.00	1,266,000.00	1,256,000.00

Remark: *(2) 1. Ms. Chanchira Samakthai resigned from the directorship on April 29, 2024. 2. Ms. Kanyaphan Buranarom was appointed as a director on April 29, 2024.*

Remunerations or benefits pending payment to the board of directors

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

(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Company is managed by adhering to the principles of good corporate governance of listed companies by investing through subsidiaries and/or associates, including investments in various businesses. In addition, the Company has established a policy to control and supervise the operation of the businesses in which the Company invests in order to comply with the rules on the supervision of the operations of subsidiaries and/or associated companies in accordance with the Notification of the Capital Market Supervisory Board of Thailand (CAT) 39/20159. Re: Application for Permission and Permission to Offer for Sale of Newly Issued Shares (including the original amendments) Regulations of the Stock Exchange of Thailand Re: Acceptance of Ordinary Shares or Preferred Shares as Registered Securities B.E. 2558 (2015) **(** including amendments) as well as the Guidelines for Good Corporate Governance of the Stock Exchange of Thailand ("The Stock Exchange of Thailand (SET) has set a guideline as a guideline, which the Company attaches great importance to as an important mechanism that will lead to a good management system that is transparent, verifiable, and able to determine the direction of management**.**

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

1. In the event that this Policy requires that any transaction or operation that is significant or affects the financial position and performance of the subsidiary and/or associated company is subject to approval from the Board of Directors or the Company's shareholders' meeting (as the case may be), the Company's directors shall be obliged to arrange a meeting of the Board of Directors and/or the Company's shareholders to consider and approve such matters before the subsidiaries and/or associates hold a meeting of the Board of Directors. and/or their shareholders to consider and approve before entering into a transaction or proceeding in this matter. The Company Disclosure of information and compliance with the rules Conditions, procedures and procedures related to the subject matter to be approved as prescribed in the Public Company Law. Civil and Commercial Code Securities Law, other relevant laws, as

well as announcements, regulations and rules of the Capital Market Supervisory Board. The Office of the Securities and Exchange Commission and the Stock Exchange of Thailand are also fully and correctly (to the extent not to contradict or contradict or contradict them).

2. Appoint a person representing the Company to be a director of each subsidiary and/or associate company in proportion to the shareholding in each company to supervise the subsidiaries and/or associated companies to operate in accordance with the law. Good Corporate Governance Policy and Other Policies of the Company However, the appointment of the Company's representative to be a director of each subsidiary and/or associate company must be considered and approved by the Board of Directors' meeting, taking into account the suitability of each company.

3. The Company must receive a report on its business plan, business expansion, as well as joint investment with other entrepreneurs from its subsidiaries and/or associates through the Company's quarterly performance report. The Company has the right to call the subsidiaries and/or associates to clarify or submit documents for such consideration, which the subsidiaries and/or associates must strictly comply with.

4. Establish a manual on the Company's authority to approve requests to support operations. This is to build confidence among stakeholders and to ensure the Company's sustainable growth, as well as to create clarity on the terms of office. Responsibilities

5. Determine the Company's policies, targets, strategies, operational plans, annual budgets, and administrative powers to propose to the Board of Directors for approval.

6. To supervise the Company's business operations in accordance with the policies, goals, strategies, operational plans and annual budgets approved by the Board of Directors to be efficient and conducive to business conditions. Senior Management

7. Consider and approve the expenditure of money for investment purposes. Research, investment projects and/or investment in securities Arrangement of financial transactions with financial institutions for the Company's normal transactions. Under the prescribed approval manual.

8. The subsidiaries and/or associates have an appropriate and concise internal control system to prevent corruption that may occur to the subsidiaries and/or associates, which is a channel for the directors and executives of the Company to obtain information from the subsidiaries and/or associates in monitoring their operating results and financial position. Transactions between subsidiaries and/or companies with directors and executives of subsidiaries and/or associates and the effective execution of significant transactions of subsidiaries and/or associates. In addition, the subsidiaries and/or associates must have a mechanism to audit the work systems in the subsidiaries and/or associated companies by allowing the internal audit team and independent directors of the Company to have direct access to the information and report the results of the audit to the directors. and the Company's executives to ensure that subsidiaries and/or associates regularly comply with the work system prepared.

9. The consideration of dividend payment of subsidiaries and/or associated companies shall be subject to the approval of the Board of Directors of subsidiaries and/or associates or the shareholders' meeting of subsidiaries and/or associates of each company (as the case may be). The Company shall disclose the Company's financial status, cash flow and financial position, as well as the investment plans of the subsidiaries and/or associated companies, as well as other factors as deemed appropriate by the Board of Directors of the subsidiaries or the shareholders' meeting of the subsidiaries and/or associated companies. However, In the dividend payment of the subsidiary, the dividend payment from the net profit from the separate statements will be considered. After deducting taxes and other reserves according to the law. however The dividend payment will be considered according to the suitability of business conditions, such as the investment plan and business expansion plan of the subsidiary and/or associated company, etc., so that the dividend payment of the subsidiary and/or associate company is in accordance with the principles of good corporate governance. It is transparent and verifiable. When a subsidiary and/or associate company pays dividends. Directors who are appointed by the Company to serve as directors in subsidiaries and/or associated companies are obliged to report to the Board of Directors at the next meeting.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : No / In progress

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of inside information to seek benefits over the past year : No / In progress

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

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

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	No / In progress
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year	:	No / In progress

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANACHART NUMNONDA (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Ms. JIRANAT SUMANONT (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Ms. KANYAPAN BURANAROM (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of the audit committee

The Audit Committee reviewed the 2025 quarterly and annual financial statements in collaboration with the external auditors and management. This review ensures that the financial reporting process is accurate, complete, reliable, and in compliance with Generally Accepted Accounting Standards, including the appropriate disclosure of material information. Furthermore, the Committee evaluated the reasonableness of potential conflict-of-interest transactions to ensure compliance with Stock Exchange of Thailand (SET) regulations and to safeguard the best interests of all stakeholders.

The Audit Committee also monitored compliance with laws and regulations relevant to the Companys business, as well as the effectiveness of the internal control system. This involved reviewing audit reports and following up on corrective actions based on internal audit recommendations to enhance operational efficiency. Additionally, the Committee approved the internal audit plan for the year 2025.

Regarding the appointment of external auditors, the Committee assessed their qualifications, independence, and the appropriateness of their remuneration before making a recommendation to the Board of Directors and the shareholders' meeting. Consequently, **A & A Office Co., Ltd.** was resolved to be appointed as the Companys auditor for 2025, with qualified auditors assigned to perform the audit.

The Audit Committee performed its duties independently within its assigned scope, including holding meetings with the external auditors without managements presence to allow for an unrestricted exchange of views. The Committee concluded that the Company maintains good corporate governance, with a transparent and appropriate internal control system and accurate financial disclosures. Despite the need to adapt to a changing landscape in 2025, the Company successfully developed its internal control systems to remain aligned with current business practices.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. ORASA VIMOLCHALAO (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Mr. KIRK LEEKASEM (Vice-chairman of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. Pornchai Tantisuntharodom (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Ms. NITKAMON WONGPIPAT (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mr. SITTICHAI LEEKASEM (Member of the executive committee)	10	/	12	10/12 (83.33%)
6 Ms. Wasu Mukdamanee (Member of the executive committee)	12	/	12	12/12 (100.00%)
Average meeting attendance rate				**(97.22%)**

The results of duty performance of Executive Committee

Proceed to present the goal. Policies, business plans, operational strategies, and annual budgets, including business expansion plans. The Board of Directors also considers and scrutifs the proposals of the management before presenting them to the Board of Directors for approval. In addition, the Company has controlled and monitored the performance in accordance with the policy. Approved plans, targets, and budgets

Consideration and approval of normal business operations, including transactions that support the core business. Under general commercial conditions and within the limit approved by the Board of Directors, in accordance with the rules of the Securities and Exchange Commission and the Stock Exchange of Thailand. In addition, the Company's operating results, including interim dividend payments and annual dividends, have been considered to propose to the Board of Directors for approval before presenting to the shareholders' meeting.

Meeting attendance of Nomination and Remuneration(3)

Meeting Nomination and Remuneration (times) : 1

List of Directors	Meeting attendance of Nomination and Remuneration			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. JIRANAT SUMANONT (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Ms. NITKAMON WONGPIPAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Ms. KANYAPAN BURANAROM (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Nomination and Remuneration

The Nomination and Remuneration Committee has performed its duties within the scope specified in the Charter by considering the results of the evaluation of the performance of the Board. Sub-committee and Chief Executive Officer for the year 2024 to supervise and monitor the performance to meet the targets, including reporting to the Board of Directors.

In the field of nomination of directors. The Board of Directors has selected and screened suitable persons to replace directors who have completed their term or appoint new directors by considering their qualifications, knowledge, abilities and suitability for the position in order to ensure the effective operation of the Company.

For the determination of remuneration The Board of Directors has considered the criteria for payment of remuneration of directors. The Company compares it with the standards of other companies in the same industry to ensure that it is appropriate, fair, and consistent with the expected performance.

The Nomination and Remuneration Committee has been operating with caution. Under the principles of good corporate governance, in order to achieve transparency and create maximum benefits for the Company, shareholders and other stakeholders.

Remark: *(3) Ms. Chanchira Samakthai is the Chairman of the Selection and Remuneration Committee. She attended 1 meeting and received a meeting fee of 12,000 baht. She resigned from the directorship on April 29, 2024.*

Meeting attendance of Risk Management and Sustainability Committee

Meeting Risk Management and Sustainability Committee (times)	:	1

List of Directors	Meeting attendance of Risk Management and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. ORASA VIMOLCHALAO (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)
2 Mr. KIRK LEEKASEM (Vice-chairman of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. Pornchai Tantisuntharodom (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Ms. NITKAMON WONGPIPAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Ms. Wasu Mukdamanee (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Risk Management and Sustainability Committee

The Company has formulated important principles and practices in risk management and sustainable development to be suitable for the organization, as well as promoting knowledge and understanding among the Board of Directors, executives, and employees to ensure that the operation is in line with the prescribed guidelines. In addition, the Company has prepared and reviewed the Code of Business Ethics and related policies. It refers to good practices at the international level, laws and regulations of regulatory agencies.

In terms of follow-up. reported on the progress and performance related to the Code of Business Ethics. policies, including suggestions for improvement to increase efficiency in risk management and sustainable development. In addition, the Company regularly evaluates the performance of the Risk Management and Development Committee for Sustainability and reports to the Board of Directors at least once a year.

Throughout 2024, the Company has continuously monitored and managed risks and sustainability. This makes it possible to control important risks in the division and subsidiaries to an acceptable level. No factors or events that may have a significant impact on the Company were found.

Meeting attendance of Executive and Investment Committee

Meeting Executive and Investment Committee : 0 (times)

List of Directors	Meeting attendance of Executive and Investment Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. ORASA VIMOLCHALAO (The chairman of the subcommittee)	0	/	0	N/A
2 Mr. KIRK LEEKASEM (Member of the subcommittee)	0	/	0	N/A
3 Mr. SITTICHAI LEEKASEM (Member of the subcommittee)	0	/	0	N/A
Average meeting attendance rate				N/A

The results of duty performance of Executive and Investment Committee

None

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

SiamEast Solutions Public Company Limited is committed to conducting business in accordance with the principles of sustainable development, guided by the companys vision and sustainable development framework. This approach ensures that the company operates across all dimensionseconomic, social, and environmentalunder good corporate governance, ethics, and integrity. The company is dedicated to complying with legal regulations on governance, social responsibility, and environmental protection, aligning with national economic and social development plans and the United Nations Sustainable Development Goals (SDGs). Our goal is to drive positive change and ensure continuous and sustainable business growth through transparency and by delivering the best solutions (Solution Excellence) to all stakeholders throughout the business value chain. Furthermore, the company strives to foster positive transformation in all dimensions, maintain sustainable coexistence with communities, and protect and conserve natural resources and the environment. This policy applies to all company operations across five product groups and extends to corporate sustainability efforts, employees, partners, and customers throughout the supply chain. It also ensures compliance with laws, regulations, organizational requirements, international standards, and relevant commitments. The company evaluates key sustainability issues across three dimensions and manages each issue appropriately.

Reference link for sustainability policy : https://siameastsolutions.com/doc/policy/en/1-Sustainable-Development-Policy.pdf

Page number of the reference link : 1

Sustainability management goals

Does the company set sustainability management goals : Yes

The Companys sustainability development strategy is aligned with its mission to **deliver efficient and timely products and services while creating investment opportunities and enhancing value for shareholders, customers, employees, and all stakeholders**.

To support sustainable growth, the Company has established sustainability policies and operational guidelines under a framework consisting of three key pillars:

Environmental Dimension (Empowering Green Impact)

The Company is committed to conducting business in an environmentally responsible manner, ensuring that its operations minimize environmental impacts and contribute to environmental sustainability.

Social Dimension (Empowering People)

The Company aims to create sustainable value for society and communities by respecting human rights, promoting equality and inclusiveness, and supporting the well-being of employees, communities, and stakeholders.

Governance and Economic Dimension (Empowering Integrity)

The Company strengthens its operational capabilities through transparent, accountable, and fair corporate governance while developing employee potential to ensure sustainable organizational growth.

The Company regularly reviews and improves its sustainability policies to ensure alignment with evolving sustainability practices, applicable regulations, and legal requirements. These policies are communicated clearly to employees to support effective implementation across the organization. The Company also discloses its sustainability performance to

stakeholders on a regular basis in order to enhance transparency, create long-term value, and strengthen stakeholder trust.

For 2025, the Company has identified **13 material sustainability issues**, with key targets summarized as follows:

1. Corporate Governance and Compliance

- Develop a **Board Skill Matrix** by 2025.
- Zero confirmed cases of corruption or bribery.
- Zero confirmed cases of violations of the Companys Code of Business Conduct.

2. Risk Management

- Achieve risk management performance in accordance with **Key Risk Indicators (KRIs)** established for each responsible business unit.

3. Supply Chain Management

- Reduce procurement costs of goods and services by **5% by 2025**.
- Improve warehouse management accuracy and order fulfillment responsiveness to **95%**.
- Manage procurement and delivery risks in accordance with established KRIs.

4. Product Quality, Innovation, and Sustainable Product Selection

- Maintain **customer satisfaction score of at least 4.4 in 2025**.
- Respond to customer complaints within **7 working days**.
- **Zero product recall incidents**.

5. Cybersecurity and Personal Data Protection

- Provide cybersecurity and personal data protection awareness training to **100% of new employees**.
- Zero confirmed cases of personal data breaches.

6. Climate Change and Air Pollution

- Reduce **greenhouse gas emissions by 3% compared with 2024**.

7. Energy Management

- Reduce **energy consumption by 3% compared with 2024**.

8. Water Management

- Reduce water consumption in office operations and technical activities, including repair, machining, welding, and metal surface finishing, by **3% compared with 2024**.

9. Waste Management

- Reduce total waste generation by **3% compared with 2024**.

10. Human Rights

- Zero confirmed cases of human rights violations.
- Provide human rights training to **at least 50% of employees**.

11. Community and Social Responsibility

- Zero complaints from communities or relevant government agencies.
- Address at least **70% of community complaints or suggestions**.

12. Occupational Health and Safety

- **Zero lost-time injuries (LTI) resulting in more than 3 days of work absence**.

13. Human Resource Management

- Maintain employee turnover rate **not exceeding 12% per year**.
- Provide **at least one training program per month**, with a minimum post-training assessment score of **70%**.
- Ensure **at least 70 training hours for employees in 2025**.
- Achieve **employee satisfaction of at least 80% by 2027**.

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

Information on review of policy and/or goals of sustainable management over the past year

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

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

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

In 2025, the Company reviewed and updated its sustainability policies and targets to strengthen the management of material sustainability issues and align with evolving ESG practices and regulatory requirements. The review included refining sustainability targets, defining the scope of sustainability management, and establishing a Sustainability Working Committee to support the implementation and monitoring of sustainability performance across the organization.

Information on impacts on stakeholder management in business value chain

Business value chain

The company's value chain consists of 5 main activities: management of production factors, operations, distribution of products and services, marketing and sales, and after-sales services. The details are as follows:

1.**Management of production factors**

1.1 Listening to customer needs

The company assigns the sales department (Sales) the responsibility of directly communicating with customers to understand their needs. This leads to sourcing the appropriate products that meet the customer's requirements through collaboration with the purchasing department.

1.2 Product and partner selection

- Product and service selection: The company selects products and services based on quality and safety standards, competitive pricing, and product warranties. Additionally, the company selects environmentally friendly products to meet the changing demands of customers and align with the companys sustainable development policies.

- Partner selection: The company chooses partners based on their credibility and business ethics in delivering high-quality products and services on time. Partners should be flexible in adjusting delivery quantities according to needs, especially in unforeseen circumstances, and provide competitive pricing and favorable payment terms. Good after-sales service is essential, including the ability to provide prompt and effective technical support when problems arise. Furthermore, the company considers partners who align with sustainability practices, such as waste management, greenhouse gas management, social and environmental responsibility, and the provision of environmentally friendly products and services.

2. **Operations**

2.1) **Goods Inspection**

After receiving goods from partners, the company will check the quantity, quality, and specifications to ensure compliance with the agreed terms (Inspection Report and Drawing), as follows:

Finished goods: The company checks the quantity, quality, and specifications of the goods based on the delivery documents and purchase orders, and also inspects for any damage that may have occurred during transportation. If damaged or incomplete goods are found, the company will reject the goods and return them to the supplier. For goods that pass the inspection criteria, the company will record the information and store the goods in the warehouse appropriately, according to the type of product, to facilitate easy handling. The company stores goods in suitable conditions, such as in controlled rooms or temperature-controlled storage, to prevent deterioration of the products. Additionally, the company conducts regular inspections to ensure the goods are of good quality and in proper condition.

Made-to-order goods: The warehouse team inspects the goods with technicians/engineers from the sales team to verify the external characteristics according to specifications. If the goods do not meet the agreed criteria, the company will return the goods to the manufacturer, or the company will destroy the goods, depending on the agreement between the manufacturer and the company. For goods that pass the inspection criteria, the company will record the information and store the goods in the designated area in the warehouse.

2.2) **Effective Warehouse Management**

After inspecting the goods, the company will store the products to prevent damage and record the inventory data in the accounting system for warehouse management. This allows the accounting, warehouse, purchasing, and relevant departments to utilize the data. The details are as follows:

Inventory Data Management: The company manages inventory quantities, storage, and handling to ensure efficient warehouse management and transportation planning.

Warehouse Layout: The company arranges the warehouse layout based on product turnover (Fast-Slow Moving) to improve inventory management efficiency and reduce storage costs.

Product Arrangement: The company organizes products based on the First-In-First-Out (FIFO) method for products with expiration dates to prevent deterioration.

Inventory Monitoring (Min-Max Stock): The company regularly reviews and updates inventory data to minimize the risk of stockouts or excess inventory.

Skilled Team Building and Employee Training: The company provides training for employees on the warehouse management system, processes, and safety measures to enhance knowledge, understanding, and teamwork to increase efficiency and workplace safety.

Performance Evaluation and Improvement: The company has established Key Performance Indicators (KPIs) to measure the accuracy of inventory quantities. These indicators help track and evaluate the warehouse department's performance, along with making process improvements if performance does not meet the established goals.

2.3) **Installation and Maintenance Work**

The company studies the procedures for installing each type of equipment and assesses safety risks before starting work. It also establishes risk mitigation measures for operations. Additionally, the company strictly adheres to the

client's policies before commencing work, such as attending safety training. For maintenance work, the company inspects the components to order the appropriate spare parts and proceeds with the maintenance work in the following sequence.

3.Distribution of Products and Services

3.1) **Product Distribution**

The company plans its product transportation efficiently to ensure that product deliveries are accurate, timely, and cost-effective. The sales order is checked against the system to verify delivery schedules and ensure products are delivered to customers within the specified time frame. The company then assesses risks and plans transportation routes using Zone Mapping and GPS technology to track real-time product shipments and collect data. For large or special items with specific requirements, communication with customers is conducted regarding the product, equipment required for loading, and site preparation before delivery. After delivery, the shipping department evaluates the effectiveness of the transportation plan using the real data collected, assessing performance, cost, and value. This information is then used to improve and develop future distribution and service strategies.

4.Marketing and Sales

The company focuses on providing product and service information to communicate the advantages of using these products and services according to its strategy. By utilizing staff with technical expertise, the company gains a better understanding of customer needs and feedback, which leads to increased mutual benefits between customers, partners, and the company in the future.

The details are as follows:

4.1) **Sales Proposals and Product/Service Information**

The company's sales team communicates with customers to gather their feedback and needs, which leads to the appropriate sourcing of products that meet customer demands. The team also studies the product's features, benefits, advantages, disadvantages, and usage instructions to provide customers with accurate and comprehensive information. Additionally, the company demonstrates products and sends samples to customers for trial use, helping to build confidence in the product's quality and safety, and encouraging purchase decisions. This also provides the company with direct feedback on any issues or flaws encountered during actual use, allowing the company to improve and enhance products and services in the future.

4.2) **Marketing Data Management and Analysis**

The company places great importance on maintaining strong relationships with customers by listening to and collecting their feedback and needs, which is then analyzed to source products that align with customer demands. The company also selects new products and solutions that are in line with the sustainability policies of both customers and government agencies for the future.

5.After-Sales Service

5.1) **Consulting and Problem-Solving with Customers**

By receiving feedback from customers, the company gains insight into their business challenges. The company then presents solutions to address both immediate and long-term problems, helping customers resolve their issues effectively.

5.2) **Training and Knowledge Sharing with Customers**

The company organizes training on product usage and other relevant knowledge for customers. Additionally, the company collaborates with partners to train customers on new technologies, enhancing technical capabilities through cooperation between the customer, partner, and the company.

5.3) **Warranty and Product Quality Inspection**

The company guarantees products and services according to the manufacturers specifications. For service work, the company has different warranty terms depending on the type of service provided.

5.4) **Customer Satisfaction Survey**

The company conducts an annual customer satisfaction survey to gather feedback for improving sales efficiency and services. The information is used to enhance customer satisfaction and maintain long-term relationships. The survey covers the following topics:

1. Response to customer needs by the sales team
2. Product delivery
3. Quality of products and services
4. Appropriate pricing
5. After-sales service
6. Ease of contact with the company
7. Recommendations and referrals

The company has a total of 5 supporting activities, which include procurement, finance and accounting, information technology systems, human resource management, and infrastructure. The details are as follows:

1. **Procurement**

The company operates according to the procurement manual, which is regularly reviewed to align with supplier practices (Supplier Code of Conduct) and global and national sustainability trends. This ensures that the company's procurement activities are transparent and meet stakeholder expectations.

2. **Finance and Accounting**

Finance and accounting impact cash flow planning and management, income generation analysis, financial risk management, and support for the effective operation of the core value chain activities.

3. **Information Technology Systems**

This involves data management, data connectivity, and data security, which enhance efficiency in the company's various business processes.

4. **Human Resource Management**

This relates to the selection, training, and development of employees to maximize their skills and potential. This ensures that the company's operations are effective and generate long-term value for the business.

5. **Infrastructure**

This includes public utilities, buildings, and facilities, which help maintain product quality and create a conducive work environment for the company.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	• Good welfare and compensation, appropriate to the economic conditions • Job security, growth, and career advancement • Employee knowledge and skill development • Care and treat employees at all levels equally • Listening to employee feedback, suggestions, and needs • Provide adequate work equipment, create a good and safe work environment, and take care of employees' health	• Establish a welfare committee within the organization • Define clear, transparent, and fair performance evaluation guidelines with career advancement opportunities • Provide training programs to develop skills and capabilities that align with employee needs and job requirements • Promote and strengthen employee engagement with the company through various activities • Improve and develop channels for feedback and suggestions • Set up a safety, occupational health, and environmental committee	• Online Communication • Internal Meeting • Complaint Reception • Training / Seminar • Others • Website: www.siameastsolutions.com • Human Resource Division • 56-1 One report

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		(OSH committee) • Promote working with respect for human rights	
External stakeholders			
• Customers	• Products that meet customer needs, with quality standards at reasonable prices • Deliver goods and services under accurate, complete, and timely conditions as per agreements • Readiness and quick response to customer demands • Excellent pre-sale and after-sale service, with appropriate problem-solving • Safeguarding and protecting customer confidential information • Operating efficiently and	• Select high-quality products and services with appropriate technology tailored to customer needs (Solutions Excellence) • Train employees to have knowledge and expertise in products and services to effectively meet customer demands • Set product and service prices appropriately, providing transparent information • Offer both pre-sale and after-sale support • Safeguard and secure customer confidential information in accordance with the company's data protection policies.	• Visit • Social Event • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey • Training / Seminar • Others • Disclosure of 56-1 One report • Website: www.siameastsolutions.com

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	ethically without negatively impacting society and the environment • Environmentally friendly products (Low Carbon Footprint)		

• Suppliers	• Transparent, fair, and accountable procurement processes, ensuring continuity in business collaboration
	• Management according to agreements and contracts (sales targets)
	• Timely payments
	• Collaboration in developing potential and growing together in the long term and sustainably, while exchanging ideas and knowledge on innovation
		• Hold meetings to clearly explain collaborative work processes and organize joint activities with partners
		• Treat partners with equality, fairness, and consistent standards
		• Manage an efficient supply chain to mitigate risks and impacts
		• Ensure accurate and timely payment schedules, adhering to contractual agreements
		• Regularly evaluate partners to develop cooperation and
			• Visit
			• Online Communication
			• Internal Meeting
			• External Meeting
			• Complaint Reception
			• Training / Seminar
			• Others
			  • Supplier selection/Supplier Evaluation/Supplier audit
			  • Disclosure of 56-1 One report

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	and new technologies • Fair trading practices, including growth and maintaining a good image as a sales representative	build strong relationships • Provide training to employees on product offerings, set clear operational guidelines (e.g., sales practices), and support fair sales practices • Safeguard partner information.	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

• Shareholders	• Stable performance with sustainable profits, creating opportunities amidst economic challenges.
	• Good corporate governance with effective risk management.
	• Accuracy and transparency of information.
	• Return on stock price and dividends.
		• Adhere to the annual business plan, creating sustainable and balanced performance under stringent risk management.
		• Operate with transparency and accountability, following good corporate governance principles and anti-corruption practices.
		• Disclose accurate, complete, and continuous information, including financial data.
		• Strictly comply with legal regulations and requirements.
			• Press Release
			• Annual General Meeting (AGM)
			• Others
			  • Disclosure of 56-1 One report
			  • Investor Relation Department
			  • Website: www.siameastsolutions.com
			  • Announcement of news via the Stock Exchange
			  • Quarterly investor briefing meetings

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

• Government agencies and Regulators	- Compliance with applicable laws, regulations, and requirements
	- Adherence to good corporate governance in accordance with business ethics principles
	- Payment of taxes and relevant fees
	- Participation in activities organized by government authorities
		- Full compliance with applicable laws and regulations
		- Conduct business with transparency, fairness, and accountability, in compliance with the law and with a commitment to anti-corruption practices
		- Manage tax and fee obligations in accordance with applicable laws and regulatory requirements
		
		Cooperate and participate in activities organized by government authorities
			• Visit
			• Online Communication
			• External Meeting
			• Complaint Reception
			• Training / Seminar
			• Others
			  • Disclosure of 56-1 One Report
			  • Website: www.siameastsolutions.com and e-mail: info@siameastsolutions.com

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

• Community	- Conduct business responsibly without causing adverse impacts on the environment and local communities
	- Manage complaints fairly and transparently
	- Support and promote community activities
	- Maintain effective communication and foster positive relationships with local communities
		- Ensure that the Companys operations do not cause disturbance, nuisance, or harm to the surrounding community
		
		Provide channels to receive feedback, suggestions, and complaints, and respond appropriately to community concerns
		- Participate in religious, cultural, and traditional community activities
			• Visit
			• Social Event
			• Online Communication
			• External Meeting
			• Complaint Reception
			• Others
			  • Community feedback and suggestion surveys
			  • Website: www.siameastsolutions.com

Diagram of the stakeholder analysis in the business value chain

Stakeholder Groups	Definition of Stakeholder Groups	Stakeholder Expectations	Response to Expectations	Communication/Contact Channels
Shareholders	An individual or legal entity that owns shares in the company has ownership rights proportional to the number of shares held.	• Stable performance with sustainable profits, creating opportunities amidst economic challenges. • Good corporate governance with effective risk management. • Accuracy and transparency of information. • Return on stock price and dividends.	• Adhere to the annual business plan, creating sustainable and balanced performance under stringent risk management. • Operate with transparency and accountability, following good corporate governance principles and anti-corruption practices. • Disclose accurate, complete, and continuous information, including financial data. • Strictly comply with legal regulations and requirements.	• Disclosure of the annual report • Shareholders' meeting • Quarterly investor briefing meetings • Announcement of news via the Stock Exchange • Investor relations department • Annual information filing (Form 56-1 One Report) • Website: www.siameastsolutions.com
Government Agencies	**Government Agencies** the company contacts and coordinates with, and reports and provides information as required by law.	• Compliance with laws, regulations, and various rules • Good corporate governance according to business ethics principles • Payment of taxes and fees • Participation in government agency activities	• Fully comply with regulations • Conduct business with transparency, fairness, accountability, and in compliance with laws, while combating corruption • Operate in accordance with tax laws and related regulations • Cooperate in government agency activities	• Website: www.siameastsolutions.com • E-mail: info@siameastsolutions.com • Contact through government liaison representatives • Training/seminars from government agencies • Social media • Annual information filing (Form 56-1 One Report)
Community	A group of people living around the company's area.	• Conduct business responsibly without negatively impacting the environment and community • Manage complaints fairly • Promote community activities • Communicate and build good relationships with the community • Communicate and build good relationships with the community	• Control the company's operations to prevent causing inconvenience, disturbance, or harm to the community • Provide channels for receiving feedback, suggestions, and complaints, and respond to the community's concerns • Participate in religious, cultural, and traditional activities with the community • Participate in religious, cultural, and traditional activities with the community.	• Website: www.siameastsolutions.com • Contact through the company's representatives (community working group consisting of representatives from various departments) • Social media • Community feedback and suggestion surveys
Employees	An individual who works for an organization, with duties and responsibilities as assigned.	• Good welfare and compensation, appropriate to the economic conditions • Job security, growth, and career advancement • Employee knowledge and skill development • Care and treat employees at all levels equally • Listening to employee feedback, suggestions, and needs • Provide adequate work equipment, create a good and safe work environment, and take care of employees' health	• Establish a welfare committee within the organization • Define clear, transparent, and fair performance evaluation guidelines with career advancement opportunities • Provide training programs to develop skills and capabilities that align with employee needs and job requirements • Promote and strengthen employee engagement with the company through various activities • Improve and develop channels for feedback and suggestions • Set up a safety, occupational health, and environmental committee (OSH committee) • Promote working with respect for human rights	• Human Resources Department • Welfare Committee within the organization • Direct complaints to management / supervisors • Employee orientation • Social media • Annual information filing (Form 56-1 One Report) • Website: www.siameastsolutions.com • E-mail: pattama.boo@siameastsolutions.com
Business Partners	Manufacturers, service providers, or product developers who collaborate in delivering goods and services to the company for further distribution to customers.	• Transparent, fair, and accountable procurement processes, ensuring continuity in business collaboration • Management according to agreements and contracts (sales targets) • Timely payments • Collaboration in developing potential and growing together in the long term and sustainably, while exchanging ideas and knowledge on innovation and new technologies • Fair trading practices, including growth and maintaining a good image as a sales representative	• Hold meetings to clearly explain collaborative work processes and organize joint activities with partners • Treat partners with equality, fairness, and consistent standards • Manage an efficient supply chain to mitigate risks and impacts • Ensure accurate and timely payment schedules, adhering to contractual agreements • Regularly evaluate partners to develop cooperation and build strong relationships • Provide training to employees on product offerings, set clear operational guidelines (e.g., sales practices), and support fair sales practices • Safeguard partner information.	• Monthly/quarterly meetings • Selection/assessment of partner performance (Supplier Audit) via questionnaires • Social media/e-mail • Channels for receiving feedback, suggestions, and comments • Annual information filing (Form 56-1 One Report)
Customers	Buyers and users of goods and services to fulfill their needs or solve problems they face.	• Products that meet customer needs, with quality standards at reasonable prices • Deliver goods and services under accurate, complete, and timely conditions as per agreements • Readiness and quick response to customer demands • Excellent pre-sale and after-sale service, with appropriate problem-solving • Safeguarding and protecting customer confidential information • Operating efficiently and ethically without negatively impacting society and the environment • Environmentally friendly products (Low Carbon Footprint)	• Select high-quality products and services with appropriate technology tailored to customer needs (Solutions Excellence) • Train employees to have knowledge and expertise in products and services to effectively meet customer demands • Set product and service prices appropriately, providing transparent information • Offer both pre-sale and after-sale support • Safeguard and secure customer confidential information in accordance with the company's data protection policies	• Social media/e-mail • Sales team customer visits • Organizing training/seminars for customers • Channels for receiving complaints • Customer satisfaction surveys • Channels for receiving feedback, suggestions, and comments • Annual information filing (Form 56-1 One Report)

Stakeholder Analysis in Business Value Chain

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Good Corporate Governance and Compliance with Laws	• Good Governance • Sustainability Risk Management
Risk Management	• Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management
Supply Chain Management	• Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management
Quality, Innovation Development and the Selection of Environmentally Friendly Products	• Customer / Consumer Responsibility • Community / Social Responsibility • Innovation Development
Cybersecurity and Personal Data Protection	• Sustainability Risk Management • Others : Data protection reduce the risk of business disruption
Climate Change and Air Pollution	• Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Good Governance • Sustainability Risk Management
Energy Management	• Environmental Management Standards Policy and Compliance • Energy Management • Greenhouse Gas Management • Community / Social Responsibility • Good Governance • Sustainability Risk Management

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Water Management	• Environmental Management Standards Policy and Compliance • Water Management • Community / Social Responsibility • Good Governance • Sustainability Risk Management
Waste and Waste Management	• Environmental Management Standards Policy and Compliance • Waste and Waste Management • Greenhouse Gas Management • Community / Social Responsibility • Good Governance • Sustainability Risk Management
Human Rights	• Human Rights • Fair Labor Practices • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management
Social and Community Responsibility	• Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Community / Social Responsibility • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management
Occupational Health and Safety	• Fair Labor Practices • Good Governance • Sustainability Risk Management
Human Resource Management	• Human Rights • Fair Labor Practices • Good Governance • Sustainability Risk Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report	:	Have data
Reference link for corporate sustainability report	:	https://siameastsolutions.com/en/se-sustainability-en/

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	Others : The disclosure of this report is in accordance with the standards of the Stock Exchange of Thailand.

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company places significant importance on enterprise risk management in order to strengthen business stability and support the achievement of its strategic objectives under the principles of good corporate governance. The Company is also prepared to cope with changes and various crises without causing damage to its business operations or adversely affecting the Companys stability and ability to achieve its objectives. Accordingly, the Company has established a Risk Management Policy to serve as a guideline for effective risk management under the principles of good corporate governance, enhancing the Companys ability to adapt to economic, social, and environmental changes that may arise, as well as various crises that may impact the business. These include supply chain disruptions, climate change, uncertainties arising from political situations, trade policies, and international relations that may affect transportation or the importation of goods to the Company, as well as other emerging risks that may have both positive and negative impacts on the business. Effective risk management and administration will build confidence among stakeholders, increase opportunities, and strengthen the Companys competitiveness, ultimately leading to the achievement of the Companys operational and financial objectives.

The Company has established a risk governance structure comprising the Risk Management and Sustainability Development Committee, which is responsible for formulating policies, risk management frameworks, acceptable risk levels, and overseeing the overall risk management of the organization, as well as reporting regularly to the Board of Directors. In addition, a Risk Management Working Group has been appointed, consisting of representatives from each department and supervised by senior management. The Risk Management Working Group performs duties as outlined under the scope, authority, duties, and responsibilities of the Risk Management and Sustainability Development Committee (Chapter 7: Corporate Governance Structure and Key Information regarding the Board of Directors, Sub-Committees, Executives, Employees, and Others). The Company has established risk management guidelines covering all areas of risk, including strategic risk, financial risk, operational risk, legal and regulatory compliance risk, sustainability risk (Environment, Social, Governance: ESG), and emerging risks that may have significant impacts on the Company. The working group is responsible for implementing risk mitigation measures to ensure that risk levels remain within acceptable limits and are aligned with the Companys objectives, strategies, and business plans, as well as relevant laws and regulations.

The Company has established a risk management structure whereby the Board of Directors and management determine the organizational structure, reporting lines, and responsibilities as appropriate. Duties are segregated to ensure that internal control and risk management are carried out in accordance with the Companys objectives. The Risk Committee oversees the Companys internal risk management by setting objectives, identifying risks, assessing and managing risks, determining acceptable risk levels, evaluating and monitoring outcomes, and presenting reports to all relevant parties in a timely and appropriate manner. The Company focuses on both preventive and corrective risk management through the following structure:

1.Control Environment

The Board of Directors and management have established various policies as guidelines to ensure that operations are conducted properly, appropriately, and transparently, such as the Good Corporate Governance Policy, Code of Business Conduct, Risk Management Policy, Anti-Corruption Policy, Accounting Policy, and Succession Planning Policy.
The Board of Directors and management have also established an organizational structure, reporting lines, and defined roles and responsibilities for employees as appropriate, including segregation of duties to ensure that internal control operates in accordance with the Companys objectives.

2. Risk Assessment

The Company has established a Risk Committee responsible for overseeing risk management within the organization. This includes setting objectives, identifying risks, conducting risk assessments, determining acceptable risk levels, establishing risk mitigation measures, and monitoring results, as well as reporting outcomes to relevant parties.
In assessing risks, the Company considers both internal and external risk factors, including financial impacts, operational impacts, safety concerns, and reputational risks that may affect the business. The results of risk assessments are reported to the Board of Directors and are reviewed regularly.

3. Control Activities

The Company promotes a strong risk management culture within the organization by supervising, controlling, and monitoring risk management activities to achieve maximum efficiency. The Company has established an internal control system for operational activities to reduce potential risks to acceptable levels and monitors risks in accordance with Key Risk Indicators (KRI) of each department. If a risk is assessed to be at a high level, a risk mitigation plan will be developed and submitted to the committee for approval prior to implementation. In addition, the Company continuously monitors and reviews operations to ensure that they comply with the established risk management plans. Residual risks are also identified in order to analyze and plan future risk management actions.
The Companys risk management practices are based on the guidelines of COSO ERM 2017 and ISO 9001:2015.
The Company also maintains an internal control system, whereby operations are conducted in accordance with the operational manuals of each department to ensure efficiency and maximum benefit.

4. Monitoring Activities

The Company has appointed M.A. Consulting Co., Ltd. (MA), an independent firm, to conduct audits and assess the adequacy of the Companys internal control system. The internal auditor prepares reports on the results of the internal control system audits and presents them to the Audit Committee on a quarterly basis, enabling the Company to implement corrective actions and continuously improve the quality of its internal control system. This contributes to strengthening Good Corporate Governance in the long term.
The Company has also appointed independent external auditors who report the Companys operational results to the Audit Committee on a quarterly basis.
The management team is required to report operational performance compared with the Companys targets to the Audit Committee and the Board of Directors on a quarterly basis.
The Risk Management Committee reports and monitors risk control results to ensure that risks remain within acceptable levels and presents such reports to the Executive Committee on a quarterly basis. The Committee also regularly reviews and improves risk management practices to ensure alignment with the Companys objectives and operations.

5. **Establishing a Risk Management Culture**

The Company promotes awareness and knowledge of risk management among employees at all levels to prevent and mitigate potential impacts on business operations and to enhance the Companys competitiveness. Each department is required to participate in risk management activities on a regular and continuous basis by identifying, analyzing, assessing, and prioritizing risks within their areas of responsibility, as well as establishing appropriate risk management measures. The Risk Management Committee consolidates the Companys risks and establishes procedures for risk control, including risk reporting, within the ISO 9001:2015 system. All employees have access to such information.

Reference link to risk management policy and plan	:	https://siameastsolutions.com/doc/policy/en/5-Risk-Management-Plan.pdf
Page number of the reference link	:	1

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management	:	Yes
Standards on ESG risk management	:	COSO - Enterprise risk management framework (ERM), Others : The Company implements Business Continuity Planning (BCP) and Business Continuity Management (BCM) under its Quality Management System in accordance with ISO 9001, and aligns with the Stock Exchange o

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk of Losing Product Distribution Rights

Related risk factors	:	Strategic Risk • Reliance on large partners / distributors or few partners / distributors • Competition risk • Economic risk
ESG risk factors	:	No

Risk characteristics

The Company acts as a supplier and distributor of industrial products, which are categorized into five product groups: Pumping System Technology Division, Process and Piping Solution Division, Innovative Material Division, Service Business Division, and Utilities & Power Division. The Company distributes more than 40 internationally recognized brands. If the Company were to lose its distributorship rights for any key major brands, it could potentially affect the Companys revenue.

However, throughout its business operations, the Company has maintained strong relationships with brand owners by strictly complying with commercial terms and conditions and actively participating in joint marketing activities. As a result, the Company has continuously earned the trust of brand owners to serve as their distributor. In addition, the Company is widely recognized among industrial factory customers, which represent its primary customer base. The Company also has a team of sales engineers with extensive knowledge, experience, and capabilities, thereby gaining customers confidence in both product distribution and service provision. Therefore, the Company remains confident in its business capabilities and operational potential.

Risk-related consequences

If the company loses the distribution rights for any of its key brands, it may impact the company's revenue and stakeholders and undermining customer confidence in company's business potential.

Risk management measures

The Companys risk management approach includes strengthening relationships with brand owners, building trust, and maintaining transparent communication. The Company ensures that products are presented and distributed with high quality standards in order to avoid any issues that could damage the reputation of the brands. The Company also collaborates with brand owners in various activities, such as training programs and promotional events, to demonstrate its commitment to supporting the brands. In addition, the Company strictly complies with the requirements for authorized distributors and the sales standards set by each brand.

Furthermore, the Company enhances its operational capabilities by continuously developing its sales team to respond promptly to customer needs within their assigned sales territories. The Company maintains an efficient warehouse

management system and closely monitors changes and warning signals in order to anticipate potential policy changes from brand owners, such as the appointment of new distributors in nearby areas. In addition, the Company focuses on building strong customer loyalty in order to increase the likelihood of retaining its distributorship rights.

Risk 2 Risk of new competitor entry

Related risk factors : Strategic Risk
- Competition risk
- Economic risk

ESG risk factors : No

Risk characteristics

The procurement and distribution business is relatively uncomplicated in terms of operations and does not require substantial capital investment. As a result, new entrants can easily enter the market. The entry of new competitors may intensify competition, which could affect the Companys competitiveness and operational performance in the future.

However, the Company engages in the procurement and distribution of industrial products across five product groups, comprising more than 3,500 items. This enables the Company to meet the diverse needs of industrial factories. In addition, the Company maintains strong relationships with its business partners, including customers, product manufacturers, and distributors. Furthermore, the Company has a team of sales engineers who possess extensive knowledge, expertise, and experience in advising customers on selecting suitable products to achieve maximum operational efficiency.

These factors significantly enhance the Companys credibility in terms of product quality and service. Customers also recommend the Company to their networks, which has enabled the Company to continuously earn customers trust and maintain ongoing orders for its products and services.

Risk-related consequences

It may impact the company's future competitiveness and performance, leading to a decline in market shares, resulting in reduced business revenue.

Risk management measures

The Companys risk management approach focuses on creating differentiation and competitive advantages, as well as developing and maintaining strong relationships with customers. The Company continuously develops its products and services to meet customer needs and ensures ongoing business development. In addition, the Company conducts market research and analyzes emerging trends to monitor market direction and customer demand.

The Company also implements effective cost control measures by improving internal processes to reduce operational costs without compromising quality. This includes negotiating with business partners to obtain the most appropriate pricing. Furthermore, the Company expands its market presence and customer base by exploring opportunities in new areas or target groups that have not yet been fully served.

Risk diversification is also achieved by expanding product lines to avoid excessive reliance on revenue from any single product or service, while strengthening the brands under the Companys portfolio. The Company closely monitors and responds to competitors by studying market competition, analyzing the strengths and weaknesses of new competitors, and assessing potential impacts in order to respond promptly and adjust strategies in a timely manner, such as launching promotional campaigns or expanding sales channels.

In addition, the Company adopts appropriate pricing strategies by maintaining pricing flexibility through competitive pricing or offering solutions that meet the needs of diverse customer segments. The Company also develops long-term strategic plans to address potential market changes or competitive pressures, enabling timely strategic adjustments. By creating superior value compared to competitors, the Company can effectively mitigate the impact arising from the entry of new competitors into the market.mpetitors effectively.

Risk 3 Risk from Brand Owners Entering the Market Directly

Related risk factors : Strategic Risk

• Reliance on large partners / distributors or few partners / distributors
• Competition risk
• Economic risk

ESG risk factors : No

Risk characteristics

In the event that foreign brand owners intend to enter the Thai market and conduct their own marketing and distribution operations without involving the Company, the Company may face the risk of having its distributorship or business partnership terminated for such products. Consequently, the Company may also be required to compete directly with the brand owners in the distribution of those products.

However, the likelihood of foreign brand owners entering the market independently is relatively low. This is because operating in this business requires a wide variety of product categories in order to meet the diverse needs of customers. In practice, customers tend to prioritize convenience by purchasing products from distributors that offer a broad range of products. In contrast, brand owners typically distribute only the products manufactured by their own companies, which may limit their ability to meet the diverse needs of customers and may reduce the effectiveness of their direct market entry.

In addition, the Company has a team of sales engineers who possess extensive knowledge, experience, and expertise in advising customers on selecting the most suitable products for their applications in order to achieve optimal performance and the highest level of safety. As a result, the Company has consistently earned customers trust in the distribution of products and the provision of related services.

Risk-related consequences

It may pose a risk of the company losing its business partnership for product distribution. Furthermore, the company may have to compete with the brand owner.

Risk management measures

The risk management approach focuses on enhancing operational capabilities by continuously developing the sales and customer service teams to respond promptly to customer needs within their respective sales territories. In addition, the Company aims to strengthen customer relationships and build customer loyalty in purchasing products and services from the Company in order to reduce the likelihood that brand owners could directly capture the Companys market share.

The Company also maintains an efficient warehouse management system and continuously monitors changes and warning signals in order to closely observe potential changes in brand policies.

Risk 4 1. Risk from Exchange Rate Fluctuations

Related risk factors :

Financial Risk
• Fluctuation in exchange rates, interest rates, or the inflation rate
• Income volatility

ESG risk factors : No

Risk characteristics

The majority of the products that the company imports and distributes to customers are sourced from foreign countries, and payment for these goods must be made in the currency of the respective suppliers country, such as US dollars, Singapore dollars, Japanese yen, and euros. Exchange rates are sensitive to various factors, both domestic and international. While the companys sales are entirely domestic, this exposes the company to the risk of exchange rate

fluctuations when paying for imported goods. If the value of currencies like the US dollar, Singapore dollar, Japanese yen, or euro increases at the time of payment, it could result in a shortfall in funds. Due to exchange rate fluctuations, there are times when the company cannot immediately adjust product prices to reflect changes in the exchange rate.

Risk-related consequences

While the companys sales are entirely domestic, this exposes the company to the risk of exchange rate fluctuations when paying for imported goods. If the value of currencies like the US dollar, Singapore dollar, Japanese yen, or euro increases at the time of payment, it could result in a shortfall in funds and due to exchange rate fluctuations, there are times when the company cannot immediately adjust product prices to reflect changes in the exchange rate.

Risk management measures

The company recognizes the importance of mitigating this risk. The company closely monitors news and movements in foreign exchange rates and has implemented a strategy to manage the risk from exchange rate fluctuations. This includes entering into forward contracts with financial institutions to purchase foreign currencies in advance, which covers the accounts payable for foreign trade during that period. The company has also opened foreign currency accounts to facilitate both receiving and making payments in foreign currencies. This approach is expected to help reduce the risk from exchange rate volatility

Risk 5 2. Liquidity Risk

Related risk factors : Strategic Risk
- Business operations of partners in the supply chain
- Economic risk

Operational Risk
- Systems or internal control system
- Delays in the development of future projects

Financial Risk
- Default on payment or exchange of goods
- Liquidity risk
- Income volatility

ESG risk factors : No

Risk characteristics

In the case of product payment, if customers request an extension of credit terms, it may affect the Companys liquidity position. Currently, the Company has established liquidity risk management measures by carefully and appropriately considering the extension of credit limits granted to customers and closely monitoring customers payment status. As a result, the Company has experienced only minimal impact from customers payment delays. At the same time, the Company negotiates with its creditors to extend the credit terms for its own payments, allowing for a longer payment period. This approach helps the Company reduce the risk of liquidity shortages.

Risk-related consequences

It impacts its cash flow for daily operations. This could affect the ability to meet short-term debt obligations or invest in business opportunities.

Risk management measures

1. The company has a strategy to manage liquidity risk by carefully considering the granting of credit to customers and closely monitoring their payment status. This helps the company minimize the impact on its own cash flow.
2. Requests an extension of payment terms from its creditors to allow for longer repayment periods. This approach is expected to reduce the risk of liquidity shortages.

Risk 6 Risk Related to the Efficiency of Debt Collection

Related risk factors :

Financial Risk

- Default on payment or exchange of goods
- Liquidity risk
- Income volatility

ESG risk factors : No

Risk characteristics

The efficiency of debt collection significantly impacts business operations in several aspects. Effective debt collection helps reduce outstanding receivables and increases cash inflows into the business, thereby strengthening the Companys financial position and providing additional capital for continued business operations. In addition, it helps build credibility in the market and with business partners, which may enhance opportunities for business expansion and contribute to long-term financial stability.

Efficient debt collection also helps mitigate the risk of cash losses arising from customers who are unable to settle their debts, thereby reducing potential business risks that may occur in the future.

Risk-related consequences

It impact its liquidity and profitability.

Risk management measures

The company's approach to managing collection efficiency risk includes analyzing customer groups for credit limit and credit period considerations, reviewing customers' financial information to assess their ability to repay debts, and establishing a clear process for following up on collections, including the timeline and methods for contacting overdue customers. This helps reduce the risk related to collection efficiency.

Risk 7 Risk Related to the Companys Procurement and Inventory Management System

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Loss or damage from non-compliance of partners or counterparties
- Inventory risk

ESG risk factors : No

Risk characteristics

The Company distributes more than 3,500 industrial products across five product groups. The majority of the Companys inventory consists of products in the Innovative Material Division, which are consumable materials used in manufacturing processes and maintenance work in industrial factories. The Company is required to maintain certain items as inventory reserves in preparation for sale in order to ensure sufficient product availability and timely response to customer demand. The absence of such inventory reserves may result in lost business opportunities and may pose a risk to the Companys ability to retain its customer base.

At the same time, certain inventory items that remain unsold for extended periods may become outdated or expire, potentially resulting in additional storage and maintenance costs. The Company recognizes the risks associated with inventory management and therefore establishes procurement planning and determines the appropriate purchasing frequency for products that must be reserved for sale. The Company reviews its procurement plans on a monthly basis

and regularly reviews minimum and maximum stock levels (MinMax Stock) with relevant departments to ensure adequate product availability while maintaining up-to-date information.
In addition, the Company utilizes technological systems as tools to monitor procurement status through the use of dashboards and data analysis in order to oversee and track purchase orders in line with established targets and in accordance with the level of inventory reserves. The Company also assigns responsible personnel to control, store, inspect, and manage inventory to ensure that products are always ready for sale. Furthermore, inventory is controlled through a computerized system capable of accurately recording product movement details, enabling the Company to maintain sufficient inventory to promptly meet customer demand while avoiding excessive inventory levels that could lead to unnecessary cost burdens and dead stock.

Risk-related consequences

Without inventory reserves, the company could lose business opportunities and face risks in maintaining customer relationships. At the same time, some products that are kept in stock for extended periods may deteriorate or expire, leading to additional storage costs.

Risk management measures

The company has developed strategies for procurement planning and inventory management. These strategies include setting purchase frequency for essential products and reviewing procurement plans monthly. The company also adopts a "Min-Max stock" approach and regularly communicates with relevant departments to ensure product availability and accurate, up-to-date information. Additionally, the company integrates technology to help monitor procurement status through a Dashboard system and analyzes data to ensure purchase targets are met, aligned with the required inventory levels.

The company has dedicated staff responsible for managing, storing, inspecting, and controlling inventory. A computerized system records and tracks inventory movements accurately to ensure the company always has the products needed to meet customer demand, without overstocking, which would lead to unnecessary storage costs.

Risk 8 Risk from Corruption and Bribery

Related risk factors : Strategic Risk
- Damage to company image and reputation

Operational Risk
- Corruption

Compliance Risk
- Corporate Governance
- Legal risk

ESG risk factors : Yes

Risk characteristics

The Company sources products that are imported from overseas and distributes them to private companies as well as government agencies. In the course of such operations, there may be risks of corruption occurring at various stages, such as customs clearance procedures, bidding processes, the misuse of authority for personal gain, the submission of proposals for high-value projects, or negligence in complying with the Companys internal control regulations. This may include irregularities in expense reimbursements, procurement procedures, and the control of goods or assets.
The Company recognizes that corruption is a serious issue and a significant obstacle to the Companys sustainability, as it may result in both financial and non-financial losses, including loss of profit, penalties, and damage to reputation. Therefore, in order to mitigate corruption-related risks, the Company has established risk management guidelines and manuals to ensure that employees at all levels strictly comply with such policies, thereby demonstrating transparency in the Companys operations.

Risk-related consequences

The corruption is a serious issue and a barrier to the company's long-term sustainability. It can lead to both financial and non-financial losses, such as profit loss, fines, and reputational damage.

Risk management measures

The Company has established the Risk Management and Sustainability Development Committee to monitor the internal control system, with effective oversight from external auditors. In addition, internal quality audits are conducted in accordance with the ISO 9001:2015 quality management standard.

The Company has also implemented an Anti-Corruption Policy and established channels for complaints and whistleblowing through the Companys website, email, and telephone. These reporting channels are publicly disclosed on the Companys website for transparency.

Risk 9 Risks Associated with the Operations of Each Department in the Company

Related risk factors :

Operational Risk

- Systems or internal control system
- Human error in business operations

ESG risk factors : No

Risk characteristics

The risks arising from the operations of each department in the company are crucial for ensuring the business runs efficiently and minimizing the chances of errors. Operational risk arises from every stage of business operations due to factors such as inadequate processes, insufficient controls, human errors, lack of skills or knowledge, system instability, or unforeseen external events.

Risk-related consequences

Impact the achievement of business goals and objectives.

Risk management measures

The company analyzes potential risks from the operational processes of each department. It then assesses the risks by considering their impact and likelihood before prioritizing them. This allows the company to implement appropriate and effective measures to mitigate these risks. Additionally, the company sets operational standards by creating necessary guidelines for each department, ensuring that all departments follow clear and consistent procedures. The company also invests in training and developing personnel in risk management to raise awareness of the importance of reducing risks. Furthermore, the company has an internal audit system to evaluate the performance of each department and continuously improve operational processes to enhance efficiency.

Risk 10 Risk of Non-Compliance with Laws, Regulations, and Policies

Related risk factors : Strategic Risk

- Government policy

Operational Risk

- Systems or internal control system

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

As the company is registered on the stock exchange, it is required to comply with laws and various regulations. Compliance Risk refers to the risk that occurs.
As a result of the organization's inability to comply with relevant laws, regulations, or regulations.

Risk-related consequences

Non-compliance could result in fines or legal proceedings against the company and its management, potentially damaging the companys reputation.

Risk management measures

To mitigate this risk, the company emphasizes that all employees comply with relevant laws, regulations, and policies related to their work. The company also reviews and updates internal policies to align with new laws and standards, through internal audits and external inspections. Moreover, the company conducts training and raises awareness regarding specific legal matters such as labor laws, data protection, and tax policies, ensuring clear roles and responsibilities are assigned.
Additionally, the company provides channels for employees to report non-compliance with policies, such as reporting to supervisors or management via email. The company also offers whistleblower protection to ensure that individuals reporting violations are not subjected to retaliation.

Risk 11 Sustainability Risk

Related risk factors : Strategic Risk
- Damage to company image and reputation
- ESG risk
- Climate change and disasters

Operational Risk
- Human error in business operations
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption
- Inventory risk

Compliance Risk
- Violations of laws and regulations
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

The company places great importance on managing sustainability risks to prepare for mitigation and adaptation to various challenges. This includes exploring opportunities for business continuity through the pursuit of new products to offer as alternatives to customers. Additionally, the company manages operations to reduce social impacts and contribute to economic growth. Further details are as follows:

Environmental Issues encompass the company's risk management methods regarding environmental changes, including climate change, air pollution, the use of natural resources, waste management, and other environmental

factors. This approach aims to mitigate potential negative financial impacts and business operations. The company has expanded its product sourcing to include environmentally friendly materials that are safe for users and support recycling for maximum value.

Social Issues include the company's management of social impacts arising from its business operations, business relationships, and promoting sustainability in life and well-being for all individuals in society. This includes employee welfare, health, and safety, as well as human rights. The company also considers the social impact from various perspectives, such as transparent business practices, and discloses business relationships and impacts with external parties like partners and joint ventures.

Corporate Governance includes the companys practices in line with business responsibilities and ethical standards. It addresses risks in business management, transparency, organizational structure, diversity of the board of directors, adherence to product quality standards, and data security. The aim is to build trust and adaptability, enabling a fast response to business disruptions. This ensures the company can continue to drive growth sustainably in the long term

Significant Sustainability Risks	Risk Prevention and Control Measures	Risk Management Targets 2026
Financial risks from water, electricity, and fuel consumption	● Raise employee awareness through programs and campaigns related to efficient energy use. ● Install solar cells to support the use of renewable electricity. ● Conduct regular maintenance of equipment and vehicles	● Reduce energy consumption by 3% compared to the 2024 baseline. ● Reduce electricity consumption by 3% compared to the 2024 baseline. ● Reduce water consumption by 3% compared to the 2024 baseline
Climate change risks	● Reduce greenhouse gas emissions from the Companys operations. ● Support policies of customers and business partners by selecting environmentally friendly products, as well as supporting relevant government policies to mitigate climate change impacts. ● Commit to implementing the greenhouse gas reduction plan or Decarbonization Roadmap to reduce impacts and create positive environmental outcomes	Reduce greenhouse gas emissions by 3% compared to the 2024 baseline

Waste management cost risks	● Raise employee awareness through programs and campaigns related to efficient resource utilization. ● Apply the 3Rs (Reduce, Reuse, Recycle) principle in waste management.-Comply with ministerial/industrial regulations on hazardous waste management. ● Convert waste materials for beneficial use	-Reduce waste by 3% (hazardous/non-hazardous) compared to the 2024 baseline
Risk of business disruption from workplace accidents	● Establish a safe working environment in compliance with applicable regulations and laws in the workplace. ● Implement operational safety control measures. Provide training for employees and contractors prior to commencing work. ● Conduct annual emergency drills and electrical inspection plans	● Zero workplace accidents in 2025
Risk of business disruption from human rights and personal data violations	● Develop and review human rights practices, business ethics, and personal data protection practices and ensure strict compliance. ● Provide training to employees on relevant legal requirements related to human rights and personal data security- Impement effective information systems to control, monitor, and prevent cyber threats, with close supervision of outsourced service providers	Zero complaints on human rights and personal data violations in 2025

Risk of business disruption from lack of human resource management	● Recruit personnel in accordance with job descriptions (Job description) with appropriate skills and positive working attitudes, aligned with the Companys objectives, and able to meet customer needs. ● Provide training to enhance capabilities and update employee skills in line with current trends. ● Provide appropriate welfare and a supportive working environment	Employee turnover rate less than or equal to 12% per year in 2025
Risk of business disruption from lack of good corporate governance and compliance with laws and anti-corruption	● Operate in compliance with laws and good corporate governance principles.-Provide channels for whistleblowing and receiving complaints regarding misconduct and corruption. ● Implement effective risk management to minimize potential damages and impacts within acceptable levels	Zero corruption-related complaints in 2025
Risk of business disruption from lack of efficient supply chain management	● Select products and services that meet customer requirements, including selecting business partners with ethical practices and environmental consideration, and evaluating key suppliers. ● Ensure efficient inventory management and accurate, timely delivery to customers. ● Review procurement policies and inventory management policies	● Zero non-compliant products in 2025. ● On-time delivery with minimal delay penalties in 2025

Risk-related consequences

Impacting society, the environment, and the economy, which may disrupt business operations, affect revenue and corporate reputation, and lead to increased financial and non-financial costs if sustainability risks are not managed effectively

Risk management measures

1. Conduct business in compliance with the law and according to governance principles. Provide channels for whistleblowing and receive complaints regarding unethical behavior or corruption and implement effective risk management to minimize damage and impacts on the company, keeping them within acceptable limits.

2. Select products and services that meet customer needs, including choosing business partners with good ethics and environmental considerations, and assess key partners. Efficiently manage the warehouse and deliver products to customers accurately and on time and review procurement and contracting policies, as well as inventory management policies.
3. Reduce greenhouse gas emissions from the companys operations. Raise awareness among employees through projects and campaigns related to the efficient use of resources and energy conservation. Apply the 3Rs (Reduce, Reuse, Recycle) principles in waste and waste management practices
4. Support the policies of customers and partners by selecting environmentally friendly products and supporting relevant government policies to mitigate the effects of climate change.
5. Develop and review practices related to human rights, business ethics, and personal data protection, and implement them rigorously. Provide training to employees on the legal requirements regarding human rights and the protection of personal data.
6. Organize training programs to enhance employees' abilities and skills, keeping up with the changing times. Provide appropriate welfare and create a work environment that supports productivity and Implement measures to ensure safety during operations.

Risk 12 Personal Data Security Risk

Related risk factors : Strategic Risk
- Damage to company image and reputation

Operational Risk
- Systems or internal control system
- Information security and cyber-attack
- Impact on human rights

Compliance Risk
- Legal risk

ESG risk factors : Yes

Risk characteristics

The Company operates in compliance with the Personal Data Protection Act (PDPA), which came into effect on 1 June 2022. The Company has therefore announced and publicly disclosed its Personal Data Protection Policy, as well as established channels for receiving complaints regarding personal data breaches via the Companys website. Furthermore, the Company has implemented guidelines for data collection, record-keeping, and data usage requests to prevent data leakage. In addition, the Company requires personnel responsible for personal data security to attend training with relevant organizations in order to apply the knowledge gained to further develop and enhance data management systems in alignment with the Companys business operations.

Risk-related consequences

- Legal Aspect: Risk of fines and/or legal action under the Personal Data Protection Act (PDPA)
- Reputational Aspect: Decreased trust and confidence from customers and business partners
- Operational Aspect: Disruptions or interruptions to operations due to data breaches
- Financial Aspect: Incurrence of damages, penalties, and loss of revenue

Risk management measures

- Technical Measures: Data encryption, access control, and implementation of systems for prevention and detection of cyberattacks
- Personnel Measures: Employee training and designation of responsible persons, such as a Data Protection Officer (DPO)

- Process Measures: Establishment of guidelines for data usage and storage, definition of data retention periods, incident response plans for data breaches, and compliance with the Personal Data Protection Policy
- Legal Measures: Preparation of Privacy Notices and consent management systems in compliance with the Personal Data Protection Act (PDPA)

Risk 13 Information Technology and Cybersecurity Risk

Related risk factors : Strategic Risk
- Damage to company image and reputation

Operational Risk
- Systems or internal control system
- Information security and cyber-attack
- System disruption risk

Compliance Risk
- Legal risk

ESG risk factors : Yes

Risk characteristics

The Company faces challenges arising from market competition, economic conditions, and the rapid and continuous advancement of information technology. As such, the Company has adopted information technology to support its business operations and customer services in order to adapt and ensure business continuity. Consequently, the Company recognizes the risks associated with the use of information technology and the security of such systems, including technological threats that may affect the Companys systems or operations, whether arising from system errors, human errors, or cyberattacks.

In the event of information system failures or any incidents leading to data loss or data breaches, as well as system downtime and/or malfunction, such events may have significant and severe impacts on the Company across various aspects, including operations, competitiveness, credibility, and ultimately its reputation within the industry.

The Company has established information system management regulations and information technology (IT) security policies. Under these policies and regulations, the Company has implemented security measures such as firewall installation, antivirus software, data backup facilities, and access controls to critical systems. In addition, the Company promotes awareness of IT security issues among employees through education and training, conducts regular risk assessments and audits, and continuously reviews, monitors, and tracks progress in preventing and responding to information technology risks and cyber threats in a timely manner. These efforts are aimed at effectively ensuring stakeholder confidence in alignment with the evolving business environment.

Risk-related consequences

Impacts of Information Technology Risk

Operational Aspect: System failures or disruptions causing interruptions in service delivery

Data Aspect: Data loss or leakage affecting confidentiality and data integrity

Competitive Aspect: Reduced competitiveness due to inability to adapt or unstable systems

Reputational Aspect: Decreased confidence from customers and stakeholders

Financial Aspect: Incurrence of damages, system remediation costs, and loss of revenue

Risk management measures

Information Technology Security Measures

System and Technology: Utilize firewalls, antivirus software, data backup systems, and access control mechanisms

Data: Establish procedures for controlling, monitoring, and preventing data leakage both internally and externally

Operations: Develop information systems to ensure accuracy, up-to-date information, and support decision-making

Governance: Define data disclosure authorization (e.g., financial data must be approved)

Personnel: Provide training and raise employee awareness on security

Monitoring: Conduct regular risk assessments, audits, and monitoring of cyber threats

Communication: Establish channels for complaints and communication from stakeholders

Risk 14 Risk from Majority Shareholders Holding More than 50% of Shares

Related risk factors : Strategic Risk
- Corporate ownership structure risk

Compliance Risk
- Corporate Governance

ESG risk factors : Yes

Risk characteristics

As of 12 March 2026, the family group of Ms.Orasa Vimolchalao holds 438,744,385 shares in the Company, representing 64.57% of the issued and paid-up share capital. As a result, the family group of Ms. Orasa Wimonchala is able to control almost all shareholders meeting resolutions, including the appointment of directors and the approval of other matters requiring a majority vote of the shareholders meeting, except for matters required by law or the Companys Articles of Association to be approved by not less than three-fourths of the votes of the shareholders meeting. Therefore, other shareholders may be unable to aggregate sufficient votes to monitor and counterbalance proposals made by the majority shareholders. Nevertheless, the Company has established an organizational structure and board practices with mechanisms to monitor and balance the power of interested directors by appointing an Audit Committee to review, consider, and screen matters to ensure transparency in operations in compliance with the Companys policies and applicable laws and regulations.

Risk-related consequences

The risk arising from majority shareholders holding more than 50% of the shares may result in such shareholders having the ability to control nearly all corporate decisions, including the appointment of directors and the approval of significant resolutions. This may limit the ability of other shareholders to monitor and balance power, potentially leading to governance risks and decision-making that may favor majority shareholders. Such circumstances may also affect investor and stakeholder confidence in terms of transparency and fairness in the Companys operations.

Risk management measures

Measures or guidelines to mitigate risks arising from a high concentration of shareholding by major shareholders include establishing a robust corporate governance structure by appointing an independent Board of Directors and an Audit Committee to oversee, review, and balance the exercise of power by stakeholders. This ensures that operations are conducted transparently and in compliance with applicable laws and the Companys policies.

In addition, the Company should implement rigorous decision-making processes, ensure adequate disclosure of information, and take into account the equitable interests of all shareholders in order to build confidence and mitigate governance-related risks within the organization.

Risk 15 External Factors Risk

Related risk factors : Strategic Risk
- Pandemic risk

ESG risk factors : Yes

Risk characteristics

Risks arising from external factors, such as disease outbreaks, political changes, and economic conditions, stem from uncertainties and factors beyond the Companys control. These factors may change rapidly and significantly impact the business environment, potentially affecting operational continuity, supply chains, market demand, costs, and the Companys business plans. As a result, the Company must remain agile and able to adapt promptly to evolving circumstances.

To effectively respond to potential disease outbreaks, the Company has established policies and guidelines based on recommendations from the Ministry of Public Health. In addition, the Company closely monitors global economic developments and provides employees with information on disease prevention and hygiene practices. The Company also adopts flexible working arrangements to mitigate potential impacts and ensure business continuity.

Risk-related consequences

The impact of external risk factors may result in uncertainty and disruptions to the Companys business operations, affecting operational continuity, supply chains, and product delivery. In addition, such risks may influence market demand, operating costs, and the Companys revenue, as well as its competitiveness and the confidence of customers and stakeholders in the long term.

Risk management measures

Risk mitigation measures for external factors, such as disease outbreaks, include establishing clear guidelines in line with government recommendations, closely monitoring developments, promoting employee health and hygiene, and adopting flexible work arrangements to ensure business continuity. Additionally, the Company should implement emergency response and Business Continuity Plans (BCP) to maintain effective operations during crises.

Risk 16 Investment Risk for Securities Holders

Related risk factors : Strategic Risk
- Corporate ownership structure risk
- Other : Liquidity Risk

ESG risk factors : No

Risk characteristics

Investment in the Companys shares reflects shareholders confidence in the organizations potential and vision. However, equity investment inherently involves certain risk factors that require careful management to enhance long-term confidence and trust among shareholders.

One of the key factors affecting shareholders investment is share liquidity, which plays a crucial role in enabling smooth and efficient trading. Good liquidity allows shareholders to adjust their investment portfolios in response to market conditions and helps mitigate the impact of share price volatility. The Company is committed to enhancing transparency and promoting clear communication with shareholders, which will increase the attractiveness of its shares to investors, both in the present and in the future.

Although low liquidity may pose certain limitations in some situations, the Company recognizes opportunities to strengthen its position by focusing on strategic planning to enhance share value and stability in the capital market. With a strong commitment to professional risk management, the Company believes it can reinforce the stability of shareholders investments across all aspects. The Company aims to achieve sustainable business growth while fostering confidence and continued support from shareholders, progressing together toward long-term success.

Risk-related consequences

Investment risk for securities holders, particularly in terms of share liquidity, may result in shareholders being unable to trade shares conveniently or in a timely manner. This may limit their ability to adjust investment portfolios and increase exposure to share price volatility. In addition, it may affect the attractiveness of the shares, investor confidence, and the overall market value of the Company in the capital market

Risk management measures

The Company focuses on transparent disclosure and regular communication with shareholders to build confidence and enhance the attractiveness of its shares. This is complemented by strategic planning to increase share value and improve market liquidity, as well as efficient management to ensure stability and sustainable returns for shareholders in the long term.

Risk 17 Changes in environmental regulations, which are becoming increasingly stringent, may increase cost and operational risks in the event of supply chain Changes in environmental regulations, which are becoming increasingly stringent, may increase cost and operational risks in the event of supply chain

Related risk factors : Strategic Risk
- Damage to company image and reputation

Operational Risk
- Systems or internal control system

Compliance Risk
- Change in laws and regulations
- Laws and regulations is not favorable for doing business

ESG risk factors : Yes

Risk characteristics

The risk arising from increasingly stringent environmental regulations stems from the continuous introduction of new requirements or the enhancement of environmental standards by government authorities and regulatory bodies. This may require the company to adjust its production processes, procurement, and operations to comply with such requirements, as well as invest in environmentally friendly technologies or systems, leading to higher operating costs. In addition, if business partners or suppliers are unable to comply with these environmental regulations, it may result in disruptions to the supply chain, affecting business continuity, product delivery, and the companys competitiveness in the long term.

Risk-related consequences

The impact of increasingly stringent environmental regulations may lead to higher operating costs, as the company needs to adjust its production processes or invest in environmentally friendly technologies. Failure to comply with such regulations may also result in legal penalties or restrictions. In addition, disruptions in the supply chain caused by suppliers who are unable to meet environmental standards may affect production continuity and product delivery, ultimately impacting revenue, competitiveness, and the confidence of customers and stakeholders in the long term.

Risk management measures

- Study relevant laws to prevent any non-compliance.
- Continuously monitor changes in environmental regulations, utilizing information sources from relevant authorities such as the Ministry of Natural Resources and Environment and international organizations.
- Strategic planning through Impact Analysis: the Company assesses the potential impacts of new regulations on its business operations, including procurement processes, costs, and supply chain, and adjusts its strategies to comply with new laws or requirements, including budget allocation for adaptation.
- Raise employee awareness through programs and campaigns related to efficient energy use, waste segregation, reduction of plastic usage, and the use of biodegradable and environmentally friendly packaging, as well as applying the 3Rs principles across Company activities.
- Implement preventive measures, such as reducing greenhouse gas emissions from certain Company processes or installing solar panels to support the use of renewable electricity.
- Support the policies of customers and business partners by selecting environmentally friendly products in alignment with Net Zero goals, as well as supporting relevant government policies to reduce environmental impacts.

Risk 18 Delays or disruptions in the supply chain for imported goods may result from political situations, labor conflicts, and war conditions.

Related risk factors : Strategic Risk
- Business operations of partners in the supply chain
- Economic risk
- Other : Delay and disruption in supply chain

ESG risk factors : No

Risk characteristics

The risk of delays or disruptions in the international supply chain arises from external factors such as political situations, labor disputes, or war. These factors may cause delays or interruptions in the transportation of goods and the procurement of raw materials, significantly impacting production processes, product delivery, and the companys ability to operate effectively.

Risk-related consequences

The impact of such risk may result in the company being unable to procure raw materials or products as scheduled, leading to delays or disruptions in production and product delivery. This may consequently cause revenue loss, increased costs, and adversely affect customer confidence, as well as the companys competitiveness in the long term.

Risk management measures

- Select or switch to alternative transportation routes to replace those affected by war, political situations, or labor disputes.
- Communicate and negotiate with customers in advance regarding potential delivery delays and possible cost increases due to route changes and delivery prioritization.
- Collaborate with multiple logistics service providers to ensure flexibility in case any provider encounters disruptions.
- Revise contractual terms, including provisions related to delays or force majeure, to mitigate potential future issues.
- Negotiate flexible delivery terms, such as partial shipments or changes in transportation methods when disruptions occur, and strengthen collaboration with partners to enhance joint problem-solving and adaptability in changing situations.
- Diversify supply chain risks by sourcing the same category of goods from alternative suppliers in regions with lower risk.
- Closely monitor global situations, political developments, conflicts, and labor issues in countries related to the supply chain.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Siam East Solutions Public Company Limited recognizes the importance of crisis management and has therefore developed the "Business Continuity Management Plan for Crisis Situations." This plan serves as a guideline for responding to and operating during emergencies that may require the company to suspend operations or render it unable to provide continuous services.

Without appropriate contingency measures, such disruptions could significantly impact business operations. Therefore, establishing a Business Continuity Management Plan is crucial to ensuring the company's preparedness for unforeseen emergencies. This plan enables the company to restore critical business processes to normal operations or to an acceptable service level, thereby mitigating the severity of potential impacts.

Reference link to business continuity plan (BCP)	:	https://siameastsolutions.com/doc/policy/en/16-Business-Continuity-Management-Guidelines.pdf
Page number of the reference link	:	1

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes
Link for companys sustainable supply chain management policy and guidelines	:	https://siameastsolutions.com/doc/policy/en/supply-chain-en.pdf

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	Yes

At present, the Company has established supply chain management practices to serve as guidelines for conducting procurement processes efficiently. These practices help reduce the risk of business disruptions, strengthen the Companys competitive advantage, and build confidence among stakeholders. The Purchasing Department, Warehouse and Logistics Department, Sales and Service Department, and other related departments are responsible for carrying out their duties in accordance with the Companys established practices and regularly reporting operational results to the Executive Committee and the Risk Management Committee.

In 2025, the Company formally established a Supply Chain Management Policy to serve as a governance framework and to enhance operational standards in alignment with the principles of good corporate governance and sustainable development.

For supply chain management in 2025, the Company has also developed supporting sub-policies and related operational guidelines, action plans with performance indicators, and monitoring mechanisms to track the progress of supply chain management initiatives. The key details are summarized as follows:

1. Supplier Selection, Evaluation, and Development

The Company requires existing suppliers listed in the Companys Approved Vendor List (AVL) to undergo supplier performance evaluations. The evaluation covers five key criteria: delivery of goods and services, quality of goods and services, reasonable and competitive pricing, availability of goods and services, and cooperation and responsiveness in providing effective support. In addition, sustainability criteria are incorporated into the evaluation process, including human rights, occupational health, safety and health, and anti-corruption. Suppliers are required to achieve an evaluation score of not less than 80 percent.

The Company communicates evaluation results to suppliers twice per year to ensure that suppliers are informed and able to improve their performance in alignment with the sustainability principles outlined in the Supplier Code of Conduct. Suppliers are subsequently required to acknowledge and sign the updated Supplier Code of Conduct.

For new suppliers, the Company has established selection criteria covering business capability, corporate governance practices, and economic, social, and environmental considerations, including human rights, occupational health and safety, and anti-corruption practices. The Company collects relevant information from prospective suppliers to support the evaluation and selection process. Suppliers who meet the required criteria will be included in the Companys Approved Vendor List and must acknowledge the Companys Supplier Code of Conduct to ensure that business operations are conducted transparently, ethically, and in pursuit of sustainability.

In addition, the Company reviews and updates the Approved Vendor List annually and maintains records of the latest supplier activities. In cases where a supplier has shown no activity for more than eight consecutive years, the Company will consider taking appropriate action accordingly.

2. Compliance with the Supplier Code of Conduct

In 2025, the Company established a Supplier Code of Conduct to promote sustainable business practices between the Company and its suppliers. The code covers key areas including human rights, occupational health and safety, environmental responsibility, business ethics, and legal compliance. The Company requires suppliers to strictly adhere to the principles outlined in the code.

If a violation of the Supplier Code of Conduct is identified and it affects the Companys operations, the Company may take action in accordance with established procedures based on the severity of the violation. Such actions may include written warnings, reduction of business support, increased monitoring and audit frequency, removal from the Approved Vendor List within the procurement system, or termination of contractual agreements. These measures are intended to effectively manage risks and maintain transparent and sustainable business standards.

In addition, the Company has established channels for receiving complaints or whistleblowing reports regarding actions that may violate or fail to comply with the Supplier Code of Conduct. Complainants may submit information and supporting evidence to SiamEast Solutions Public Company Limited, 15/1 Rayong Highway Road No. 3191, Huai Pong Subdistrict, Mueang Rayong District, Rayong 21150, through the Companys complaint channel on its website or by telephone at 038-682540. The Company places great importance on maintaining confidentiality and protecting whistleblowers.

3. Warehouse Management Plan

3.1 Warehouse Space Planning

The Company plans warehouse storage areas by allocating space appropriately according to product types, such as temperature-controlled goods, bulky items, and fast-moving goods. Inventory management follows the First-In-First-Out (FIFO) principle. Storage locations are arranged according to accessibility and priority, including fast-moving and slow-moving items. Warehouse safety systems are also implemented, including electricity management, lighting systems, fire protection systems, CCTV installation, and security systems.

3.2 Inventory Management

The Company monitors abnormal inventory levels through alert systems and conducts stock counting on a regular basis. Inventory inspections include cycle counts and monthly physical inventory counts.

3.3 Control of Receiving and Picking Processes

The Company has established procedures for receiving goods, including verification of product type, quantity, quality, and expiration date to ensure consistency with the Invoice and Purchase Order (PO) before storage. The receipt of goods is recorded in the accounting system for warehouse management.

For order picking, the Picking List is verified to confirm accuracy. Products are handled according to the First-In-First-Out (FIFO) principle. Product quantities and types are checked against invoices, and packaging or containers used for transportation are inspected to prevent damage during shipment. Products are then delivered to designated shipping areas and clearly arranged by zone grouping according to delivery routes.

3.4 Data Analysis and Warehouse System Improvement

The Company analyzes warehouse data to reduce waste and storage costs by issuing monthly alerts, including notifications of non-moving inventory to relevant departments for appropriate action.

4. Transportation and Distribution Plan

4.1 Transportation Planning

The Company determines efficient transportation routes by establishing routing plans that ensure the shortest and most time-efficient delivery routes. A GPS tracking system is used to monitor routes and delivery times. Data related to travel time, routes, and any transportation issues are collected for analysis and continuous improvement. The Company also implements zone mapping to allocate personnel and transportation vehicles appropriately for each delivery area, thereby improving transportation efficiency and reducing fuel consumption.

4.2 Scheduling Management

Delivery schedules are arranged in accordance with the operating hours of customers or recipients. The Company confirms delivery appointments in advance by phone and organizes schedules to prevent delays and delivery errors.

4.3 Vehicle and Personnel Preparation

Appropriate vehicles are selected according to the type of goods being transported. The Company also provides training for transportation personnel on product handling, compliance with regulations, and safe driving practices.

4.4 Distribution Management

The Company operates distribution centers at its Rayong warehouse and Bang Sao Thong warehouse. Products are allocated appropriately between these centers to reduce transportation time and delivery costs to end customers.

4.5 Use of Third-Party Logistics (3PL)

For deliveries outside the Companys service areas, oversized products, or goods requiring specialized transportation equipment, the Company engages Third-Party Logistics (3PL) providers with appropriate equipment and capabilities to ensure that products are delivered safely and without damage.

Targets

The Company has established the following targets for supply chain management:

- At least **50% of key suppliers** to formally acknowledge and comply with the Companys **Supplier Code of Conduct** by 2025.
- At least **50% of new suppliers** to be screened against **environmental criteria** by 2025.
- At least **50% of new suppliers** to be screened against **social criteria** by 2025.

In addition, warehouse management is recognized as an integral component of supply chain management. The Company has therefore implemented operational practices, space allocation, and inventory storage procedures in alignment with safety standards, while minimizing waste generated from warehouse processes. Furthermore, transportation planning is optimized to ensure maximum efficiency, and all vehicles used for logistics operations are regularly inspected to ensure readiness and safety.

The Company has set the following targets:

- Achieve at least **95% order accuracy** in warehouse operations, ensuring correct fulfillment of customer orders by 2025.
- Ensure **100% inventory accuracy** based on random stock counts compared to total inventory by 2025.
- Achieve **100% on-time and complete delivery** for scheduled shipments (applicable to deliveries managed by the dispatch department) by 2025.

Page number of the reference link : 1

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	0.00	73.33	68.75

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://siameastsolutions.com/en/supplier-code-of-conduct-2/

Page number of the reference link : 1

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	0.00	68.75	76.92

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Additional explanation for research and development (R&D) expenses over the past 3 years

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

The Company recognizes that product quality, innovation development, and the selection of environmentally friendly products are strategic factors that significantly influence its competitiveness, customer confidence, and long-term sustainability. Accordingly, the Company has established a structured governance framework, clearly defined roles and responsibilities, and systematic operational guidelines as follows:

- **The Management Team and the Board of Directors** are responsible for overseeing the overall operations to ensure alignment with established policies, plans, and targets. This includes the consideration of strategic risks related to product quality, safety, innovation, and environmental impacts. They also collaborate with the sales function in the selection and evaluation of products to ensure that all offerings meet quality and safety standards while responding to the growing demand for environmentally friendly solutions.
- **The Quality Management Working Team** is responsible for monitoring and controlling product compliance with applicable requirements. Its duties include performance tracking, conducting internal audits, and proposing continuous improvement measures to prevent defects and minimize the likelihood of customer complaints or product recalls.
- **The Sales Department** is responsible for assessing the health and safety impacts of products, analyzing potential risks associated with product usage, and establishing preventive measures. In the event of a product recall, the Sales Department serves as the primary responsible party for executing the defined procedures, while ensuring accurate, transparent, and timely communication with customers and relevant stakeholders. In addition, the department plays a key role in selecting products that meet customer needs and align with environmental considerations. It is also responsible for conducting customer satisfaction surveys, managing complaint channels, and implementing systematic complaint resolution measures.
- **The Customer Service Department** serves as the central point for receiving customer complaints and feedback. It coordinates with relevant departments to verify facts, analyze root causes, and implement corrective actions

within a specified timeframe (within 7 working days). This ensures the maintenance of customer trust and satisfaction. Complaint statistics and trends are also regularly reported to management.

The Company has also established a systematic approach to fostering an innovation-driven organizational culture by categorizing its operations into **Primary Activities** and **Support Activities**, which are interconnected in creating business value. Primary activities focus on revenue generation and business success, while support activities enhance operational efficiency across the organization.

Primary Activities

The Company focuses on the selection of high-quality products and services by incorporating advanced technologies and environmentally friendly solutions. Continuous market research is conducted, and the Sales Manager is assigned responsibility for evaluating and allocating resources to support innovation development and process improvement.
In 2025, the Company established a procurement policy that incorporates guidelines for sourcing environmentally friendly products. This policy is regularly reviewed to ensure alignment with the Companys sustainability strategy and emerging innovations from manufacturers.
The operational process includes gathering and analyzing customer requirements, communicating such insights to business partners to support the development of innovative products and services, and conveying customer expectations to relevant internal functions. This integrated approach enables the Company to develop offerings that align with customer needs and adapt effectively to evolving consumer behavior.

Support Activities

1. Internal Process Development
The Company enhances operational efficiency by implementing Digital Work Processes and Business Intelligence systems, integrating sales and financial systems to enable fast and accurate data exchange across departments. This integration improves the accuracy of financial reporting.
Furthermore, management is able to access and analyze data from multiple sources through **Power BI**, supporting data-driven decision-making and real-time document approvals. The Company also plans to further develop its software systems to enhance operational efficiency across all functions in the future.

2. Human Resource Development
The Company places strong emphasis on the continuous development of its workforce by promoting the enhancement of skills, knowledge, and competencies necessary for effective job performance. Employees are empowered to play a key role in driving the organization forward, while strengthening the Companys competitiveness and supporting sustainable long-term growth.

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

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from innovation development?	:	No

Non-financial benefits

Does the company measure the non-financial benefits from innovation development?	:	No

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