3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Following the mission and vision of the Company to sustain and its determination in creating a solid foundation for a sustainable future, the organization strives to achieve its vision and the challenges of doing business in the present, not only on an economic dimension but also on the risks related to sustainability in the environmental, social, and governance (ESG) dimensions. Therefore, the Company has set a mission to conduct business by implementing sustainable management principles that cover the dimensions of sustainability such as the economy, environment, and society under good corporate governance as a guideline for formulating strategies and policies for the Company's operations as the following:

ENVIRONMENT (E)
• Comply with environmental policies, regulations, and laws, including rigorously implementing environmental management systems to international standards, to reduce environmental impacts in the construction process.
• Reduce energy consumption and use resources efficiently, following the 3R principle to maintain ecological balance.
• Conduct construction activities by selecting renewable energy sources, as well as choosing products and materials with green labels to sustainably reduce environmental impacts, in accordance with Environmentally friendly procurement policies.

SOCIAL (S)
• Comply with laws and international standards regarding labor with fairness, respect for human rights, non-discrimination, and adherence to diversity and equal opportunity policies.
• Operate in accordance with ISO 45001:2018 standards with caution at every step, taking into account the safety of employees' lives and property, as well as the surrounding community in construction areas.
• Participate in and support various activities to improve society and community living conditions.
• Develop the knowledge and abilities of partners, contractors, employees, and workers to have the necessary skills and expertise to contribute significantly to the Company's sustainable success.

GOVERNANCE (G)
• Manage business in accordance with good corporate governance principles with honesty, transparency, and ethical conduct in conducting business, opposing corruption, and complying with relevant laws, regulations, and orders.
• Operate the business efficiently and competitively to create stability and sustainable growth.
• Manage operations under international industry standards, with a focus on developing knowledge to deliver high-quality products that maximize customer satisfaction.
• Treat suppliers and contractors fairly and equally, with transparent procurement practices and auditability.

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company places great importance on conducting business for sustainable growth, providing long-term sustainable returns to all stakeholders while ensuring both stability and sustainability. The Company's business development aligns with economic, environmental, and social factors under good corporate governance. The construction industry is a crucial sector and a fundamental pillar of the nation, contributing significantly to its overall economic growth. The construction industry involves multiple stakeholders, particularly in terms of its impact on living conditions, safety, and the environment, extending beyond the Company's employees and workers. Construction activities also contribute to pollution in various forms, affecting communities near the Company or construction sites and posing risks to life and property. The Company, therefore, has a clear goal of conducting business to achieve sustainable development at every stage of its operations. It upholds good corporate governance, complies with relevant laws and regulations, and operates under a vision and mission that emphasize transparency, accountability, responsibility, respect, and the promotion of diversity and equality. It also prioritizes environmental protection and preservation while promoting equal economic development opportunities. To achieve the goals set out in its strategy, the Company has established various policies that must be continuously implemented, evaluated, and improved.

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 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

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

Sustainable Report Development (Review):

- Review important issues based on feedback from all stakeholders through all channels specified.
- Analyze and improve the report development.
- Better respond to stakeholder expectations with more comprehensive coverage in the next report.

3.2 Management of impacts on stakeholders in the business value chain

Participation with stakeholders

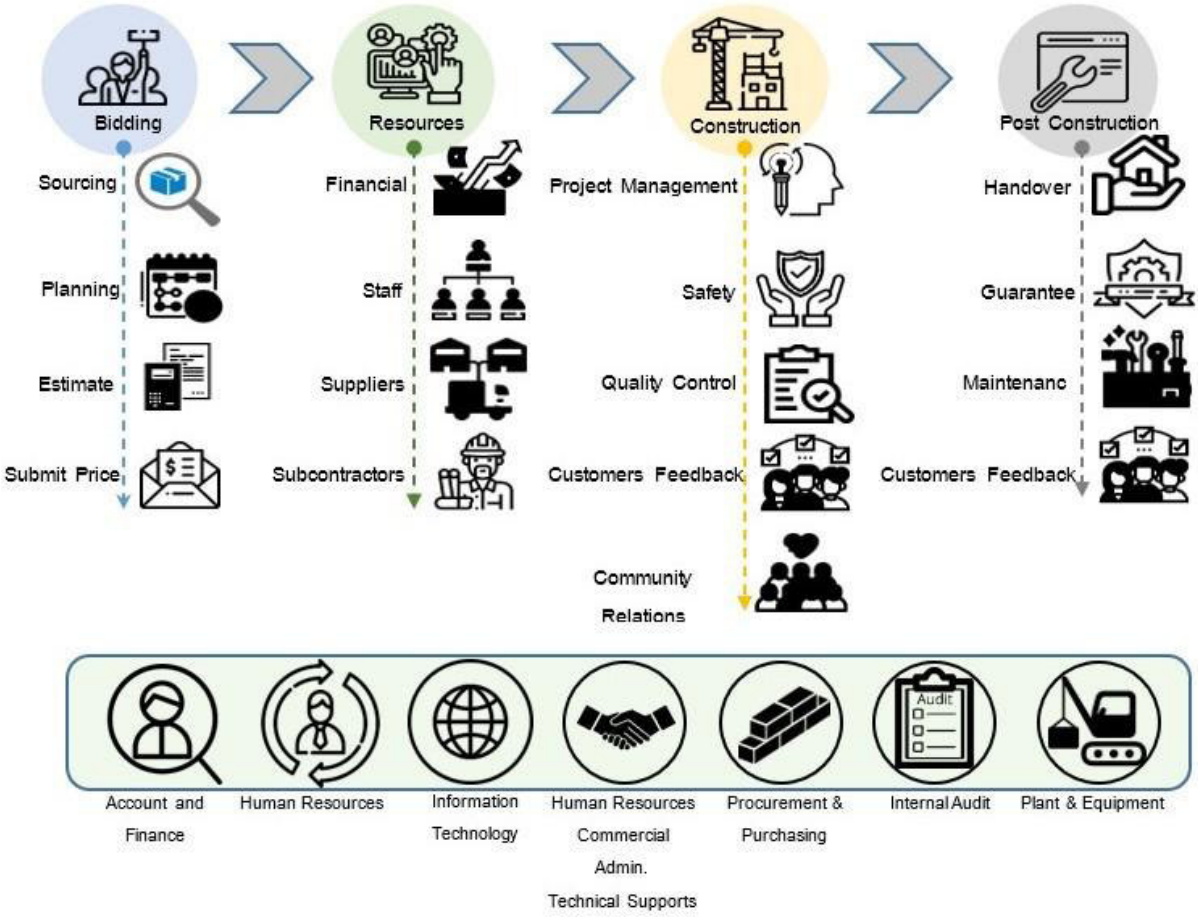
The Company recognizes the importance of all stakeholder groups, including 1) management and employees, 2) shareholders, 3) customers, 4) suppliers, 5) creditors, 6) regulators, 7) community, society, and environment, and 8) competitors. The Company has gathers information on stakeholder groups through various channels, ensuring regular and effective communication. The Company has also provided a platform on its website for stakeholders to express their opinions and directly contact the Company's board of directors, bypassing the management. The board of directors will takes such feedback seriously and keep it confidential.

3.2.1 Business value chain

Analyzing stakeholders in the value chain

Currently, the Company categorizes stakeholders with an interest in the business into eight groups, as shown in the table below. Each business unit is responsible for creating and maintaining good relationships with stakeholders through effective communication, listening to feedback, and assessing the expectations of each stakeholder group.

Business value chain diagram



3.2.2 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
Internal stakeholders			
• Others • Management and employees	• Reasonable compensation and benefits. • Job security and career advancement. • Opportunities for knowledge and skill development. • A good working environment. • Workplace safety. • Safety in the Company's accommodation facilities.	• Respect for human rights and the differences of each individual, providing equal opportunities to all employees. • Compensation and benefits in the form of salaries, which are always fair and equal, following the same industry standards as other companies. • Annual bonuses, based on the Company's performance and employees' work performance. • Various benefits such as provident fund, social security fund, and compensation fund, as well as assistance in various situations such as medical expenses, group insurance, etc. • Ensuring safety at work. • Developing employee potential through training. • Regular review of compensation, benefits, and benefits structure, in line with the Company's performance both in the short and long term, to compete with other companies in the same industry. • Promoting the establishment of Cooperatives for Christiani and Nielsen (Thai) Public Company Limited. • Promoting awareness of safety through training. • Occupational health and safety standard system ISO 45001:2018.	• Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others • Committees of benefits and welfare in the workplace • Monthly CN Newsletter from management

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Shareholders	• Increased stock prices. • Received returns in the form of dividends. • Sustainable business growth. • Conducting business with fairness and transparency, having good corporate governance and oversight. • Appropriate risk management.	• Perform duties with honesty and integrity. • Create, maintain, and sustain long-term value for the Company's shareholders. • Disclose information related to the Company accurately and promptly and consistently. • Respond to all inquiries and questions.	• Online Communication • Annual General Meeting (AGM) • Complaint Reception • Others • Provide direct communication channels between shareholders and management and the board of directors through the Chairman of the Audit Committee. E-mail: kasemsit@merchant.co.th. • Participate in listed companies meet investors (Opportunity Day) every quarter • Prepare annual reports and other reports • Communication channels include the Company's website / E-mail: ir@cn-thai.co.th.

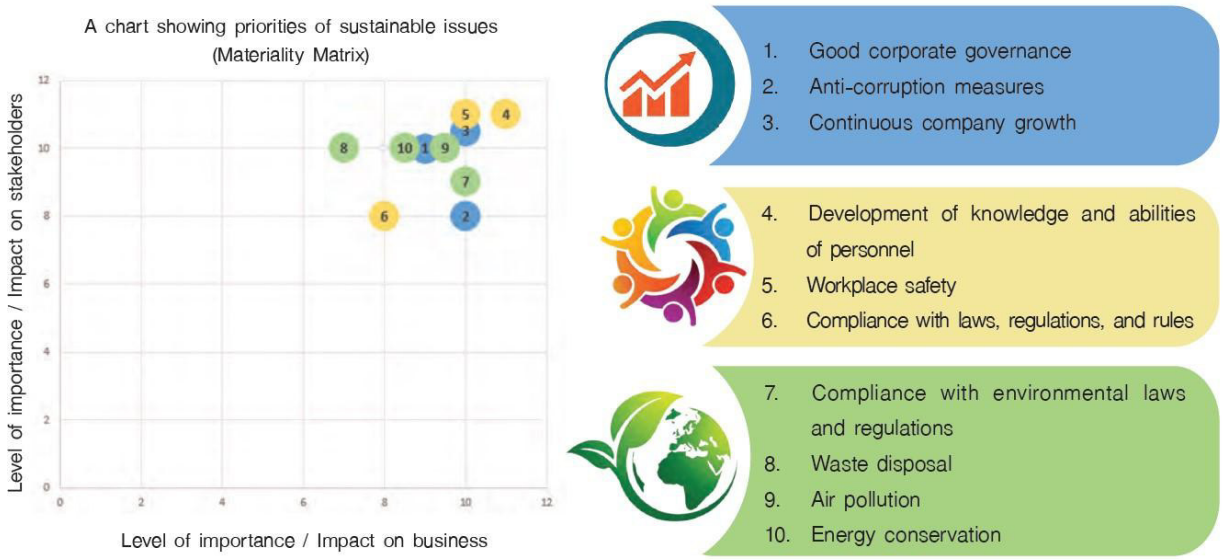
Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Customers	• Provide professional services at a fair price. • Deliver high-quality work and standard services within budget and schedule. • Offer performance guarantees under appropriate and fair terms and conditions. • Maintain confidentiality of information. • Respond to clients' needs and resolve issues promptly.	• Develop services according to various needs. • Provide efficient, reliable, and professional assistance and respond promptly to inquiries. • Serve clients' needs with quality work and excellent service, while delivering projects within budget and on schedule. • Do not deliver work that is severely flawed, damaged, or dangerous to clients. • Quality management system ISO 9001:2015. • Strive to minimize construction costs while maintaining quality standards for work and services. • Seek ways to increase clients' benefits. • Provide collaborative action to identify and solve problems and prevent damage to both project work and the environment, as well as nearby communities	• Visit • External Meeting • Satisfaction Survey • Others • Letters to project managers | Chief Operating Officer | Chief Executive Officer • Communication channel: E-mail: cnt@cn-thai.co.th

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Suppliers	• There is a fair and equal procurement process in place. • Prices are set fairly. • Maintain a good reputation and reliability. • Receive fairness in work inspection or receive payment for goods and services on time as scheduled.	• Establish criteria for evaluating and selecting suppliers and contractors to promote fair competition. • Define clear objectives for quality, goods, and services. • Treat suppliers according to industry best practices and customs. • Comply with the terms of the contract and pay on time. • Provide assistance and support in various areas to create long-term business partnerships. • The internal audit department is responsible for monitoring and verifying operations to ensure a proper procurement process and prevent misconduct.	• Social Event • Online Communication • Others • Communication channel: E-mail: cnt@cn-thai.co.th. • Channel to report unethical behavior: E-mail kasemsit@merchant.co.th
• Creditor	• Ability to repay debts within the specified timeframe. • Set a fair interest rate and fees for the loan. • Comply with the terms and conditions of the agreement.	• Comply with the conditions of the loan agreement, including the terms regarding the objectives of the loan, repayment of collateral, and other agreed-upon conditions. • Do not conceal information or facts that could cause harm to the creditor. • Maintain the quality of the collateral and any other agreements made with the creditor, in order to achieve mutual benefits.	• External Meeting • Satisfaction Survey • Others • Communication channel: E-mail: cnt@cn-thai.co.th.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Others • Regulators	• Comply with laws, regulations, and various rules. • Have good and transparent business oversight. • Disclose information sufficiently and in a timely manner.	• Comply with the guidelines for contacting the government sector for business ethics, including cooperating in various areas. • Prepare financial reports and annual reports. • Study, acquire knowledge, and follow up on news, information, participate in meetings, seminars, and various activities of regulators on a regular basis to stay informed of any changes or updates. • Regularly review compliance with regulations and rules. • Disclose information regularly through SET.	• Others • Prepare financial reports and annual reports, including annual report form and other reports. • Disclose information regularly through SET • Provide a whistleblowing channel via email to report any wrongdoing: E-mail : kasemsit@merchant.co.th. • Letters to managing director.
• Community • Society • Others • Environment	• Promote quality of life. • Support social activities. • Preserve natural resources. • Reduce and avoid pollution that may have an impact on the environment. • Set policies in place for social and environmental responsibility, consisting of two parts: CSR In Process and CSR After Process.	• Support and participate in various community and social activities in the areas where the Company operates deem appropriate. • Organize activities and campaigns to raise awareness among employees about the importance of coexistence between the Company, community, and environment. • Respond quickly and efficiently to complaints that have a significant impact on the environment, community, and property resulting from the Company's operations	• Others • Letters to Chief Operating Officer | Chief Executive Officer • Communication channel: E-mail: ir@cn-thai.co.th | cnt@cn-thai.co.th.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Competitors	• Competition within the framework of rules and laws. • Conducting business with integrity. • Not violating intellectual property. • Not accessing confidential information through inappropriate means.	• Do not damage the reputation of competitors by making false accusations. • Treat competitors with integrity, morality, and in accordance with the law.	• Others • Join as a member of the Thai Contractors Association to meet and exchange opinions and strengthen good relationships among member companies. • Communication channel: E-mail: cnt@cn-thai.co.th.

Diagram of the stakeholder analysis in the business value chain



3.3 Management of environmental sustainability

3.3.1 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, Others : Paper Consumption

The Company is well aware that construction work can cause pollution in various forms that impact the environment. Therefore, the Company has a policy to control and reduce the environmental impact of construction activities and to enforce this policy strictly across all departments. The Company also seeks to create awareness among its employees about the importance of sustainable environmental management. Additionally, the Company recognizes the importance of sustainable use of resources in business operations, whether directly or indirectly, such as human resources, partners who supply construction materials sourced from natural resources, and the sustainability of the environment, communities and society where the Company operates. The management team of the Company has a policy that focuses on developing, supporting, promoting, and maintaining the resources, environment, communities, and society according to good corporate governance. The Company is confident that success in all aspects of its activities will contribute to the sustainability of society, the environment, and the communities, as well as help achieve the Company's mission.

Environmental policy

The Company promotes knowledge and training for employees on various topics related to environmental care and conservation to ensure that all employees are aware of and prioritize the environment at all times. This policy is detailed on the Company's website under the heading "Sustainability Report."

Environmental management in construction sites

Reducing pollution during construction

The Company has a policy to operate construction projects while minimizing and avoiding the environmental impacts caused during construction. This policy is based on the standards of the Green Building project, following the LEED (Leadership in Energy and Environment Design) certification.

The Company has set measures to mitigate and manage the environmental impact caused by construction activities, including the impacts on dust, noise, and soil erosion. All units involved in construction activities must take the following actions:

1. Maintain the construction site in a clean and orderly condition, control material storage, and movement, sort and reuse materials that can be used again, including those that have been used by renovating or processing them to be used again.
2. Install dust screens around buildings and project fences in some units that are located near communities, and provide support structures for materials that may fall from the construction site above ground level to prevent the dispersion of materials and dust.
3. Cooperate with government agencies in the event of a request or order from the project owner to suspend construction activities for a few days to reduce the likelihood of creating small dust particles (PM 2.5).
4. Control the speed of vehicles on site, control dust during construction, regularly clean roads within the construction area, and provide a tire-washing area to prevent dirt and debris from being carried outside the construction site.
5. For construction areas with exposed soil, water mist will be sprayed regularly to prevent the dispersion of small dust particles and reduce their quantity.
6. Construction activities that create loud noises will be carried out within the agreed-upon timeframe with the community. The Company will also take measures to reduce the noise level by using noise reduction equipment or adjusting the construction method.
7. Control the occurrence of soil erosion, accumulation of sediment and debris at drainage points, and control soil erosion in the construction site.
8. Sort waste by type, control wastewater, install grease traps, maintain tools and machinery in good condition, prevent oil leaks, and use appropriate control methods for disposal in accordance with sanitary principles.
9. Monitor air quality at the construction site, measure air quality, and develop plans to maintain cleanliness and air quality

during construction.

Operations at the Sriracha Plant

In line with the organization's goal of expanding its construction business, the Company has expanded the operations of the Machinery and Workshop Department, which is a critical unit in supporting construction work to handle increased workload. This was achieved by purchasing land far from communities to be the location for the new factory premises. However, the Company is well aware that the expansion of the factory, which includes machine and engine repair workshops, storage warehouses, machine and engine maintenance, assembly plants, iron production and maintenance, has the potential to cause various types of pollution to the communities living nearby.

The Company operates with caution, adhering to various laws related to factory operations and environmental controls, including applying for various licenses as required by the factory regulations. It also builds good relationships with the surrounding communities, including temples and schools, by providing assistance in improving cleanliness, hiring local workers, and other forms of support.

Environmental Management in Steel Structure Manufacturing Plant and Equipment Storage

Steel Structure Manufacturing Plant Operations

The steel structure is one of the primary components used in construction of almost every type. Therefore, to create a competitive cost advantage, the Company has applied for permission to open a steel structure manufacturing plant with an increased production capacity of approximately 10,000 tons per year. This is to design and manufacture steel structures for various construction sites of the Company, as well as expanding services to external individuals to increase revenue for the plant.

Measures for safety and environmental protection in steel structure manufacturing plant.

In order to reduce the potential impact on the environment of nearby communities, the Company has installed protective panels around the work areas in the factory to prevent and control dust, as well as to reduce the impact of noise.

Management and disposal of waste from the production process

- Develop and improve operational processes in both production and support activities, to minimize waste generation.
- Manage waste in compliance with legal requirements, from collection and internal use, to external treatment and disposal.
- Reduce the amount of landfill waste by managing each type of waste according to its potential for reuse or recycling.
- Continuously monitor, inspect, and evaluate waste management practices.
- Construct wastewater treatment ponds before discharging into public waterways.
- Coordinate with government agencies in accordance with regulations set by the Ministry of Industry.

Operations in the Construction Equipment Storage Facility

The Sriracha factory office, which serves as the central hub for managing over 10,000 construction-related items, including tools, machinery, scaffolding, and steel forms, is responsible for the maintenance and transportation of these items to various construction sites located in Bangkok and other provinces. To ensure the proper storage, care, maintenance, and safe delivery of equipment and materials, the following guidelines have been established:

Environmental care measures in equipment storage and maintenance facilities

- Ensure that there is proper storage and maintenance of equipment and construction materials, including categorizing them according to their usage.
- Implement a preventive maintenance system for machinery and equipment to reduce the frequency of damages.
- Regularly maintain and inspect all equipment and machinery, including repairing and replacing damaged parts to ensure they are in good working condition, are of high quality, and safe to use.

Waste management in plant yard and workshop

- Sewage receiving area, and waste disposal area must be kept clean at all time.
- Provide proper area, container with proper coverage according to the type of trash or waste such as paper, plastic, oil and contaminated or toxic waste.
- Contacting with company experiencing in disposal of contaminated or toxic waste.

• Contacting with vendors for the sale of reusable wastes such as paper, plastic, residues, oil and etc.
• Strictly complied with laws and regulations of The Ministry of Industry.

The Company places significant emphasis on efficient electricity management. Its office buildings have been designed with energy-saving innovations, including the use of LED lighting, double-insulated low-emissivity glass, variable refrigerant volume (VRV) air conditioning systems, and motion sensor lighting in common areas to ensure energy use is optimized. The Company also plans to monitor and record energy consumption data to support long-term energy-saving strategies.

In managing oil and fuel consumption, the Company implements routine inspections and preventive maintenance of machinery and vehicles to minimize leakage and ensure efficient fuel usage. Equipment and fuel storage are managed in secure and appropriate containers, and designated waste collection points are provided for used oil or hazardous substances in maintenance workshops to prevent environmental contamination.

In the area of renewable and clean energy, the Company promotes the use of solar energy. Solar roof panels have been installed at the head office and Sriracha site, and investments have been made in a renewable energy subsidiary to expand solar PV projects and explore additional clean energy initiatives. These include solar-powered water and electricity generation, biomass energy utilization, and carbon offsetting initiatives for off-grid power systems.

Regarding water resource and quality management, the Company has initiated measures to reduce water consumption and minimize impact on natural water sources. Plans include installing water-saving devices at all facilities and ensuring effective wastewater control through grease traps and treatment systems before discharge. The Company is also developing a system for collecting water usage data from construction sites for future analysis and improvement.

The Company's waste and material management plan emphasizes proper waste separation from the source. Separate waste bins are placed throughout office buildings and factory premises. Hazardous and recyclable waste is managed in compliance with regulatory standards. Guidelines have been established to encourage reuse of materials and reduce landfill waste. Construction sites are also encouraged to sort construction debris for reuse where applicable.

For greenhouse gas management, although the Company has not yet published formal emissions reports, it recognizes the importance of climate action. Employees are encouraged to participate in external training on greenhouse gas (GHG) accounting and carbon reporting standards. The Company aims to begin data collection and develop systems for measurement and third-party verification in the near future, leading to the establishment of formal reduction targets and policies.

In air quality and noise pollution control, the Company has adopted strict measures to reduce dust and emissions from construction activities. These include dust screens, regular ground spraying in exposed areas, wheel-washing stations, and frequent cleaning of internal roads. Noise-generating operations are limited to agreed hours, and nearby communities are notified in advance of any extended work. The Company also plans to install monitoring equipment in high-risk areas to track air and noise levels and ensure systematic control.

Reference link for environmental policy and guidelines	:	https://cnt.listedcompany.com/misc/CG/20230327-cnt-environmental-management-system-statement-en.pdf

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

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Electricity Management, Water resources and water quality management, Other : Paper Consumption

The Company places strong emphasis on efficient resource management, particularly in reducing paper usage as part of its commitment to environmental conservation and long-term sustainability. As part of its transition toward becoming a “Paperless Organization,” the Company reviewed its paper usage policy and set a target to reduce paper consumption by more than 10% compared to the previous year. This was achieved through workflow improvements, elimination of redundant processes, and the adoption of digital systems to replace paper-based documentation.

Key practices implemented include the use of the Internal Web Mail system for various approval processes such as leave requests, fuel expenses, and vehicle usage and the transition to digital file storage in place of paper documentation. Employees are also encouraged to print double-sided documents or avoid printing when unnecessary. In addition, the Company enhanced its ERP system (JDE E1) for procurement and accounting functions to reduce reliance on paper.

The annual review also focused on raising employee awareness through continuous internal communications and campaigns promoting environmental consciousness. These efforts are part of a broader initiative under the Company’s environmental goals, and results are regularly monitored to ensure ongoing improvement.

Looking ahead, the Company is committed to consistently reviewing and enhancing its environmental policies and practices to support its long-term sustainability objectives.

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company places strong emphasis on sustainable energy management by adhering to the 3R principle Reduce, Reuse, and Recycle while promoting efficient energy use to minimize environmental impact and operational energy costs, especially within the construction sector, which inherently consumes a large amount of electricity.

In terms of indirect initiatives, the Company has invested in renewable energy through its subsidiary, Christiani & Nielsen Energy Solutions Co., Ltd. (CNES), which currently operates over 30 megawatts of solar PV projects. The Company aims to increase greenhouse gas reduction capacity to 500 tons per day within the next three years. Future initiatives include solar-powered water production, promoting solar energy in agriculture and aquaculture, offsetting diesel fuel use in offshore power generation, and utilizing biomass to replace coal and fossil-fueled equipment.

This comprehensive energy plan reflects the Company’s commitment to being a responsible and sustainable construction organization with a long-term focus on clean energy and environmental stewardship.

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 1,071,786.00 Kilowatt-hour	2024 : Reduced by 7% or 75,025.02 Kilowatt-hour

Performance and outcomes of energy management

Performance and outcomes of energy management : No

In 2024, the Company continued to implement measures to promote energy efficiency and the use of clean energy. Solar power from rooftop panels installed at the head office and the Sriracha facility was utilized to reduce reliance on fossil fuel-based electricity. The Company also adopted several energy-saving innovations, including LED lighting, Variable Refrigerant Volume (VRV) air conditioning systems, double insulated low-E glass for heat reduction, and motion-sensor lighting in specific areas all contributing significantly to energy conservation within office premises.

However, the Company was unable to achieve its target of reducing electricity consumption by 7%. In fact, electricity consumption in 2024 increased by 13% compared to 2023. The primary reason was the commencement of several new construction projects during the year, which led to increased production demands and extended operating hours for supporting departments. As a result, overall electricity demand rose and contributed to a higher total energy expenditure for the Company.

Despite this, the Company remains committed to sustainable energy practices. Through its subsidiary, Christiani & Nielsen Energy Solutions (CNES), the Company continues to invest in clean energy projects, with an expansion plan to increase greenhouse gas offset capacity to 500 tons per day within the next three years.

Energy management: Fuel consumption

	2022	2023	2024
Diesel (Litres)	1,038,586.16	999,390.95	1,494,152.62
Gasoline (Litres)	151,832.36	145,764.34	156,232.93
Natural gas (Standard cubic feet)	48,825.50	44,491.14	40,071.03

Energy management: Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	1,205,330.00	1,293,594.00	1,484,015.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	919,043.00	1,071,786.00	1,170,386.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	286,287.00	221,808.00	313,629.00

Information on water management

Water management plan

The Company's water management plan : Yes

The Company places strong importance on sustainable water management, recognizing the essential role of water resources in its business operations, including offices, factories, and construction sites across the country. The water management plan focuses on efficient water usage, minimizing water loss, and preventing environmental impacts from wastewater. The Company’s water management approach is structured at two levels: improving infrastructure for water conservation and fostering awareness among employees on the responsible use of water resources.

On the infrastructure side, the Company has planned to install water-saving devices in high-usage areas such as restrooms, cafeterias, and cleaning zones. Regular maintenance and improvement of plumbing systems are also prioritized to reduce water leakage. Furthermore, the Company is preparing to develop a water usage data collection system for each site to support analysis

and establish clear water-saving targets.

On the engagement side, the Company encourages participation from all employees by raising awareness on responsible water use through internal communication and campaigns. Initiatives include department-level water reduction targets and ongoing monitoring, aiming to involve all business units in implementing a systematic and sustainable water management approach in the long term.

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	2023 : Water withdrawal 44,148.00 Cubic meters	2024 : Reduced by 7% or 3,090.36 Cubic meters

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2024, the Company achieved a significant reduction in water consumption. The Head Office recorded a total water usage of 30,259 cubic meters, down from 42,478 cubic meters in 2023 a 29% decrease, with the average monthly consumption dropping from 3,540 to 2,522 cubic meters. At the Sriracha Plant, total water usage decreased from 1,670 to 1,285 cubic meters, reflecting a 23% reduction. Combined, the overall reduction across both sites reached 29%, exceeding the Company's initial target. These results reflect the effectiveness of the Company's water management strategies, including the installation of water-saving devices, regular plumbing maintenance, and internal campaigns to promote responsible water use across the organization.

Water management: Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	36,708.00	44,148.00	31,544.00

Water management: Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	36,708.00	44,148.00	31,544.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

The Company places great importance on systematic waste and garbage management, aiming to reduce waste generated from construction activities and operations at all sites, including the head office, construction units, and factories. Waste segregation is implemented at the source, including general waste, recyclable waste, hazardous waste, and reusable materials. Clearly labeled waste bins are strategically placed throughout the premises to support proper disposal. Furthermore, the Company promotes employee participation at all levels in waste reduction efforts, such as reusing materials and repurposing leftover items. Waste is stored and disposed of properly in accordance with sanitation principles and relevant laws. In addition, the Company carefully selects certified waste disposal contractors who comply with industry standards to ensure minimal environmental

impact.

Setting goals for waste management

Does the company set goals for waste management : No

Performance and outcomes of waste management

Performance and outcomes of waste management : No

In 2024, the Company continued its waste and garbage management efforts by providing waste separation bins in all areas, including the head office, factory, and construction sites. Employees were encouraged to participate in waste segregation from the source. Waste generated was systematically collected and transferred to licensed contractors for proper disposal in compliance with legal requirements. Recyclable materials such as paper scraps, plastics, and used oil were sold to recycling companies to reduce waste volume and enhance resource efficiency.

Diagram of Performance and outcomes of waste management



Head Office Waste Segregation



The waste separation process at the Sriracha Plant

Waste management: Waste Generation

	2022	2023	2024
Total waste generated (Kilograms)	N/A	11,692.50	14,027.50
Total non-hazardous waste (kilograms)	N/A	11,692.50	14,027.50

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company recognizes its role in addressing climate change and has established both direct and indirect greenhouse gas (GHG) management strategies. These include plans tocollect organizational GHG emissions data for future reporting aligned with international standards, as well as preparations for third-party verification to ensure credibility and support target-setting for emissions reduction. In parallel, the Company encourages employees to participate in training programs provided by external organizations such as the Thailand Greenhouse Gas Management Organization and the Stock Exchange of Thailand to enhance understanding of GHG and practical actions that organizations can take. At a strategic level, the Company has invested in the renewable energy sector through its affiliated company and promotes the use of clean energy within the organization, such as the installation of solar roof panels and the implementation of 3R (Reduce, Reuse, Recycle) practices. These efforts reflect the Company's commitment to being part of a sustainable solution for reducing greenhouse gas emissions.

Compliance with principles and standards for greenhouse gas or climate change management

Principles and standards for greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO)

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : No

In 2024, the Company implemented concrete greenhouse gas reduction measures through renewable energy projects, particularly by installing solar roof panels at its head office and Sriracha site. In addition to its direct initiatives, the Company has made significant investments in renewable energy through its subsidiary, Christiani & Nielsen Energy Solutions Co., Ltd. (CNES). To date, CNES has successfully executed over 39 megawatts (MW) of solar PV projects, with more than 22 MW currently operated by CNES under Power Purchase Agreements (PPAs). The Company aims to expand its PPA portfolio to 100 MW within the next three years, which is expected to reduce carbon emissions by 200-250 tonnes per day.

Future initiatives will focus on advancing more efficient solutions, such as integrating solar systems with Battery Energy Storage Systems (BESS). These systems will provide more stable power and extend the duration of renewable energy supply, further enhancing carbon savings. Additionally, the Company is committed to exploring newer, energy-efficient technologies and sustainable solutions to continue driving progress in renewable energy.

Greenhouse gas management : Corporate greenhouse gas emission

Carbon Saving

2023 : 2,391 Ton (2.2%)

2024 : 2,219 Ton (3%)

	2022	2023	2024
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	0.00	108,740.00	75,207.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	509.00	657.00

	2022	2023	2024
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	0.00	6,442.00	6,075.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	101,789.00	68,475.00

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

Verification of the company's greenhouse gas emissions : No

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

The Company has established a plan under its Paperless Policy, setting a target to reduce paper usage by more than 10% within 2024. This includes transforming approval processes into electronic systems and assigning the IT department to develop a Document Storage system for digital document management. Key outcomes over the past year include the implementation of the Internal Web Mail system for internal communication, storing documents in digital format instead of paper, promoting the use of double-sided printing, and streamlining approval procedures. In addition, the Company has developed the JDE E1 program to support paperless procurement and accounting processes. These initiatives have contributed to natural resource conservation, reduced document handling workload, and enhanced operational efficiency across the organization.

Information on incidents related to legal violations or negative environmental impacts

The Company has established formal complaint channels regarding environmental and community impacts during construction, accessible via project managers or email at cnt@cn-thai.co.th. Throughout the past year, no significant complaints were received concerning environmental or social impacts around construction sites. The Company continues to strictly implement mitigation and control measures while promoting communication and collaboration with surrounding communities to foster mutual trust and sustainable coexistence.

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

3.4 Social sustainability management

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee rights, Migrant/foreign labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Human Rights Management Approach

The Company is committed to conducting its business in accordance with international human rights principles, adhering to the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**. The Company requires its directors, executives, and all employees to strictly comply with human rights principles and provides education and awareness programs to ensure that human rights considerations are integrated into its sustainable business operations.

The Company's recruitment and employment policies emphasize ethics, equality, and diversity, ensuring no discrimination based on race, religion, color, gender, age, disability, or social status. Furthermore, the Company strictly prohibits child labor, forced labor, or any form of illegal employment. These principles extend to all contractors and business partners to ensure that the Company's supply chain adheres to human rights standards.

Equal Employment and Support for Persons with Disabilities

The Company provides equal opportunities for all individuals to apply for employment, with selection based on qualifications and suitability for the position. Additionally, the Company actively promotes and supports the employment of persons with disabilities by:

· Recruiting and employing persons with disabilities in appropriate roles

· Providing accessibility facilities in the corporate headquarters, such as passenger elevators, wheelchair ramps, and accessible restrooms

Since 2016, the Company has continuously complied with legal requirements for employing persons with disabilities, collaborating with government agencies and the Social Innovation Foundation. The Company has participated in initiatives that enable persons with disabilities to work in community or public benefit organizations, including schools, non-formal education centers, sub-district health promotion hospitals, and early childhood development centers. These efforts contribute to social welfare and create fair employment opportunities.

Compliance with Employment Laws for Persons with Disabilities

In 2024, the Company continues to adhere to the requirements of the **Persons with Disabilities Empowerment Act B.E. 2550 (2007)** by employing persons with disabilities in full compliance with the legally mandated ratio **(one person with disabilities per 100 employees)**, amounting to **30 employees**. This includes **two additional individuals engaged through outsourcing agreements under Section 35 of the Act**. Consequently, the Company fully complies with the legal requirements without the need to contribute funds to the **National Fund for the Promotion and Development of the Quality of Life of Persons with Disabilities.**

Monitoring Mechanisms and Grievance Channels

The Company has established monitoring and evaluation systems to ensure that its business operations align with human rights principles. Regular **human rights risk assessments** are conducted to identify and mitigate potential issues. Additionally, the Company provides multiple channels for employees and stakeholders to report human rights violations or concerns, including an **ethics hotline** and an **internal grievance system**. These mechanisms ensure that any issues are addressed promptly and fairly.

The Company remains committed to upholding human rights principles in all aspects of its operations and continuously enhances its governance processes to drive long-term sustainability within the organization and society.

Compliance with human rights principles and standards

Human rights management principles and standards	:	Thai Labour Standard: Corporate Social Responsibility of Thai

Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

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 : No

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company has adopted a structured **Human Rights Due Diligence (HRDD)** process to identify, prevent, mitigate, and address human rights risks that may arise from its business operations or supply chain. This process is aligned with international best practices and consists of the following key components:

1. Risk Identification and Assessment

The Company regularly conducts human rights risk assessments that include, but are not limited to:

· Workforce analysis, including employee turnover rates and talent retention risks.
· Wage and benefits benchmarking against labor market standards.
· Financial obligations related to employee welfare. (e.g., provident fund obligations)
· Review of employment contracts for compliance with labor laws.
· Assessment of rights related to freedom of association, safe working conditions, and fair labor practices.
· Identification of risks affecting vulnerable groups such as persons with disabilities, migrant workers, and temporary labor.
· Employee satisfaction and motivation surveys conducted every two years. (next scheduled in 2026)

2. Mitigation and Prevention Measures

· The Company develops and implements action plans based on the identified risks, including enhancing employee welfare, improving workplace safety, and ensuring fair employment contracts.
· Reasonable accommodations are provided to support persons with disabilities.
· Business partners and contractors are expected to comply with the same human rights standards.

3. Stakeholder Engagement

· The Company actively engages with relevant stakeholders, including employees, business partners, and local communities, to understand and address human rights impacts.
· Internal communication on human rights principles and practices is regularly conducted to foster awareness and accountability.

4. Grievance Mechanisms and Remedies

· The Company provides multiple grievance channels, including an ethics hotline, online complaint system, and on-site suggestion boxes.
· A designated committee investigates reported violations, and appropriate remedial actions are taken in a fair and timely manner.

5. Monitoring, Evaluation, and Reporting

· The effectiveness of HRDD measures is continuously monitored and evaluated.
· Progress and performance are disclosed transparently through the Company's 56-1 One Report and other communication platforms.
· The HRDD framework is reviewed and updated at least every two years or in response to significant changes in business operations.

3.4.2 Social operating results

Information on employees and labor

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, Migrant/foreign labor, Safety and occupational health at work

The Company recognizes that human capital is a key driver of sustainable business growth. Therefore, it has developed a comprehensive human resources and labor management plan that aligns with labor laws, international human rights principles, and best practices. The goal is to create a safe, fair, and motivating workplace that fosters individual growth while enhancing organizational resilience.

In terms of compensation, the Company has established a fair and transparent remuneration structure based on job responsibilities, competencies, and performance. Key Performance Indicators (KPIs) and competency frameworks are used to evaluate employee performance and determine salary adjustments, annual bonuses, and career progression. Regular salary structure reviews are conducted to ensure competitiveness with the industry, and the Company provides extensive benefits, including provident fund contributions, group health insurance, medical care, housing, and emergency financial support.

Employee development is a core component of the Company's people strategy. Individual Development Plans (IDPs) are prepared for all employee groups to guide professional and personal growth. Training opportunities include both in-house and external programs, technical skills training, soft skills, leadership development, and English language instruction. The Company also supports higher education at the master's level for qualified employees in fields relevant to their careers. E-learning systems are in place to ensure access to knowledge anywhere, anytime.

To strengthen workplace relationships and encourage participation, the Company has established a legally mandated Welfare Committee to represent employee interests in discussions on working conditions and employee benefits. Feedback and grievance channels are available for all employees, and employee engagement surveys are conducted every two years to assess workforce satisfaction and identify areas for improvement.

With respect to migrant workers, the Company ensures full compliance with the legal employment process under the MOU framework. Migrant workers receive the same rights, protections, and welfare as Thai employees. The Company provides safety training, onboarding programs, and information regarding their rights and responsibilities, while also offering technical skill training and personal protective equipment to support their safety and dignity in the workplace.
Occupational health and safety is managed through the implementation of the ISO 45001:2018 standard across all construction sites. The Company has appointed qualified safety officers at all levels and conducts regular safety awareness activities and health screenings. Targeted health check ups such as lung function, hearing, and vision tests are provided for workers in high-risk roles. A Safety, Occupational Health, and Work Environment Committee is in place to monitor compliance and recommend improvements in line with regulatory requirements.

Beyond these core areas, the Company supports employees' financial well-being by operating an employee savings cooperative and facilitating housing loan access through partner banks. Dedicated training centers have been established to develop construction-specific skills. Additionally, the Company is a recognized Continuing Professional Development (CPD) provider by the Council of Engineers and the Architects Council of Thailand, enabling employees and industry professionals to maintain and enhance their credentials.

Setting employee and labor management goals

Does the company set employee and labor management goals	:	No

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management	:	Yes

In terms of compensation, the Company has maintained its policy of offering fair, transparent, and competitive remuneration aligned with employee performance. Performance evaluations are conducted using both Key Performance Indicators (KPIs) and individual competencies, forming the basis for salary adjustments, bonuses, and career advancement. In 2024, a total of 787

employees (94.25% of those eligible) participated in the Company's provident fund scheme, with employer contributions ranging from 5% to 9% of salary based on years of service. Total contributions made by the Company during the year amounted to THB 24.24 million, reflecting its commitment to long-term financial security for its workforce.

The Company places great importance on continuous personnel development at all levels, particularly engineers who are key contributors to the organization. This is achieved through the Young Engineer Program and Individual Development Plans (IDP), along with specialized training for supervisors, mid-level engineers, and project managers, with no less than 36 training hours per person per year. From 2019 to 2024, the Company has organized a total of 101 Continuing Professional Development (CPD) courses, with 4,557 engineer training man-days, totaling 14,112.5 PDU (Professional Development Units) and 434 training hours. Additionally, the Company provides in-house English language training led by a dedicated instructor, with classes grouped by proficiency level and accompanied by post-training assessments to tailor learning plans. The Company also supports eligible employees in pursuing master's degree programs in relevant professional fields, aiming to enhance and sustain personnel capacity for long-term growth.

To strengthen employee engagement and workplace participation, the Company facilitated the active operation of its legally mandated Welfare Committee. The Committee served as a communication channel between employees and management to address welfare-related suggestions. In 2023, the Company conducted its biannual employee engagement survey, which yielded a score of 4.13 out of 5 (equivalent to 82.54%). The results indicated strong employee loyalty, pride in the organization, and willingness to contribute to long-term success.

In terms of migrant labor, the Company legally employed 291 foreign workers through the government's Memorandum of Understanding (MOU) program, representing 14.13% of the total labor force. These workers were provided with the same workplace rights, protections, and benefits as Thai employees, including housing, training, and occupational health and safety. No complaints or labor disputes regarding migrant worker treatment were reported in 2024, underscoring the Company's commitment to non-discriminatory employment practices.

Occupational health and safety continued to be a top priority, with all operations managed under the ISO 45001:2018 standard. The Company appointed safety officers at professional, supervisory, and executive levels across all construction sites. Annual health screenings were conducted for all employees, with additional medical check-ups provided based on occupational risk factors, including lung function, hearing, and vision. No severe workplace accidents requiring work stoppage were recorded during the year, and no formal labor disputes occurred.

In addition to these core initiatives, the Company promoted employee well-being through several supplementary programs. The employee savings cooperative, which had 644 active members in 2024, offered financial support and long-term savings opportunities. The Company also partnered with commercial banks to facilitate access to affordable housing loans. Dedicated training centers were operated to develop workforce competencies in core construction skills. As a certified CPD provider, the Company maintained its status as a host organization under the Council of Engineers and the Architects Council of Thailand, contributing to the ongoing professional development of both internal and external industry personnel.

Employee and labor management: Employment

Worker Treatment Policy on Equal Opportunity and Fairness

The Company is committed to providing equal opportunity in every aspect of its business. The Company pays remuneration according to Employee's abilities for each position. The same principle also applies to other benefits such as housing, medical services etc. The Company does not discriminate between able-body and disabled staff or local and migrant labour, all of who are considered equal. All Employees have an equal chance to develop themselves for career advancement. Last year, the Company was honored by Department of Labour Protection and Welfare with the award of Good Labor Practiced: (GLP).

Equal support for career advancement

The Company applies the principle of "Competency Development Programme" for training. Goal, indicators and action plans are set according to Individual Development Plan (IDP) to enhance employee's knowledge for the advancement in their career. Post evaluation and assessment are conducted after every training course to prepare further individual development plans.

The Company has the policy to develop employees at offices and construction sites as follows:

1. Employees must attend training and seminars to enhance knowledge and ability related to each employee's jobs. (Functional Competency)
2. Provide internal training courses to employees to meet their core competency. (Individual Core Competency)
3. Provide training to continuously improve workers' skills, in collaboration with the Department of Skill Development to enhance the work methods in the Company's main construction activities.
4. Encourage employees to become members of various professional associations.
5. Define a succession plan.
6. Define quality management system.
7. Promote creativity and innovation in the organization.

Performance Management

The Company has a system of performance management to support the employees to work efficiently and effectively in accordance with the ultimate target of the Company to "Develop Sustained Competitiveness".

The supervisor has duties to manage performance of their sub-ordinates in each level to achieve success by assigning the duties and responsibilities in accordance with Company target and strategy. It is to enhance their subordinates through training, coaching and mentoring according to their knowledge and capability.

The employees have a duty to comply with their duties and responsibilities for the achievement of their target and meet the standard of performance and be responsible for self-development for better performance.

The Company conducts annual performance evaluations of employees to review compensation allocation and consider promotions, aiming to motivate them to utilize their knowledge and abilities to perform their duties with dedication, full capability, and continuous improvement.

Hiring employees

	2022	2023	2024
Total employees (persons)	748	746	835
Male employees (persons)	528	522	576
Female employees (persons)	220	224	259

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	35	31	30
Total number of employees with disabilities (persons)	35	29	28
Total male employees with disabilities (persons)	20	15	13
Total female employees with disabilities (persons)	15	14	15
Total number of workers who are not employees with disabilities (persons)	0	2	2
Contributions to empowerment for persons with disabilities fund	No	No	No

Employee and labor management: Remuneration

Policies and practices related to appropriate compensation and benefits

The Company has a policy of remuneration payment related to the Company's performance both in short and long term to motivate employees to devote themselves for the achievement of their target. KPI (Key Performance Indicator) and Competency are the mechanism in which the Company applies for the management of salary in the short term. Other benefits beyond legal entitlement are also provided. The aim is to promote the security for employee and their family and to build up long-term relationship between employees and the Company. The salary rate and basic remuneration is not be different between female and male employees e.g., salary adjustment, bonus, incentive etc. However, for long term remuneration, it depends on Company's investment plan in the future and the outlook of the construction market.

The Company regularly reviews its compensation and benefits policies to ensure that its employee compensation is appropriate and competitive within the industry. This is to ensure that the Company's compensation packages are at an appropriate level and can remain competitive within the industry.

Employee benefits

The Company, its subsidiaries, and employees (including management) have jointly established a provident fund in accordance with the Provident Fund Act of 1987. The fund was registered on June 13, 1990, and is managed by SCB Asset Management Company Limited to provide savings and security for employees and their families, as well as to enhance long-term financial stability. Employees can choose their own investment plans to receive returns on their investments according to their preferences. Additionally, to promote the understanding of investment plans, opportunities, risks, and returns, the Company coordinates with the fund manager to report on the fund's performance and investment environment, including short- and long-term investment trends, to the employees. This information is widely disseminated to members of the fund to assist employees in making informed investment decisions.

Regarding the rate of accumulated savings, employees can choose to contribute a monthly rate between 5% to 15% of their salary depending on their willingness, and as they have informed the Company. In addition, the Company will also provide a matching contribution to employees at a rate of 5% to 9% of their salary, depending on each employee's length of service.

In 2024, the Company contributed a total of 24.24 million Baht to the provident fund at a rate of 5-9 percent based on employees' length of service. The Company's budget for the provident fund was 249 million Baht, which is sufficient to cover all eligible employees.

All employees who have completed their probationary period are entitled to become members of the fund. As of December 31, 2024, there were 787 employees who were members of the fund, out of a total of 746 employees who were eligible to apply for membership, representing 94.25 percent.

Contributions to Provident Fund and Matching Remittance

The accumulation of funds comes from both employees and the Company. It starts at a rate of 5%, and the Company has a policy of contributing according to the employee's length of service, ranging from 5% to 9% (employees can choose to contribute between 5% to 15% at their discretion). This is to create good long-term returns for employees. The rate of contribution depends on the employee's length of service as follows:

Less than 15 years Company Contribution Rate 5%
From 15 – 20 years Company Contribution Rate 6%
From 20 – 25 years Company Contribution Rate 7%
From 25 – 30 years Company Contribution Rate 8%
More than 30 years Company Contribution Rate 9%

Conditions for Refund of Contributions and Matching Contributions

The Company pays to the employees who are dismissed from membership of the provident fund when they resign or retire from the Company. The payment and benefits are cumulative savings from employee and contribution from the Company depends on employee's

years of service.
Less than 5 years Cumulative Employee Saving 100% Cumulative Company Contribution 0%
From 5 to 6 years Cumulative Employee Saving 100% Cumulative Company Contribution 50%
From 6 to 7 years Cumulative Employee Saving 100% Cumulative Company Contribution 60%
From 7 to 8 years Cumulative Employee Saving 100% Cumulative Company Contribution 70%
From 8 to 9 years Cumulative Employee Saving 100% Cumulative Company Contribution 80%
From 9 to 10 years Cumulative Employee Saving 100% Cumulative Company Contribution 90%
More than 10 years Cumulative Employee Saving 100% Cumulative Company Contribution 100%

Other Welfare and Benefits
Welfare and Benefits are provided to employees and their family after they pass the probationary period. Employees at same level receive the same welfare and benefits regardless of their gender, race, age and religion. The Company has disseminated information to all employees about their rights through employee handbooks and internal communications within the organization.

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	516,904,555.50	521,995,356.00	587,556,772.08
Total male employee remuneration (Baht)	402,416,572.00	404,039,605.00	443,672,400.84
Total female employee remuneration (Baht)	114,487,983.50	117,955,751.00	143,884,371.24

Employee and labor management: Employee training and development

Personnel Development and Career Advancement
Training and Development Policy
The Company has a policy and concept for developing and promoting personnel at all levels to be knowledgeable, capable, and have the expertise necessary for the Company's business operations. This includes knowledge related to the work they are responsible for, general management knowledge, and skilled labor in the Company's core construction activities. The goal is for all employees and workers to have quality skills, knowledge, and skilled labor that meet standards in order to create good work for customers. They should also understand the relevant practices and work standards.

Therefore, the Company supports the development of employee knowledge and skills on a continuous basis to keep up with the development of the industry at all times. This also supports the Company's future growth. Quality employees and personnel are a key factor in promoting sustainable development of the organization and society. They use their knowledge and work experience to drive society forward through quality work.

Even if these employees and workers move to work in other establishments, they can still use their knowledge, skills, and expertise to create good and quality work in other establishments. This will lead to sustainable development for society as a whole.

Training School
The training school is responsible for preparing training courses for all levels of employees in the organization, including skilled workers in the construction department. The training department will plan the curriculum to be in line with the organization's strategy. They will recruit internal employees or external personnel with experience and expertise in various topics to be knowledge transferors. The training department will plan and set target groups for training in advance throughout the year. They will publicize the training courses through the Internal Web, E-Learning, and the Company's monthly newsletter so that employees are informed and can plan to attend the training.

The Company's training center is located on Nimit Mai Road. It was established to provide the Company with a large training facility. The center can prepare the necessary tools and equipment for training courses to develop skilled workers adequately. It can accommodate a large number of employees and workers, and can organize training courses to increase knowledge, skills, and

expertise in various types of skilled labor.

The Machinery Department Training Center is located in Sri Racha District, Chonburi Province. It is used for training courses related to steel and metalworking, such as scaffolding installation and inspection, crane operator, machinery use, and small tool use courses. The purpose of the establishment is to improve the skills and expertise of employees in using equipment to apply for licenses for use in work that complies with the laws of the Department of Labor Protection and Welfare.

In addition to regular internal training, the Company also considers sending employees to attend training courses related to work, general management, and other courses with organizations or institutions that organize training in specialized subjects. This allows employees to learn new things in terms of academic knowledge and/or management skills necessary for their duties and responsibilities. They can be used to improve the work processes within the Company to be more progressive, modern, and efficient.

Master Degree Assistance Policy

The Company has a policy to support employees in pursuing a master's degree in a field directly related to their work. This is to provide opportunities, support and encourage employees to develop and enhance their knowledge and skills in related work. In order to increase their work potential both now and in the future, it is also to prepare employees to grow and advance with the organization and be a key force in the future to bring the knowledge gained to improve work efficiency and to pass on to future generations of employees.

In order to provide regular and continuous training for employees and workers in certain positions, especially in areas related to safety and special skills, the Company has registered with the relevant authorities to establish a training unit. The Company has also promoted, developed and supported employees who meet the qualifications specified by the Department of Labor Protection and Welfare to become trainers in the courses that the Company has received certification from the Department of Labor Protection and Welfare. This enables the Company to leverage the potential of its existing employees to effectively and efficiently conduct internal training for other employees in each course.

Career Development Plan

The Company has a regular plan for personnel development every year, which is continuously implemented from year to year in order to create career advancement opportunities for employees (Career Path Development). The individual development plan (IDP) is developed for each employee with the objective of raising awareness and understanding of opportunities for self-development in line with the organization's commitment to "quality people, quality work" and sustainable organizational development. The Company provides a training plan and schedule throughout the year, and announces it to employees for planning purposes. Supervisors are responsible for allocating time for employees to attend training sessions, either by the number of hours or by the specific topics identified for each individual, to enable employees to apply the knowledge gained to their work for improved efficiency. This provides opportunities for all employees to progress in their job roles.

The target groups for personnel development are divided into 2 groups, namely:

1. Group of employees from operational to management level
2. Group of operational employees, including construction workers

Development plan for operational and managerial level employees.

The Company applies the principle of “Competency Development” for training. Goal, indicators and action plans are set according to Individual Development Plans (IDPs). There are 3 levels in Competency Development.

Leadership Development

Creating and developing the leadership qualities of personnel is another mission of preparing for the development of personnel to be capable of developing themselves to a higher level, such as becoming leaders, in order to be an important force in managing the organization in the future, which is part of the succession plan. The Company provides internal training or considers sending employees for training with institutions or units that offer relevant management courses and other related courses regularly.

English communication skills development

The Company recognizes the necessity of developing English language skills for all employees. Therefore, in-house training sessions have been organized, with regular office instructors appointed to manage English language skill instruction for

employees at both the main office and construction sites. Classes are structured according to each employee's level of proficiency to ensure effective teaching that meets individual developmental needs. Additionally, assessments are conducted after each session to plan subsequent teaching strategies tailored to each employee's knowledge level and communication requirements within the organization.

In 2024, the English language learning activities will continue to be conducted online through Zoom Cloud Meetings, as well as Classroom-based teaching for employees who are interested and prefer to learn directly with instructors face-to-face to practice their English language skills. The courses are available throughout the year, with over 194 employees participating (each attending multiple sessions throughout the year), totaling 105 hours. A total of 105 courses will be offered. The courses will be developed into learning materials to be uploaded to the company's E-Learning system, allowing employees to continue their learning opportunities in the future.

Developing E-Learning System

In order to increase access to training and learning opportunities, since 2017 the Company has developed and implemented various in-house training courses using e-learning systems. These courses cover topics related to work and management, as well as English language, and are delivered to employees across the head office and construction sites via the Company’s communication channels. This allows employees to access knowledge anytime, anywhere, and to receive online support for problem-solving, promoting their interest in participating in e-learning activities. This ensures that employees have the opportunity to continuously develop their knowledge and skills.

Preparing Young Engineers for Success

For new employees in the position of engineer, which is an important part of the construction business, they will receive basic knowledge, work systems, and expertise in construction work that the Company has a talent for. Therefore, the Company has organized the "Young Engineer" program by recruiting and selecting new graduates from the Faculty of Civil Engineering and related fields to the Company’s main business, including the Faculty of Architecture, Faculty of Engineering, Electrical Engineering Department, and Mechanical Engineering Department from various universities to become employees. This group of employees will be trained in various matters related to construction work, such as techniques, processes, etc., as well as the Company’s work systems, by executives who are knowledgeable and experienced in each relevant subject. The Young Engineer course will have a minimum of 18 hours of training per year. Upon completion of the training, these employees will be able to work according to the Company’s methods and standards, which is important for the future and to maintain the working culture of the organization.

Development Plan for operation staff in construction operation

The Training School department is responsible for developing personnel in the construction industry by planning relevant courses related to practical work and project management within the construction organization. The aim is to provide employees with knowledge and skills in construction management so that they can work efficiently. The target group includes all employees from job controllers to project managers, with engineering levels 5-8, who must undergo training for all courses specified, with a minimum of 36 hours of training per year. The training courses are divided into seven main groups, and company personnel with experience and expertise in each course are the trainers who transfer knowledge to the trainees to sustain knowledge in the organization by transferring specialized knowledge from generation to generation. Additionally, an employee can participate in more than one course per year.

Group of Operation staff at construction sites

As a large construction company, there is a high demand for skilled workers. Coupled with the competitive nature of the construction industry, creating a workforce with skilled labor is a priority for the Company. The Company organizes skill training for laborers in various construction activities, such as bricklaying, plastering, carpentry, scaffolding, welding, etc., which are essential activities of the Company. Skill levels of laborers are assessed according to the standards set by the Department of Skill Development, Ministry of Labor, to ensure that wages are appropriately set based on the quality of skilled labor. The Company continuously develops training courses to meet the demand for skilled labor, including increasing the number of workers participating in training each year. This initiative aims to provide workers with sustainable opportunities for skill development, leading to improved quality of workmanship. Furthermore, these trained workers can utilize their knowledge and expertise in construction work across various organizations, not limited to the Company.

In addition to conducting in-house training to enhance internal skills, the Company also arranges external site visits to provide employees with opportunities to increase their skills and knowledge in related fields. By observing real work processes in these areas, such as lightweight bricklaying, hot-dip galvanizing, and architectural glass installation in construction industries, employees gain firsthand experience and knowledge. Furthermore, they receive practical training in lightweight bricklaying from companies that manufacture these products. These initiatives aim to foster direct learning experiences and provide employees with firsthand exposure to product manufacturers.

The group of employees working regularly in the construction sites will receive continuous training to increase awareness of workplace safety, learn proper use of tools and machinery for maximum safety and efficiency, and develop various skills to meet quality standards. This is to ensure the delivery of high-quality work to clients on every project.

Training Expenses for Employees

The training expenses in 2024 have increased as the COVID-19 situation has improved, and traditional training methods, such as in-person training in classrooms, at departments, or at various training institutes, have resumed. As a result, expenses have risen compared to the previous year. Additionally, there has been an increase in the number of external speakers invited to conduct training at the company.

Joining as a member of Council of Engineers network

In December 2017, the Company was approved to become a member of the Continuous Professional Development of the Engineering Council, with the objective of providing continuous professional development training to engineers within the organization and members of the Engineering Council nationwide. This includes sharing knowledge and information related to engineering work with other network organizations, promoting continuous learning for professionals to develop themselves and the country sustainably. In addition, the hours of training for Continuing Professional Development (CPD) can be counted towards the promotion exam for engineers. This is a way to provide opportunities for career advancement for engineers in the Company as well as professionals in the engineering field outside the Company. Furthermore, the Company's personnel who have knowledge and expertise in various subjects also participate as instructors to transfer knowledge to participants in some courses organized by the Engineering Council.

Since the company was approved as a member of the Continuing Professional Development (CPD) organization by the Engineering Council, the company has organized training sessions to enhance the experience of engineers. A total of 101 joint courses were held, with 4,557 engineers attending the training (measured in Man-days). The total number of knowledge units gained was 14,112.5 PDU (Professional Development Units), equivalent to a total of 434 hours of training.

Employee training and development

	2022	2023	2024
Average employee training hours (hours / person / year)	24.00	17.00	17.00
Training and development expenses for employees (baht)	877,847.00	707,186.00	1,313,357.00

Employee and labor management: Safety, occupational health, and environment at work

Occupational Safety and Health

The Company is concerned about the lives and health of its employees, so it is committed to promoting safety for its workers in order to prevent accidents, injuries, illnesses, and reduce work-related losses. The Company has established measures, guidelines, and regulations to ensure safety at every step of its operations in accordance with relevant safety laws. Recognizing the importance of employees as a top priority, the Company has adopted the ISO 45001:2018 Occupational Health and Safety Management System standard to:

• Reduce work-related injuries, illnesses, and fatalities.

• Develop and implement in accordance with the requirements and objectives of the Occupational Health and Safety Management System.

• Demonstrate leadership and commitment by implementing the Occupational Health and Safety Management System.
• Eliminate risks associated with the Occupational Health and Safety Management System.

In this regard, the safety policy is a strict policy that all units must follow, with every employee responsible for ensuring the health and safety of both themselves and others involved in their work. Every employee must cooperate with the Company to carry out their duties and responsibilities as specified strictly, as detailed on the Company's website under the heading "Good Corporate Governance".

The Company has appointed a committee on occupational health, safety, and environment in the workplace, consisting of representatives from the employer and employee sides. Its objective is to establish standards and policies to ensure efficient operations, with clear roles and responsibilities. In considering safety policies and plans, the committee reports and makes recommendations for corrective measures or improvements in compliance with laws and safety standards for the employer's safety and that of employees, contractors, and visitors who work or use services in the Company's premises.

The Company requires that every construction unit have a team of safety officers at different levels, including safety officers at the management level, safety officers at the department head level, and professional safety officers. This is to ensure compliance with professional principles in safety, planning, and implementation to create a safe working environment as required by the law. Safety officers in each unit, who are responsible for overseeing, preventing, and providing advice on construction safety, will collect data and accident statistics.

The Company has established rules and regulations for workplace safety for its employees, which must be followed according to regulations, laws, and related guidelines. Details can be found on the Company's website under the "Good Governance" section.

Prevention of risk from work-based Diseases
The Company is aware of good health of all staff both in Head Office, Plant and Site Office by providing annual medical check-up for all staff. Moreover, the specific medical check-up programme is provided for staff according to their risk exposure environment such as Pulmonary Function Test, Visual Test, Hearing Test, etc. to prevent or eliminate the risk from work-based diseases.

Safety, occupational health, and environment at work

	2022	2023	2024
Total number of lost time injury incidents by employees (cases)	0	0	0

Employee and labor management: Employee engagement and internal employee groups

The policy on welfare and benefits management includes:
Health Promotion Policy
The Company provides yearly physical check-ups to all its employees with the aim of detection and protection before any severe disease occur. The Company also provides medical insurance, in addition to Social Security's medical benefits for employees, to enable them to access better medical services. Moreover, the Company also provides first-aid services at its office and on worksites. In addition, certain worksites have a nurse stationed at a first-aid room to provide first-aid assistance and give advice on health care and use of medicine.

The Company also promotes its employees' good health by hiring trainers to conduct aerobic exercise and yoga classes on a daily basis as well as the exercise room with a fully equipped gymnasium with trainer to guide how to exercise and use equipment properly and safely for employees at Head Office who want to exercise after working hours. As for employees at the plant and construction sites, the Company provides a proper exercise venue with necessary sport equipment. The objective is to facilitate employees who want to exercise after working hours without travelling and expenses as to promote good health for the benefit of employees.

The Company has a policy to provide employees who have worked for one year with the right to take 10 days of annual leave for the

head office, and 12 days for the construction sites and Sriracha plant. The supervisors are responsible for allocating the right to take annual leave fairly among their subordinates.

Information on annual leave as of December 31, 2024 for the 710 employees who are entitled to annual leave. This includes the total number of employees who have taken vacation days, including those who have resigned during the year.

Housing Benefits Policy

The Company provides housing benefits for its employees working at the office and plant in Sriracha district, as well as in various provincial construction sites, in order to reduce the cost of housing for employees who are not natives of those provinces and to facilitate convenient commuting, reducing the risk of travel to work. The Company has arranged for the acquisition or construction of housing for employees and workers in the vicinity or near the plant and construction sites, taking into account the health and safety of the housing, providing security staff to ensure the safety of employees' property. Health management is also provided in the residential areas to ensure the physical well-being of residents, including subcontractors' workers, for whom the Company also provides similar housing benefits.

Employee Assistance Policy

Employee and Family Medical Expenses

The Company provides healthcare benefits to its employees, especially in cases of out-patients where it is not covered by social security benefits. The Company is responsible for part of the medical expenses of the employee. In addition, the Company also provides group health insurance for the treatment of illness and accidents. The Company arranges visits to employees who are hospitalized to show concern and provide support.

The Company has set a budget for medical expenses for the families of employees, including spouses and children under 20 years old, in the case that they receive treatment in a hospital. The Company is responsible for bearing the cost of this expense according to the policy set by the Company.

Accidental insurance, life insurance, and various funds

The Company provides life insurance and health insurance for employees with Krungthai AXA Life Insurance PLC (Public Company Limited). Employees can receive medical treatment according to the specified coverage and conditions at a hospital that is convenient for them. In addition, the Company pays contributions as required by law to the Social Security Fund and the Compensation Fund.

Financial assistance

Funeral expense aid

As one of the policies to ease the financial burden of its employees, the Company provides funeral expense aid in case employee or the employee's family members passes away. The Company sends the wreath in condolence for the loss of the employee.

Saving Cooperative

The Company promotes the establishment of a savings cooperative among employees called "Saving Cooperative of Christiani and Nielsen (Thai) Employee". The cooperative is managed by the employees themselves to encourage savings and financial stability for the future, as well as to help ease financial burdens among members of the cooperative. The Company supports the staff in carrying out cooperative operations and provides the Company's workplace as the location for the cooperative. The savings cooperative has been in operation continuously since 2011 and currently has 644 members who are employees of the Company, out of a total of 835 employees.

Moreover, the Company act as a center in supporting its employees for special interest rate and conditions for housing loan from various commercial banks.

Welfare Committee in the Workplace

The Company has established a welfare committee in accordance with the law. The Company has arranged for the selection of welfare committee members to represent employees as intermediaries to convey employee welfare needs to employers, provide recommendations, monitor internal welfare management, promote worker relations activities, and find ways to improve welfare and working conditions to create motivation and encouragement for employees, which will result in increased productivity and

efficiency for the Company. Last year, the welfare committee has held meetings with employer representatives and presented requests and recommendations from employees for joint consideration. Employers have been able to take appropriate and fair action for employees, and the Company has not had any disputes or complaints regarding its treatment of employees.

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	88	61	44
Total number of male employee turnover leaving the company voluntarily (persons)	62	47	34
Total number of female employee turnover leaving the company voluntarily (persons)	26	14	10
Proportion of voluntary resignations (%)	11.76	8.18	5.27

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	No

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Information about customers

Customer management plan

Company's customer management plan : Yes

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

The Company places great importance on responsible production and service delivery to its customers. It strictly complies with international standards such as ISO 9001:2015 for quality management and ISO 45001:2018 for occupational health and safety, which are applied consistently across all construction projects and headquarters. These standards ensure that the Company delivers high-quality and safe construction work that meets client expectations in terms of performance, quality, and timelines. With more than 95 years of experience in Thailand and having operated in over 70 countries, the Company has maintained a strong reputation for reliability, with no record of abandoning or breaching contractual obligations. Additionally, it has developed integrated services such as Design & Build and adopted technologies like Building Information Modeling (BIM) to enhance construction efficiency tailored to client needs.

Transparency in communication regarding the impact of its products and services is a key focus. The Company ensures that customers are well-informed, especially on environmental and safety-related aspects. During project handovers, clients receive comprehensive documentation such as as-built drawings, operation manuals, material certifications, and safety instructions. These practices align with industry best practices to disclose critical technical and environmental information. Furthermore, the Company promotes green procurement policies that encourage the use of environmentally friendly materials. These policies are communicated to employees and suppliers to ensure alignment and commitment across all stakeholders.

To enhance customer satisfaction and build long-term relationships, the Company provides accessible and responsive communication

channels. Clients can directly contact project managers or submit feedback through the Company's designated email channel. Feedback is systematically collected and used for service improvement, with prompt corrective actions taken when issues are raised. This approach complies with ISO 9001:2015, which emphasizes customer-centric service and continuous improvement. The Company's proactive engagement with long-term clients has led to repeat business and referrals, further reinforcing its trusted reputation in the industry.

Regarding data privacy, the Company complies fully with Thailand's Personal Data Protection Act B.E. 2562 (PDPA). It has established internal policies and measures to ensure that the collection, use, and processing of personal data are handled transparently and securely. Access to customer information is strictly limited to authorized personnel to prevent unauthorized use or data breaches. Although the Company does not currently operate a formal CRM system, it manages customer data within an appropriate and secure framework. Security measures are regularly reviewed and enhanced to ensure long-term trust and protection of customer privacy.

Setting customer management goals

Does the company set customer management goals : No

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company places great importance on operating with responsibility toward its customers by adhering to safety and quality standards in every stage of its production and service delivery. The Company implements strict controls and monitoring of its operational processes to ensure that all deliverables meet the required specifications, engineering standards, and applicable legal requirements. In particular, construction work demands high precision; therefore, the Company has adopted a quality management system and supports relevant personnel in undergoing training in accordance with international standards to build customer confidence in the Company's operations.

In terms of customer communication, the Company uses official communication channels such as monthly meetings with clients, project progress reports, and electronic platforms including email and web-based systems. These channels are also shared for managing environmental and community-related complaints. Customers are able to submit comments or complaints through the same channels, including the Company's email or by contacting designated project staff. The Company ensures that complaints are assessed and responded to appropriately within a defined timeframe, and work processes are adjusted where necessary based on customer feedback.

Over the past year, the Company has emphasized building strong relationships with customers through efficient operations, punctual delivery, and transparency in all procedures. This is especially vital for corporate clients who seek reliable partners with the capacity to manage large-scale projects. The Company also encourages customer participation in monthly meetings to exchange views and collaboratively develop project-specific solutions that align with client expectations.

Regarding personal data protection, the Company has established a clear policy to safeguard the data of all clients and customers. This policy is grounded in confidentiality, purpose-specific data usage, and limited access to relevant personnel only. The management of personal data is fully aligned with the Personal Data Protection Act B.E. 2562 (2019). Additionally, the Company provides relevant employees with the necessary knowledge and training to ensure they operate within legal frameworks and recognized best practices.

Information on community and society

Community and social management plan

Company's community and social management plan : Yes

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

Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

Social aspect

In order to comply with the stated policy regarding stakeholder responsibility, particularly towards communities and society that have a direct or indirect relationship with the Company, which contribute to the success of the Company's operations or may be affected by them, the Company recognises the necessity to reciprocate to communities and society in every possible way, beyond legal and regulatory requirements, by participating in the sustainable development of communities and society through various activities, both during (CSR In Process) and after the Company's operations (CSR After Process).

Each construction site of the Company is required to consider, as necessary and appropriate, participating in the improvement, promotion, and support of community environments and activities, including local employment, at every site where the Company conducts construction, or by collaborating with the Company's stakeholders to achieve the same result.

Education Support and Youth Development

The Company recognizes the importance of education as a fundamental basis for national development. Therefore, it has collaborated with its customers and key partners to support education in various forms for schools that have been continuously lacking. In the past year, the Company has joined forces to support educational activities for educational institutions and various organizations.

Intern students

The Company has established a policy to accept students who are currently studying in vocational education and undergraduate institutions, both in the public and private sectors, to participate in internships in various departments, including construction sites of the Company. This is to enhance their skills and experiences, as well as to prepare them for future employment.

Activity for society and community

Blood donation activities under the project "Sharing with Love CNT for Life" were organized to promote social awareness among employees and the community near the main office location to encourage public spirit and sacrifice for others. The Company’s policy aims to promote sharing and happiness in society. The Company has partnered with the Vajira Hospital to set up a mobile blood donation unit at the main office location every three months. The Company will also promote the activity through internal communication channels and inform the community through news announcements and signage outside the Company’s premises. The Company held a total of four blood donation events in the past year.

Cultures and Religious activities

The Company recognizes the importance of preserving Buddhism, cultural traditions, and beautiful customs for sustainable inheritance in Thai society. Therefore, it promotes and supports activities related to these matters regularly every year, both in the name of the Company and with the participation of employees and stakeholders. In 2023, the Company organized various social activities while adhering to social distancing measures mandated by the Ministry of Public Health, such as offering alms to monks during the Buddhist Lent, offering robes to the monks, and donating money to support religious, cultural, and charitable activities with foundations and various organizations.

Participation in sustainability Network

The Company joined hands with various social organizations in both public and private sectors for the contribution to society as under:

• The Company supports building materials for communities, schools, temples, and public places as requested.
• Allocates space in the main office building to set up a donation box for the leftovers project by the Ban Nok Kamin Foundation.
• Join the Thai Listed Company Association’s CSR Club to make benefits for public and share information, experiences and knowledge of CSR development.
• Becomes a lifelong member of the Thai Construction Industry Association, including considering sending high-level company executives to apply and be selected as committee members to work together for the benefit of the community, share knowledge, and develop the construction industry as a sustainable contributor to the country's development.

• Becomes a member of the continuous professional development organization under the Engineering Institute of Thailand and Architect council of Thailand, where the Company can provide training for continuous professional development to engineers both within the organization and members of the Engineering Institute throughout the country, including sharing knowledge and information related to engineering work with other affiliated organizations. This is to promote continuous learning for professionals to develop themselves and their careers.
• Collaborated with Fort Venting Co., Ltd. and the Social Innovation Foundation to install Tao Bin beverage vending machine at the head office and share 2% of beverage sales revenue to support the livelihoods of people with disabilities. The proceeds were used to support a project to alleviate poverty and improve the quality of life of severely disabled individuals who lacked opportunities.

Participation in social, cultural, and traditional activities in 2023 include the following activities:

Intern students

In the year 2024, the Company accepted 18 interns from 10 different universities to undergo training in various departments in the head office and construction sites.

Blood Donation

In 2024, the Company organised a total of 4 blood donation drives, resulting in a total of 83,700 units of blood collected.

Cultures and Religious Activities

• Contributing to the Siriraj Foundation by ordering wreaths from Boon Wreath Shop. Contributing to the Siriraj Foundation for supporting the treatment of underprivileged patients at Siriraj Hospital and promote medical education and the development of medical personnel.
• Contributed funds to the 'Roi Jai Ruam Boon' project, supporting the creation of religious successors, 20th year, at Wat Phongphloi Wiriyaram Pali School, ordaining 73 novices, to honour His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua on the auspicious occasion of his 6th cycle birthday anniversary, 28th July 2024, by contributing a donation of 5,000 baht.
• Offered Buddhist Lent candles at Wat Phongphloi Wiriyaram, on the occasion of Asanha Bucha Day and Buddhist Lent Day, participating with the Bang Na District Cultural Council. The Company donated 5,000 baht.
• Co-chaired the Samakkhi Kathin ceremony at Wat Phongphloi Wiriyaram to contribute funds for the restoration of the ordination hall. In this Kathin robe offering activity, the Company donated 20,000 baht.
• Contributed a donation of 3,000 baht to the Royal Kathin robe offering ceremony for the year 2024, organised by the Department of Employment, to be presented to the monastic community at Wat Tha Pho, Tha Wang sub-district, Mueang Nakhon Si Thammarat district, Nakhon Si Thammarat province.
• Supported the provision of tiles, bathroom fixtures, and necessary bathroom equipment at Wat Pa Mongkhon Sunathawanit.

Supporting the disadvantaged and vulnerable groups, and reducing social inequality.

• Donated funds to support the Red Cross Fair 2024. The Company donated 5,000 baht to the Bangkok Social Security Office Area 8 for prizes at the Red Cross Fair 2024. The Ministry of Labour, in collaboration with the Ministry of Labour Housewives, organised the Ministry of Labour Red Cross Fair booth, to participate in fundraising activities for the Royal Patronage of the Thai Red Cross Society.
• Renovated a 3-storey multipurpose building at the Good Shepherd Sisters Foundation, a care facility for children, women, and the disadvantaged in Thailand.
• Set up donation boxes for the Baan Nokkamin Foundation, 'Left-Ask' project, converting donated items into tuition fees for children. Items accepted for donation include clothing, books, bags, shoes, old electrical appliances, toys, and all types of recyclable materials. Staff collect the donated items 1-2 times per month.
• Allocated space for the installation of Tao Bin vending machines at the head office, by Forth Vending Company Limited and the Social Innovation Foundation.
• Bangkok Association of the Disabled (Project to Provide Equipment for People with Mobility Impairments) to assist and support both children and adults with disabilities to improve their quality of life. The Company donated 20,000 baht in funds.

Other Community and Social Support:

• Bang Na Metropolitan Police Station (National Children's Day): Supported the provision of educational funds and gifts for the children of police officers on the occasion of National Children's Day 2024, with a donation of 5,000 baht.
• Bang Na Metropolitan Police Station (BANGNA BOWLING FOR CHARITY 2024 charity bowling competition) Saturday, 16th March 2024.

• Sponsored a charity golf event with one team at a cost of 30,000 THB per team for the Engineering Alumni Association of Prince of Songkla University (PSU).
• Donated cleaning supplies to the Public Relations Department, the Thai Red Cross Society, the Royal Thai Armed Forces Headquarters, and Channel 9 MCOT HD, to assist flood victims in the Northern region, including Chiang Rai, Chiang Mai, Tak, Sukhothai, Phitsanulok, and Mae Hong Son provinces. Purchased supplies totaling 15,000 baht.
• The Company provided financial assistance to 11 employees whose residences were affected by flooding in the northern and northeastern regions, granting 5,000 THB per person, totaling 55,000 THB.

Setting community and social management goals

Does the company set community and social management goals : No

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The Company also carried out religious and cultural activities regularly, such as Kathin robe offering, candle offerings for Buddhist Lent, and supporting religious ceremonies in collaboration with local temples and communities. Donations were also made to religious foundations, cultural organizations, and district cultural councils on appropriate occasions.

In terms of forest and natural resource conservation, the Company adhered to Green Building principles by implementing comprehensive measures to manage dust, noise, wastewater, and construction waste. Renewable energy from solar roofs was utilized at the head office and Sriracha site. Waste management at the steel structure fabrication plant and maintenance facility followed a systematic process, while the Company also promoted resource efficiency under the 3R concept and aimed to become a paperless organization across all departments.

In supporting disadvantaged and vulnerable groups, the Company donated to disability associations and provided equipment and essential supplies to children and women's shelters. These initiatives were aimed at improving the quality of life for vulnerable populations on an ongoing basis.

Regarding water and sanitation management, the Company implemented preliminary measures for water conservation and control at construction sites and factories. It also began planning for the installation of water-saving devices and the development of future data collection systems to monitor water usage more effectively.

To reduce social inequality, the Company supported a variety of community-focused projects such as educational scholarships, charitable activities, and royal commemoration programs. In addition, assistance was provided to employees affected by flooding in various regions.

Information on other social management

Plans, performance, and outcomes related to other social management

The Company continued to engage in other forms of social initiatives through participation in CSR networks and collaboration with engineering professional councils and umbrella organizations. These partnerships aimed to support sustainable development of both the industry and society at large.

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

	2022	2023	2024
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 business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner 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