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.

Reference link for sustainability policy : https://cnt.listedcompany.com/misc/CG/cnt-cg-sustainability-policy-en.pdf

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

During the past year, the Company has continuously reviewed and enhanced its sustainability policies and targets to align with its business direction and the evolving challenges of the construction industry. The Company has strengthened its approach to managing environmental, social, and governance (ESG) risks in a more systematic manner.

On the environmental aspect, the Company has implemented initiatives to reduce environmental impacts, including participation in carbon management platforms such as the SET Carbon Platform, as well as continued investment in renewable energy, particularly solar energy projects through its subsidiaries.

On the social and safety aspect, the Company has further strengthened its occupational health and safety standards by closely monitoring accident statistics, analyzing root causes, and implementing preventive measures. Safety training programs have been conducted for employees and supervisors to mitigate risks in construction sites.

On the governance aspect, the Company has enhanced its corporate governance and risk management practices, with regular monitoring and reporting of sustainability performance to ensure alignment with corporate strategy and support long-term sustainable growth.

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.

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	• 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
		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.	
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• 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.
External stakeholders			

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
External stakeholders			

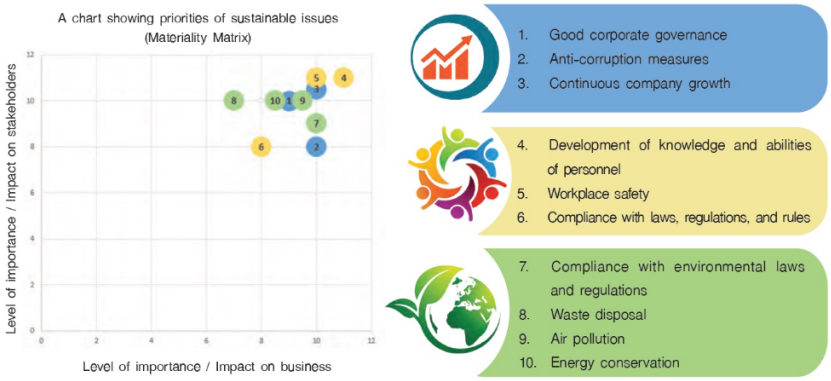
Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Suppliers	• There is a fair and equal procurement process in place. • Prices are set fairly. • Maintain a good reputation and reliability. • Receive fairness in work inspection 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
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• 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.
External stakeholders			

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.
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• 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.
External stakeholders			
• 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

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 : Yes

management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2025 : purchased electricity for consumption 1,286,970.00 Kilowatt-hour	2026 : Reduced by 7% or 1,196,882.10 Kilowatt-hour

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2025, 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 2025 increased by 11% compared to 2024. 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 two years.

Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	999,390.95	1,494,152.62	1,616,722.60
Gasoline (Litres)	145,764.34	156,232.93	162,008.24
Natural gas (Standard cubic feet)	44,491.14	40,071.03	39,120.00

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	1,293,594.00	1,484,015.00	1,640,959.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	1,071,786.00	1,170,386.00	1,286,970.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	221,808.00	313,629.00	353,989.00

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	2025 : Water withdrawal 43,596.00 Cubic meters	2026 : Reduced by 7% or 40,544.28 Cubic meters

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the Company's total water consumption across the organization was 43,596 cubic meters, an increase compared to the base year (2024) which recorded 31,544 cubic meters. Consequently, the performance for this year did not meet the established water reduction target of 7%.

Analysis and Corrective Actions:

In response to the fluctuation in water consumption figures, the Company has conducted an in-depth root cause analysis and established corrective measures to bring consumption levels back within target thresholds, as follows:

- Root Cause Analysis: The Company identified that the primary factor contributing to the increase was the expansion of operational activities compared to the previous year.
- Efficiency Improvement Measures: Despite the increased consumption, the Company remains steadfast in its water conservation efforts. These include comprehensive leak detection audits across the organization's plumbing systems and the upgrading of water-saving fixtures to achieve maximum efficiency.
- Future Action Plan: The Company has reviewed and enhanced its water management protocols to be more stringent. We aim to strictly control water usage and intensify internal conservation campaigns to ensure the achievement of our long-term sustainability goals.

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	44,148.00	31,544.00	43,596.00

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	44,148.00	31,544.00	43,596.00

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 : Yes

In 2025, 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



Waste Sorting at Headquarters



Waste Segregation at Sriracha Plant

Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	11,692.50	14,027.50	19,405.50
Total non-hazardous waste (kilograms)	11,692.50	14,027.50	19,405.50

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

The Company is committed to driving its Decarbonization policy through a strategic transition toward clean energy. In 2025, the Company successfully reduced its total greenhouse gas emissions to 56,020 tons of carbon dioxide equivalent, representing a significant decrease compared to the previous year.

Key Initiatives and Measures for Greenhouse Gas Management

1. Expansion of Renewable Energy Projects (Solar Energy) : The Company has implemented Solar Roof installations at its headquarters and Sriracha branch to replace electricity sourced from fossil fuels. Furthermore, through its subsidiary, Christiani & Nielsen Energy Solutions Co., Ltd. (CNES), a total of 39 megawatts (MW) of Solar PV projects have been successfully completed from 2024 to the present. Notably, over 22 MW of this capacity is operated under Power Purchase Agreements (PPAs), which serve as a vital mechanism for long-term greenhouse gas reduction.

2. Progress Toward Strategic Goals : The Company remains on track to expand its PPA portfolio to 100 MW within a three-year timeframe (2024-2026). This expansion aims to enhance our carbon reduction capacity to reach a target of 200-250 tons per day. The 2025 performance reflects our success in managing Scope 3 emissions, which effectively decreased to 46,590.

3. Innovation and Future Projects : To further elevate carbon savings, the Company is developing integrated solar energy solutions coupled with Battery Energy Storage Systems (BESS). These systems will provide greater renewable energy stability and extend supply duration. Additionally, the Company continues to explore emerging energy-saving technologies and sustainable solutions to drive the organization toward a sustainable Net Zero future.

Greenhouse gas management : Corporate greenhouse gas emission

Carbon Saving

2023 : 2,391 Ton (2.2%)

2024 : 2,219 Ton (3%)

2025 : 1,505 Ton (2.7%)

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	108,740.00	75,207.00	56,020.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	509.00	657.00	5,042.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	6,442.00	6,075.00	4,388.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	101,789.00	68,475.00	46,590.00

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 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

	2023	2024	2025
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

The Company has established social and human rights policies and practices covering the following key areas:

Employee Rights

The Company respects fundamental employee rights by ensuring fair employment, appropriate compensation and benefits, equal treatment, and a suitable working environment, while promoting continuous development and engagement.

Migrant/Foreign Labor

The Company employs migrant workers in compliance with applicable laws and ensures equal treatment, welfare, and basic rights, with respect for human dignity and diversity.

Consumer/Customer Rights

The Company is committed to delivering quality and safe products and services in accordance with standards, prioritizing customer satisfaction and providing complaint channels for continuous improvement.

Community and Environmental Rights

The Company conducts its business with consideration for community and environmental impacts, implements impact management measures, and promotes stakeholder engagement and social contribution activities.

Occupational Health and Safety

The Company places the highest priority on workplace safety by implementing occupational health and safety standards and continuously managing risks to prevent workplace incidents.

Non-Discrimination

The Company ensures equal treatment without discrimination based on gender, age, race, religion, or opinion, and promotes a culture of diversity and inclusion.

Supplier Rights

The Company establishes supplier guidelines to ensure ethical, transparent, and human rights-compliant practices throughout the supply chain.

Reference link for social and human rights policy and guidelines : https://cnt.listedcompany.com/misc/CG/cnt-cg-sustainability-policy-en.pdf

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 :	Yes
Changes in social and human rights policies, guidelines, and/or goals :	Employee rights, Migrant/foreign labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

During the past year, the Company has continuously reviewed its social and human rights policies and practices to ensure alignment with applicable laws, international standards, and evolving business conditions.

The Company confirms that **no material changes were made to the core policies**. However, improvements and enhancements have been implemented in operational practices across key areas, as follows:

- **Employee Rights**: Enhancement of compensation, benefits, and employee engagement practices in line with labor market conditions and organizational competitiveness.
- **Migrant/Foreign Labor**: Strengthening compliance with legal requirements and improving welfare and protection of fundamental rights.
- **Consumer/Customer Rights**: Improvement of communication processes and complaint handling mechanisms to enhance responsiveness and customer satisfaction.
- **Community and Environmental Rights**: Strengthening impact management processes and stakeholder engagement with communities.
- **Occupational Health and Safety**: Enhancement of safety measures and risk management systems to prevent workplace incidents.
- **Non-Discrimination**: Continuous promotion of diversity, equality, and inclusion within the organization.
- **Supplier Rights**: Review and improvement of supplier practices to align with ethical standards and human rights principles across the supply chain.

These improvements are integrated into the Company's Enterprise Risk Management (ERM) framework and Human Rights Due Diligence (HRDD) processes to ensure sustainable business operations.

Human Rights Due Diligence : HRDD

Does the company have an HRDD process :	Yes

The Company recognizes the importance of respecting human rights throughout its business value chain and is committed to conducting its operations in line with the United Nations Guiding Principles on Business and Human Rights (UNGPs). Human rights considerations have been integrated into the Company's Enterprise Risk Management (ERM) framework and sustainability governance processes to ensure the identification, assessment, and management of potential human rights risks in an appropriate and systematic manner.

Given the nature of the Company's business, which involves construction projects, extensive labor utilization, and potential impacts on communities and the environment, the Company places significant emphasis on key human rights

issues. These include employee rights, migrant labor, customer rights, community and environmental rights, occupational health and safety, non-discrimination, and supplier rights. The scope covers all relevant stakeholders, including employees, project workers (including migrant workers), suppliers, customers, and local communities.

The Company has established an approach aligned with Human Rights Due Diligence (HRDD) principles, which can be summarized into the following key elements:

1. Risk Identification and Assessment

The Company identifies and assesses human rights risks through its Enterprise Risk Management (ERM) process. Key risk areas include occupational health and safety, labor and migrant workforce management, customer rights and service quality, community and environmental impacts, and supplier compliance. This enables the Company to systematically identify material risks and prioritize appropriate mitigation actions.

2. Prevention and Mitigation

The Company has implemented relevant policies, guidelines, and control measures to prevent and mitigate potential human rights impacts. These include labor and human rights policies, welfare and working condition management, occupational health and safety measures, and the establishment of a Supplier Code of Conduct to ensure alignment with ethical standards and human rights principles across the supply chain.

3. Monitoring and Evaluation

The Company continuously monitors and evaluates its performance using relevant indicators, including customer satisfaction (88%, exceeding the target), employee engagement (82.54%), and the achievement of Zero Lost Time Injury. These indicators reflect the effectiveness of the Company's measures and are used to support continuous improvement.

4. Grievance Mechanism and Remediation

The Company provides a whistleblowing channel that allows stakeholders to report concerns or complaints related to human rights in a safe, transparent, and fair manner. Reported issues are investigated, addressed appropriately, and managed with measures in place to prevent retaliation against whistleblowers.

Governance and Integration

Human rights considerations are integrated into the Company's corporate governance structure and ERM framework, with oversight at the management level. Relevant performance indicators are established to ensure ongoing monitoring and systematic management of human rights issues.

Future Development

The Company remains committed to continuously enhancing its human rights management approach. Key priorities include strengthening human rights risk assessment processes, building ESG capabilities among employees, increasing supplier engagement across the value chain, and further developing monitoring systems in alignment with international practices.

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, Child labor, Safety and occupational health at work

The Company has established a workforce management plan covering key human rights and human capital management aspects, with a focus on fair treatment, employee development, and quality of working life. The key areas implemented during the year are as follows:

Fair Compensation
The Company provides compensation and benefits aligned with employees' competencies and performance, benchmarked against industry standards to attract and retain talent.

Training and Employee Development
The Company promotes continuous employee development through various training and learning programs to enhance required skills and support career advancement.

Employee Engagement and Participation
The Company places importance on employee engagement, with an engagement score of 82.54%, and continuously promotes communication and employee participation across the organization.

Migrant/Foreign Labor Management
The Company employs migrant workers in compliance with applicable laws and ensures appropriate welfare, living conditions, and equal fundamental rights.

Child Labor Prevention
The Company has a strict policy prohibiting child labor and complies with labor laws to ensure alignment with human rights principles.

Occupational Health and Safety
The Company prioritizes workplace safety by implementing occupational health and safety standards and has continuously maintained Zero Lost Time Injury performance.

Setting employee and labor management goals

Does the company set employee and labor management goals :	Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation	Competitiveness of compensation compared to industry	2025: Implemented	2026: Maintain alignment with market and performance
• Employee training and development	Number of training programs / training hours	2025: Ongoing	2026: Continuous improvement
• Promoting employee relations and participation	Employee engagement score (%)	2025: 82.54%	2026: >85%
• Migrant/foreign labor	Compliance with labor laws (%)	2025: 100%	2026: Maintain at 100%
• Safety and occupational health at work	Lost Time Injury (LTI)	2025: 0 (Zero LTI)	2026: 0 (Zero LTI)

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

The Company has continuously implemented its workforce management plan with a focus on balancing operational efficiency with responsible human capital management, under the principles of human rights, fairness, and workplace safety.

During the year, the Company implemented key measures in areas including fair compensation, employee development, employee engagement, migrant labor management, child labor prevention, and the enhancement of occupational health, safety, and working conditions. These efforts have resulted in tangible outcomes as follows:

The Company maintained an employee engagement level of 82.54%, reflecting employees' satisfaction, trust, and active participation within the organization. Continuous internal communication and engagement initiatives have been implemented to strengthen relationships between employees and the Company.

With respect to occupational health and safety, the Company places the highest priority on workplace safety by implementing risk control measures, monitoring, and continuous improvement. As a result, the Company has consistently maintained Zero Lost Time Injury (LTI), demonstrating the effectiveness of its safety management system.

The Company employs both local and migrant workers in full compliance with applicable laws, ensuring appropriate welfare, living conditions, and equal fundamental rights. No cases of child labor were identified, in alignment with human rights principles and regulatory requirements.

In terms of human capital development, the Company continuously promotes training and learning programs to enhance employees' skills and competencies, as well as to support career advancement. These initiatives contribute to strengthening workforce capabilities and enhancing the Company's long-term competitiveness.

In addition, the Company encourages open communication and employee participation through various channels, allowing employees to provide feedback and suggestions for continuous improvement of operations in alignment with employee needs.

These outcomes demonstrate the effectiveness of the Company's workforce management system, which aligns with human rights principles, labor laws, and relevant standards, while ensuring a sustainable balance between business operations and stakeholder well-being.

Employee and labor management: Employment

The Company places importance on fair and responsible employment practices, focusing on equal employment opportunities, workforce development, and contributing to economic and social development in the areas where it operates.

The Company's employment practices are aligned with labor laws and human rights principles. Recruitment is conducted in a transparent and non-discriminatory manner, taking into account job suitability, qualifications, and experience.

The Company also emphasizes local employment by encouraging construction units to hire local workers where appropriate. This approach helps generate income for local communities, reduce workforce displacement, and strengthen relationships between the Company and surrounding communities.

For migrant workers, the Company ensures employment in compliance with applicable laws, while providing appropriate welfare, living conditions, and equal fundamental rights. All workers are treated fairly without discrimination. In addition, the Company provides internship opportunities for students from both public and private educational institutions, allowing them to gain practical work experience and develop relevant skills to prepare for future employment.

Through these practices, the Company ensures effective and responsible employment management in compliance with applicable laws, while creating shared value for both the organization and society.

Hiring employees

	2023	2024	2025
Total employees (persons)	746	835	968
Male employees (persons)	522	576	682
Female employees (persons)	224	259	286

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	31	30	30
Total number of employees with disabilities (persons)	29	28	28
Total male employees with disabilities (persons)	15	13	13
Total female employees with disabilities (persons)	14	15	15
Total number of workers who are not employees with disabilities (persons)	2	2	2
Contributions to empowerment for persons with disabilities fund	No	No	No

Employee and labor management: Remuneration

The Company places strong emphasis on fair, transparent, and competitive compensation and welfare management, guided by principles of equality and non-discrimination. Compensation is aligned with the Company's performance in both the short and long term to enhance employee motivation and engagement.

The Company's compensation structure is linked to performance evaluations based on Key Performance Indicators (KPIs) and individual competencies. These are used to determine salary adjustments, annual bonuses, and performance-based incentives. Equal pay practices are applied, with no discrimination between male and female employees in the same positions. Compensation and benefits are regularly reviewed to ensure competitiveness within the industry.

For long-term benefits, the Company has established a provident fund in accordance with the Provident Fund Act B.E. 2530 (1987), managed by SCB Asset Management Co., Ltd., to support employees' long-term financial security. Employees can select investment plans based on their preferences, with regular communication on investment performance, opportunities, and risks.

The provident fund consists of contributions from both employees and the Company. Employees may voluntarily contribute between 5–15% of their salary, while the Company contributes at rates ranging from 5–9% based on employees' length of service, as follows:

- Less than 15 years of service: 5%
- 15 to less than 20 years: 6%
- 20 to less than 25 years: 7%
- 25 to less than 30 years: 8%
- 30 years and above: 9%

The Company has also established vesting conditions to encourage long-term employment. Employees are entitled to 100% of their own contributions in all cases, while employer contributions are paid based on the duration of membership as follows:

- Less than 5 years: 0%
- 5 to less than 6 years: 50%
- 6 to less than 7 years: 60%
- 7 to less than 8 years: 70%
- 8 to less than 9 years: 80%
- 9 to less than 10 years: 90%
- 10 years and above: 100%

Membership duration is calculated from the completion of the probation period.

In 2025, the Company contributed THB 26.83 million to the provident fund. A total of 916 employees participated out of 968 eligible employees, representing 94.63%, reflecting strong employee participation in long-term savings.

In addition to financial compensation, the Company provides comprehensive welfare and benefits to enhance employees' quality of life and that of their families, including accommodation support and financial assistance. Benefits are provided equally to all employees without discrimination based on gender, race, age, or religion.

The Company ensures that all employees are informed of their rights and benefits through employee handbooks and internal communication channels, enabling them to fully access available benefits.

Through these initiatives, the Company has established an effective and equitable compensation system that enhances employee motivation, engagement, and long-term financial stability, while supporting sustainable business growth.

In addition, the Company's total employee compensation has continuously increased from THB 521.99 million in 2023 to THB 617.66 million in 2025, reflecting business growth alongside ongoing investment in human capital.

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	521,995,356.00	587,556,772.08	617,658,051.00
Total male employee remuneration (Baht)	404,039,605.00	443,672,400.84	461,962,107.00
Total female employee remuneration (Baht)	117,955,751.00	143,884,371.24	155,695,944.00

Employee and labor management: Employee training and development

The Company places strong emphasis on the continuous development of employees at all levels to enhance their knowledge, competencies, and professional skills essential to business operations. This includes job-specific expertise, managerial capabilities, and technical skills for construction-related activities. The objective is to improve operational efficiency, enhance project quality, and support the Company's long-term growth.

The Company has established a structured training system through its Training School, which is responsible for planning and developing training programs aligned with the Company's strategic direction and the development needs of each employee group. This system covers employees at all levels, from operational staff to management, as well as construction workforce personnel. In addition, the Company operates both a central training center and specialized machinery training facilities to support the development of technical and specialized skills in a systematic manner.

A competency-based development framework has been implemented, supported by Individual Development Plans (IDPs), to ensure that employees receive appropriate development opportunities in line with their roles, responsibilities, and career progression. Post-training evaluations and follow-ups are conducted to ensure that training outcomes effectively contribute to improved job performance.

The Company delivers employee development through a variety of learning methods, including in-house training, external (public) training programs, E-Learning platforms, and specialized training for professional staff and construction workers. This approach ensures that employees have continuous and equitable access to learning and development opportunities.

In terms of professional development, the Company continuously supports engineers and professional personnel to enhance their competencies in response to technological advancements and industry changes. This includes the preparation of new-generation talent through the Young Engineer Program, as well as continuous skill development for construction workers in core activities.

The Company also promotes language development and digital learning to enhance employees' accessibility to knowledge. Through these initiatives, the Company fosters a learning organization culture that encourages continuous self-development throughout employees' career paths.

Through these efforts, the Company has established a comprehensive and continuous employee development system aligned with business needs, strengthening competitiveness, improving operational quality, and supporting sustainable long-term growth.

Training Hours by Learning Activity Type

Training Type	2023	2024	2025
English Knowledge (Weekly)	2,367	1,807	1,830
E-Learning (Anti-Corruption / Ethics / ESG)	582	332	317
E-Learning (Soft Skills / Safety, etc.)	2,264	1,885	1,695
In-house Training (Technical / BIM / AI)	4,089	4,755	4,681
In-house Training (Soft Skills / Safety, etc.)	5,221	9,214	9,216
Public Training (CPD)	168	294	202
Public Training (Soft Skills / Safety, etc.)	664	780	802

Professional Development

Item	2023	2024	2025
Engineers/Architects with CPD (persons)	171	217	164
Employees trained in Digital / AI (persons)	-	-	347

Ethics and ESG Training

Item	2023	2024	2025
Anti-Corruption Training (hours)	307	176	156
Business Ethics and Code of Conduct (hours)	275	156	161

Average Training Hours by Employee Level and Gender

Item	2023	2024	2025
Management Level (hours/person/year)	12	28	33
Operational Level (hours/person/year)	22	25	21
Male Employees (hours/person/year)	19	24	20
Female Employees (hours/person/year)	27	27	26

Overall Training Overview

Item	2023	2024	2025
Total Training Hours (hours)	15,355	19,067	18,743

	2023	2024	2025
Average employee training hours (hours / person / year)	22.00	25.00	22.00
Training and development expenses for employees (baht)	707,186.00	1,313,357.00	1,837,082.00

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

The Company places the highest priority on occupational health, safety, and workplace environment, with a strong commitment to preventing work-related accidents, injuries, and illnesses, as well as minimizing potential losses arising

from operations. The Company has established policies, guidelines, and procedures to manage safety risks across all operational processes, in compliance with applicable laws and relevant standards.

The Company has implemented an Occupational Health and Safety Management System in accordance with ISO 45001:2018 to enhance workplace safety standards systematically. The system aims to prevent work-related injuries, illnesses, and fatalities, while ensuring continuous improvement of safety management practices.

A Safety, Occupational Health, and Working Environment Committee has been established, comprising representatives from both management and employees. The committee is responsible for defining policies, setting safety plans, monitoring performance, and recommending improvements to ensure compliance with applicable safety laws and standards.

At the operational level, the Company has appointed safety officers at various levels, including executive, supervisory, and professional levels, across all units. These officers are responsible for overseeing safety practices, providing guidance, monitoring compliance, and collecting accident statistics to support continuous improvement of safety measures.

The Company also prioritizes employee health by providing annual health check-ups, as well as risk-based medical examinations such as lung function, vision, and hearing tests, to prevent occupational diseases and promote employee well-being.

As a result of these continuous safety efforts, the Company reported zero work-related accidents resulting in lost-time injuries during 2023–2025. This reflects the effectiveness of the Company's safety management system and the strong safety culture embedded throughout the organization.

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	0	0	0

Employee and labor management: Employee engagement and internal employee groups

Employee Engagement

Employee Engagement Policy and Approach

The Company places strong emphasis on employee engagement, recognizing that employees are a key driver of organizational success. The Company aims to create a working environment that enhances employee satisfaction, sense of belonging, and long-term commitment to the organization.

To achieve this, the Company implements policies related to employee welfare, quality of life, and fair labor practices. These initiatives are designed to strengthen employee motivation, promote positive workplace relationships, and support sustainable organizational performance.

Employee Relations and Participation

The Company promotes positive relationships between employees and the organization by encouraging employee participation and open communication. Various internal communication channels are provided to enable employees to express their opinions, share feedback, and contribute suggestions for organizational improvement.

In addition, the Company supports employee relations activities and fosters a collaborative working environment, allowing employees to work effectively together and feel valued as part of the organization.

Employee Engagement Monitoring and Assessment

The Company conducts employee engagement surveys periodically to assess employee satisfaction, organizational pride, and confidence in the Company.

In recent years, an engagement survey was conducted in 2023, while no formal survey was conducted in 2024 and 2025. However, the Company continues to collect employee feedback through internal channels to support ongoing improvement in human resource management.

Trend Analysis and Performance

During 2023–2025, the voluntary turnover rate declined in 2024 and slightly increased in 2025. This reflects changes in labor market conditions and external factors.

Nevertheless, the turnover rate remains at a manageable level and does not significantly impact the Company's overall operations. The Company continues to focus on retaining talent and improving the working environment to enhance employee engagement.

Outcome and Sustainability

Through continuous efforts in employee engagement management, the Company has created a supportive and stable working environment that promotes employee satisfaction, collaboration, and workforce stability.

Employee engagement remains a key factor in enhancing operational efficiency, strengthening competitiveness, and supporting the Company's sustainable growth in the long term.

Employee Representation

Approach to Employee Representation

The Company recognizes and supports employees' rights to representation in accordance with applicable laws. It promotes employee participation in communication, feedback, and workplace improvement initiatives to strengthen relationships between employees and the organization and to foster sustainable labor relations.

Form of Employee Representation

The Company has established a Welfare Committee in accordance with legal requirements. Employee representatives are elected to serve as a communication channel between employees and management.

Roles and Responsibilities of the Welfare Committee

The Welfare Committee plays a key role in:

- Representing employees in communicating welfare-related needs and suggestions
- Coordinating with management to improve welfare arrangements
- Promoting employee relations activities within the organization
- Monitoring and reviewing welfare management to ensure fairness and appropriateness

Participation and Communication Process

Regular meetings are held between the Welfare Committee and management to facilitate open dialogue, gather employee feedback, and jointly consider improvements to welfare and working conditions.

Labor Relations Outcome

As a result, the Company has maintained strong labor relations, with no labor disputes or complaints regarding unfair treatment of employees. This reflects the effectiveness of the Company's internal labor relations management system.

Employee engagement

The Company continuously monitors voluntary turnover as a key indicator of employee engagement and retention effectiveness.
This metric reflects employee satisfaction, working environment conditions, and the Company's ability to effectively manage and retain its workforce. The details are summarized as follows:

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	61	44	59
Total number of male employee turnover leaving the company voluntarily (persons)	47	34	41
Total number of female employee turnover leaving the company voluntarily (persons)	14	10	18
Proportion of voluntary resignations (%)	8.16	5.27	6.45

	2023	2024	2025
Evaluation result of employee engagement	Yes	No	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

Responsible Products and Services

The Company conducts its business with a strong commitment to responsibility toward customers and clients throughout all operational processes. Emphasis is placed on quality, safety, and compliance with applicable engineering standards and relevant laws and regulations. The Company has adopted ISO 9001:2015 (Quality Management System) and ISO 45001:2018 (Occupational Health and Safety Management System) as operational frameworks to systematically control, monitor, and ensure quality across all stages, from planning and design to construction and project delivery.

The Company has established quality control (QC) processes and inspection procedures at each stage of operations, along with continuous performance monitoring and process reviews. These measures aim to ensure ongoing improvement and enhancement of operational efficiency, with a focus on delivering high-quality work that meets specified requirements and effectively responds to customer expectations.

In addition, the Company has implemented Building Information Modeling (BIM) technology in project management to enhance accuracy, reduce errors, and improve operational efficiency. This contributes to risk reduction and strengthens customer confidence in the long term.

Communication of Product and Service Impacts to Customers

The Company places importance on transparent, complete, and verifiable communication of information related to its products and services. This includes, in particular, information on safety, environmental impacts, and engineering specifications relevant to each project.

At the project handover stage, the Company provides customers with complete and essential documentation, including As-Built Drawings, operation and maintenance manuals, material certifications, and safety-related documents. This ensures that customers are able to operate and utilize the project correctly, safely, and in alignment with its intended purposes.

Furthermore, the Company maintains continuous communication with customers through formal channels such as monthly meetings, project progress reports, and electronic communication platforms. These channels ensure that customers receive up-to-date information, can closely monitor project progress, and actively participate in project management.

Customer Satisfaction and Relationship Development

The Company is committed to enhancing customer satisfaction and fostering long-term relationships by establishing systematic channels for receiving customer feedback, suggestions, and complaints. These channels include project managers, electronic communication platforms, and formal meetings with customers.

Customer feedback is collected, analyzed, and continuously monitored to improve service quality and operational processes. The Company ensures that complaints are addressed appropriately and in a timely manner, with follow-up actions implemented to prevent recurrence.

Moreover, the Company emphasizes building trust and maintaining long-term relationships with customers by delivering quality work, ensuring timely project completion, and maintaining transparency in all operations. These practices are key factors contributing to customer confidence and the opportunity to secure repeat business from existing clients.

Customer Data Protection

The Company strictly complies with the Personal Data Protection Act B.E. 2562 (2019) (PDPA) by establishing policies and measures for the appropriate, transparent, and secure collection, use, and processing of personal data. Access to such data is restricted to authorized personnel only.

The Company has implemented data security controls, including access rights management, secure data storage systems, and measures to prevent unauthorized use or disclosure of information. These measures are regularly reviewed and improved to ensure alignment with applicable laws and best practices.

Although the Company has not implemented a formal Customer Relationship Management (CRM) system, customer data is managed appropriately within necessary and controlled frameworks, with a strong emphasis on data security. This approach helps mitigate risks related to data privacy and supports long-term customer trust.

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Responsible production and services for customers	Project delivery in accordance with contractual requirements	2025: Ongoing implementation	2026: Maintain & Enhance
• Communication of product and service impacts to customers/ consumers	Completeness of project reporting	2025: Ongoing implementation	2026: Maintain Standard
• Development of customer satisfaction and customer relationship	Response time for customer complaints	2025: In line with established standards	2026: Continuous Improvement
• Consumer data privacy and protection	Number of data breach incidents	2025: 0	2026: Zero

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company places strong emphasis on responsible customer management by adhering to safety and quality standards across all operational processes. Strict control and monitoring measures are implemented to ensure that deliverables comply with contractual requirements, engineering standards, and applicable regulations. In construction projects requiring high precision, the Company applies quality management systems and supports relevant personnel in undertaking training aligned with international standards, thereby reinforcing customer confidence in its operations.

In terms of customer communication, the Company utilizes structured and formal channels, including monthly meetings with clients, project progress reporting, and electronic platforms such as email and web-based systems. These channels are also used for managing complaints related to environmental and community impacts. Customers are able to submit feedback or complaints through these channels, and the Company responds within defined timeframes while incorporating feedback into operational improvements as appropriate.

Regarding customer relationships, the Company focuses on operational efficiency, timely delivery, and transparency throughout all processes. This is particularly important for corporate clients requiring reliable partners capable of managing large-scale projects. The Company also encourages customer participation in monthly meetings to exchange feedback and collaboratively develop project approaches tailored to specific requirements, thereby strengthening long-term relationships and trust.

In terms of personal data protection, the Company has established clear policies for managing customer information, emphasizing confidentiality, purpose limitation, and restricted access to authorized personnel only. These practices are aligned with the Personal Data Protection Act (PDPA). The Company also provides relevant training to employees to ensure proper compliance with legal requirements and best practices.

As a result, the Company has maintained consistent service standards and effective customer management practices, while continuously incorporating customer feedback to improve its operations. These efforts contribute to strengthening customer confidence and fostering sustainable long-term relationships.

Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction [1]	Yes	Yes	Yes

Remark : [1] *2023 : Customer satisfaction at 83%*
2024 : Increased to 87%
2025 : Further increased to 88%

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, Others : Social Policy and Network Collaboration

The Company has established a community and social management plan aimed at creating shared value for stakeholders while supporting sustainable business operations. The plan covers key social dimensions to ensure a comprehensive and balanced approach to community development.

The plan encompasses key areas including employment and skills development, education, religion and culture, natural resource management, sports and recreation, occupational health and quality of life, support for disadvantaged groups, water and sanitation management, reduction of social inequality, and collaboration with external networks.

Employment and Skills Development
The Company focuses on creating local employment opportunities and enhancing workforce capabilities through internship programs and experiential learning initiatives.

Education
The Company supports access to education and the improvement of learning quality through scholarships, educational materials, and school facility improvements.

Religion and Culture
The Company promotes religious and cultural preservation by supporting related activities and traditional events.

Forests and Natural Resources

The Company supports initiatives that promote environmental conservation and reduce environmental impacts, contributing to long-term sustainability.

Sports and Recreation

The Company supports sports and recreational activities to promote health and strengthen community relationships.

Occupational Health, Safety, and Quality of Life

The Company promotes health and well-being through various initiatives, including health-related activities and safety awareness programs.

Disadvantaged and Vulnerable Groups

The Company implements initiatives to support disadvantaged groups, aiming to improve quality of life and access to essential resources.

Water and Sanitation Management

The Company supports access to clean water and proper sanitation systems to enhance community hygiene and well-being.

Reducing Inequality

The Company implements initiatives to create economic and social opportunities for vulnerable groups.

Social Policy and Network Collaboration

The Company promotes collaboration with government agencies, private sector organizations, and other stakeholders to share knowledge and jointly contribute to sustainable social development.

The Company continuously monitors and evaluates the implementation of this plan to ensure effectiveness and alignment with stakeholder expectations, and to support continuous improvement.

Setting community and social management goals

Does the company set community and social management goals	: Yes

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employment and professional skill development	Number of trainees/ participants	2025: 32 persons	2026: Maintain or increase participation
• Education	Number of education support activities/budget	2025: Implemented	2026: Continuous expansion of access
• Religion and culture	Number of activities/ contributions	2025: Implemented	2026: Maintain community engagement
• Forests and natural resources	Number of environmental activities	2025: Implemented	2026: Ongoing
• Sports and recreation	Number of supported activities	2025: Implemented	2026: Maintain or increase participation
• Occupational health, safety, health, and quality of life	Blood donation volume/ number of activities	2025: 101,220 cc	2026: Ongoing
• Disadvantaged and vulnerable groups	Number of support projects/budget	2025: Implemented	2026: Continuous expansion
• Others : Social Policy and Network Collaboration	Number of partnerships	2025: Implemented	2026: Maintain and strengthen partnerships

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Employment and Skills Development

Employment Policy:

The Company has determined that each construction unit must consider, as necessary and appropriate, participating in improving and promoting the environment and supporting community activities, including local employment in every area where the Company conducts construction operations, or by cooperating with the Company's stakeholders to achieve the same result.

Internship Policy:

The Company has established a policy to accept students who are studying in educational institutions at the vocational and undergraduate levels, both in public and private sectors, to undertake internships in various departments, including the Company's construction units, in order to enhance skills and experience, as well as to prepare students for future employment.

Summary of Internship Program in 2025:

In 2025, the Company accepted students from 14 institutions to undertake internships in various departments at the head office and construction units, totaling 32 persons.

Professional Network of Engineers and Architects:

The Company is a member of the continuing professional development network organizations of the Council of Engineers and the Architect Council. The Company is able to organize continuing professional development training for engineers both within the organization and for members of the Council of Engineers nationwide, including sharing knowledge and information related to engineering work with other network organizations. This promotes continuous learning among professionals in order to develop themselves and the country sustainably. The training hours can also be counted as Continuing Professional Development (CPD) hours for use in examinations for promotion to associate engineer level, as preparation for advancement to higher levels. In addition, the Company has also provided personnel with expertise in various areas to serve as speakers in certain courses organized by the Council of Engineers.

Other Professional Development Activities:

- Support for Engineering Career Day 2025 on 28 November 2025 at Chiang Mai University Auditorium (Faculty of Engineering, Chiang Mai University) in the amount of THB 3,200
- Support through booth participation in BIM BOOTCAMP 2025 organized by the Building Information Modeling Association at Sripatum University, with the objective of promoting the application of BIM technology in construction work in Thailand in a systematic and sustainable manner, in the amount of THB 4,672.90

Education

Education and Youth Development Policy:

The Company recognizes the importance of education as a fundamental foundation for national development. Therefore, the Company has collaborated with customers and key business partners to continuously support education in various forms for under-resourced schools. In the past year, the Company has supported educational activities for educational institutions and organizations.

Education and Children's Day Support Activities in 2025:

- Financial support for scholarships and gifts for children of police officers on the occasion of National Children's Day 2025 at Bang Na Metropolitan Police Station, Nong Bon Subdistrict, Prawet District, Bangkok, in the amount of THB 5,000
- Support for prizes for Children's Day activities at Ban Rong Hip School, Takhian Tia Subdistrict, Bang Lamung District, Chonburi, in the amount of THB 2,000
- Purchase of stationery and snacks to support Children's Day activities for Thong Bai Community (50 children in the community) at the community leader's house, Soi Lasalle 38, in the amount of THB 1,983
- Renovation of a school building, installation of metal sheet walls and transparent panels, replacement of metal sheet roofing, and construction of a concrete walkway for Ban Hang Sung School (Ketwatthaprachanukroh), Hang Sung Subdistrict, Nong Yai District, Chonburi, in the amount of THB 54,000
- General equipment for setting up an early childhood development room, such as folding tables, jigsaw mats, inflatable pools, posters, and storybooks, to support quality of life development and promote access to public services for workers and their children residing in employee camps, under the BSI Initiative – Building Social Impact Initiative in the Thai construction industry, in the amount of THB 4,473.82

Religion and culture

Policy on Religious, Traditional and Cultural Activities:

The Company recognizes the importance of preserving Buddhism, as well as continuing traditions and good cultural values, to ensure sustainability and long-term continuation alongside Thai society. The Company promotes and supports the organization of related activities on a regular annual basis under the Company's name, employees, and in collaboration with stakeholders, such as candle offering ceremonies during Buddhist Lent, Kathin robe offering ceremonies, and contributions to the "Ruam Boon Roi Jai Sang Sasanathayat" project, etc. In addition, the Company donates funds to support religious, traditional, and cultural activities in collaboration with foundations/charitable organizations and various agencies.

Summary of Religious and Cultural Activities in 2025:

- Donation for novice ordination ceremony at Wat Phong Ploi Wiriyaram Buddhist Scripture School under the project "Ruam Boon Roi Jai Sang Sasanathayat", Year 21, in the amount of THB 5,000
- Donation to Wat Phong Ploi Wiriyaram on the occasion of Asalha Bucha Day and Buddhist Lent Day, in the amount of THB 5,000
- Contribution to Kathin Samakkhi ceremony at Wat Phong Ploi Wiriyaram for the renovation of the ubosot, construction of the 101-Year Pavilion of Somdet Phra Nyan Vajirodom (Luang Por Viriyang Sirintharo), and construction of a memorial building for Somdet Phra Maha Wirawong, in the amount of THB 20,000
- Contribution to the Royal Kathin Ceremony of His Majesty the King at Wat Samran Niwet, a Royal Temple, Bung Subdistrict, Mueang District, Amnat Charoen Province (via Bangkok Bank), in the amount of THB 10,000
- Participation in merit-making for the Royal Kathin Ceremony B.E. 2568 at Wat Nai Wang, Na Thawi Subdistrict, Na Thawi District, Songkhla Province (via the Department of Employment), in the amount of THB 3,000
- Contribution to Kathin Samakkhi ceremony at Wat Hua Suan, Hua Toei Subdistrict, Phunphin District, Surat Thani Province (Deputy Director-General of the Department of Airports), in the amount of THB 5,000
- Participation in the Royal Kathin Ceremony of the Department of Airports for the year 2025 at Wat Klang Worawihan, Pak Nam Subdistrict, Mueang Samut Prakan District, Samut Prakan Province, in the amount of THB 5,000
- Contribution on the occasion of the 92nd anniversary of the Department of Airports by donating to the welfare fund and public benefit/charitable activities of the organization, in the amount of THB 10,000

Sports and recreation

Sports and Recreation Support Activities in 2025:

- Financial support for Bang Na Sports Club to organize sports activities within Bang Na District, promote sports development, and support athletes as representatives of the district office to participate in competitions at district, cluster, Bangkok Metropolitan, and national levels, in the amount of THB 5,000
- Support for relationship-building tickets for "Southern Friends of Bangkaew, Bang Phli" event, 6th edition, organized by Bangkaew Police Station, Samut Prakan Province, with part of the proceeds used to support installation of fans and equipment for Demonstration School Bangkaew 1 (Nam Daeng), in the amount of THB 4,000

- Support for the Phuket Caravan and Friends activity “Chom Tulip Ban, Tan Phonlamai Rayong Hi”, with the objective of allowing Phuket people residing in Bangkok and nearby areas to travel together and strengthen unity, in the amount of THB 10,000
- Support for participation in the charity bowling competition organized by Bang Na Police Station Committee “BANGNA BOWLING FOR CHARITY 2025”, in the amount of THB 5,999

Occupational health, safety, health, and quality of life

Blood Donation Project:

Blood donation activity under the project “Sharing with Love, CNT Giving Opportunity for Life” to promote public awareness among employees and nearby communities around the head office to have public spirit and sacrifice for others, encouraging participation in helping society by providing opportunities to do good deeds without traveling far. This aligns with the Company’s policy to promote sharing and happiness in society. The Company has collaborated with Vajira Hospital to organize mobile blood donation units at the head office every 3 months. Each activity is announced approximately 2 weeks in advance through internal communication channels and external announcements for nearby communities to allow donors to prepare physically for blood donation.

Summary of Blood Donation in 2025:

- Head office: 4 events, total blood volume 56,700 cc
- Project sites: 1 event, total blood volume 44,520 cc
- Total annual blood donation volume: 101,220 cc
- Blood donation to Thai Red Cross Society, National Blood Center Region 3, Chonburi

Other Health Support Activities:

- Donation for installation of R.O. water purification system at dialysis building, Kut Bak Hospital, Wat Pa Khun Kham Vipassana, Kut Hai Subdistrict, Kut Bak District, Sakon Nakhon, in the amount of THB 10,000
- Contribution to “Operating Room Renovation Project, Siamin Building, Floor 5, Siriraj Hospital” instead of flower baskets on the occasion of the 31st anniversary of Export-Import Bank of Thailand, in the amount of THB 10,000
- Support for CSR Blood2Breath Project of Khon Kaen University International College to raise awareness on blood donation for patients in urgent need, in the amount of THB 5,000
- Volunteer engineers following the earthquake on 28 March 2025, in collaboration with the Council of Engineers and the Engineering Institute of Thailand under Royal Patronage, during 3–10 April 2025, inspecting buildings in government agencies, hospitals, and schools in Bangkok and surrounding areas

Disadvantaged and vulnerable groups

Support Activities for Disadvantaged Groups in 2025:

- Support for community outreach project for the underprivileged “Suk Pan Suk (Home Care)” by Sharing for Life Foundation Lat Krabang, assisting 3 persons/year, in the amount of THB 21,060
- Renovation works for Sri Chumpaban Foundation (roof repair, bathroom improvement, wall demolition for cafeteria, ceiling works, table repair, drainage system, electrical fan, doors, etc.), in the amount of THB 184,070
- Support for renovation of facilities at Good Shepherd Sisters Foundation (classrooms, bathrooms, cafeteria, ceiling, roofing, drainage system)

- Allocation of space at head office for donation box under “Luea-Khor Project” of Baan Nok Kamin Foundation, converting donated items into education funds (clothes, books, bags, shoes, electrical appliances, toys, recyclable materials), with collection 1–2 times per month

Reducing inequality

Creating Opportunities and Income:

- Collaboration with Fort Vending Co., Ltd. and Social Innovation Foundation to install “Tao Bin” vending machine at the head office, generating income for persons with disabilities by sharing 2% of beverage sales revenue to support projects improving quality of life for severely disadvantaged persons with disabilities

Disaster Relief Support:

- Procurement of consumer goods and essential items to support flood victims in Songkhla Province and nearby areas through Thai PBS, in the amount of THB 18,691.59
- Financial support for students of Prince of Songkla University affected by flooding in Southern Thailand, Faculty of Engineering, in the amount of THB 50,000

Social Policy and Network Collaboration

Social Policy:

To comply with the Company’s policy on responsibility toward stakeholders, particularly communities and society that are directly and indirectly related to the Company and contribute to the success of its operations or may be affected by the Company’s operations, the Company recognizes the necessity to give back to communities and society in all possible forms beyond legal and regulatory requirements. This is achieved through participation in community and social development to ensure sustainable growth through various activities both during operations (CSR In Process) and after operations (CSR After Process).

Participation in Sustainability Networks for Social Activities:

The Company participates in social activities through collaboration with network organizations from the public sector, private sector, and civil society to carry out activities beneficial to communities and society as follows:

- The Company supports construction materials for communities, schools, temples, and public places as requested
- Membership in the CSR Club of the Thai Listed Companies Association to jointly contribute to society and share information, experience, and knowledge for CSR development
- Lifetime membership in the Thai Contractors Association, including consideration of nominating senior executives of the Company to apply and be selected as committee members of the association to jointly contribute to society, share knowledge, and develop the construction industry as part of sustainable national development

Information on other social management

Plans, performance, and outcomes related to other social management

In addition to the key social initiatives, the Company emphasizes the integration of social considerations into its overall management framework to ensure long-term sustainability.

Social and stakeholder-related aspects are integrated into the Company’s Enterprise Risk Management (ERM) framework and corporate governance structure, enabling the Company to identify and manage potential social impacts arising from its operations effectively.

The Company also places importance on stakeholder engagement by providing communication channels to gather feedback from employees, communities, customers, and suppliers. This input is used to continuously improve operations in alignment with stakeholder expectations.

Furthermore, the Company promotes collaboration with government agencies, private sector organizations, and other stakeholders to exchange knowledge and jointly develop initiatives that create broader social impact.

The Company remains committed to continuously enhancing its social management approach, with a focus on strengthening monitoring and evaluation processes, as well as building internal capabilities in sustainability management to effectively address evolving social challenges.

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

The Company reported zero incidents of non-compliance with laws and regulations related to social and human rights matters for the years 2023–2025.

The Company has established policies, procedures, and internal control measures covering key human rights aspects, including employee rights, non-discrimination, migrant labor management, occupational health and safety, and customer rights. In addition, the Company enforces a Supplier Code of Conduct to ensure that its supply chain operates in compliance with applicable laws and standards.

Human rights considerations are integrated into the Company's Enterprise Risk Management (ERM) framework, and a Human Rights Due Diligence (HRDD) process has been implemented to identify, prevent, and mitigate potential risks.

The Company also provides whistleblowing channels accessible to all stakeholders, enabling them to report concerns safely, transparently, and fairly. All complaints are properly investigated and addressed in a timely manner.

These measures reflect the effectiveness of the Company's governance and management systems in preventing significant incidents related to social and human rights issues during the reporting period.

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations cases	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to 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

Details of incidents and corrective measures for significant social and legal violations

Year of incident	Details	Progress status
2025	**Incident** No significant incidents of non-compliance with social and human rights laws and regulations were identified during the reporting period. The Company has established comprehensive policies, procedures, and control measures, and has integrated Human Rights Due Diligence (HRDD) into its Enterprise Risk Management (ERM) framework. In addition, whistleblowing channels are in place to prevent, monitor, and manage risks on an ongoing basis. **Impact that occurred or is expected to occur** Non-financial impact 0 – No non-financial impact identified **Corrective or remedial measures** No corrective or remediation actions were required. The Company continues to implement ongoing monitoring and control through established policies, HRDD processes, and whistleblowing channels to effectively prevent and manage risks.	Incident no longer subject to action