3.3.2.6 Management to decrease greenhouse gas emission

At present, organizations and international institutions worldwide, including those in Thailand, have emphasized the risks arising from climate change, which directly affect economic activities, the environment, and society. Environmental laws are also expected to become increasingly stringent. The Company recognizes the importance of these issues and is committed to achieving carbon neutrality by 2050, while aiming to reach net zero greenhouse gas emissions by 2065. These commitments are intended to address the impacts of climate change, reduce greenhouse gas emissions, improve operational efficiency, minimize environmental impacts, and capture new business opportunities in the future.

The Company has established an Environmental Committee to serve as a working group responsible for overseeing, assessing climate-related risks and opportunities, setting environmental and sustainability performance targets, and managing climate change in accordance with the Company’s policy framework established by the Sustainability Committee. The Chief Executive Officer serves as the chairperson of the committee and plays a key role in overseeing overall operations as well as managing climate-related risks and opportunities.

In addition, the Company has participated in the JUMP+ program, which promotes value enhancement for listed companies, and has prepared and disclosed a Climate Action Plan to strengthen climate change management. Currently, the Company is in the process of establishing policies and operational plans covering risk assessment, data collection, and reporting related to climate change management in accordance with international standards such as IFRS S2 Climate-related Disclosures and the Task Force on Climate-related Financial Disclosures (TCFD). The Company is also committed to reducing environmental impacts and greenhouse gas emissions and is currently collecting data to review targets and develop effective greenhouse gas reduction plans.

The Company’s greenhouse gas emissions data for 2025 covering Scope 1 and Scope 2 has been verified by an external verifier and certified under the Carbon Footprint for Organization (CFO) program by the Thailand Greenhouse Gas Management Organization (TGO). In addition, the Company plans to begin collecting Scope 3 greenhouse gas emissions data in the future in order to enhance greenhouse gas data management and support greenhouse gas reduction planning in line with the execution of Company’s “Safe & Save: Save your life, Save your world” strategy, which focuses on strengthening clean energy initiatives, improving operational efficiency, and promoting sustainability in line with international standards.

Goals and Performance

Long-term targets*
Achieve carbon neutral organization by 2050
Net Zero Emission by 2065

*Note: Based on 2024 baseline year

2025 targets	Performance (%)
4.2% annual reduction of absolute GHG emission[1]	Decreased by 1.40
5% annual reduction of GHG emission[1] per production unit	*Increased by 13.46

[1] Direct greenhouse gas emissions (Scope 1) and indirect greenhouse gas emissions (Scope 2)

* Note: GHG emissions per production unit in 2025 increased from 2024 due to a 13.1% decrease in production volume compared with 2024.

Summary Table of Greenhouse Gas Emissions

Indicators	2023	2024	2025*	Variance (%)
Greenhouse Gas Emissions scope 1 and scope 2 (tonCO2e)	-	4,599.50	4,535	Decreased by 1.40
Greenhouse Gas Emissions scope 1 (tonCO2e)	-	2,548.84	2,706	Increased by 6.17
Greenhouse Gas Emissions scope 2 (tonCO2e)	-	2,050.66	1,829	Decreased by 10.81
Greenhouse Gas Emissions (scope1 amd scope2) per unit of production (tonCO2e/Pc)	-	0.00097	0.00110	Increased by 13.46

* Note: 2025 is the first year in which the Company's greenhouse gas emissions data received Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (TGO).

Climate Change Governance Structure

Function	**Roles and Responsibilities**
Board of Directors	- Establish the Company's vision, strategy, and objectives related to climate change management, and supervise the management to ensure effective and efficient implementation in accordance with such vision. - Provide approval on material matters related to climate change, such as the approval of climate-related policies, greenhouse gas (GHG) reduction plans, and investments in clean energy or green technologies. - Oversee the Company's compliance with applicable laws, regulations, and requirements related to climate change, including relevant international standards and practices on climate-related disclosures, GHG management and reduction plan, and regulatory requirements of capital market authorities. - Promote the implementation of good corporate governance principles by integrating climate change considerations into decision-making processes and supporting communication, awareness-building, and engagement among employees at all levels to ensure effective implementation. - Oversee the establishment of policies, processes, and frameworks for managing climate-related risks and opportunities, including regular monitoring, assessment, and reporting. - Ensure the regular review and updating of climate change policies, strategies, and action plans to remain current and aligned with the business environment, international standards, and the Company's greenhouse gas reduction targets. Meeting frequency: At least once a year
Sustainability Committee	Chairperson: Chief Executive Officer - Review Company's ESG (Environmental, Social and Governance) policies, strategies, and targets covering the management of climate-related risks and opportunities to respond to the needs of relevant stakeholders and to align with good practices in accordance with national and international standards. - Provide recommendations and promote the establishment of policies and strategies, as well as the implementation of Company's operations related to climate change, energy

	and resource management, in alignment with sustainable development principles and in accordance with the established action plans and targets. - Oversee, monitor, evaluate, and disclose the Company's performance on climate change and energy management to ensure efficiency and maximize benefits to the Company and its stakeholders. Meeting frequency: At least once a year
Executive Committee	- Establish annual budgets, and management authorities related to climate change management for the Board of Directors' approval. - Control and oversee the Company's climate change management operations in alignment with the policies, objectives, strategies, action plans, and annual budgets approved by the Board of Directors, ensuring efficiency and effectiveness, as well as providing advice and recommendations on management to senior executives. - Seek, study feasibility, and evaluate investment opportunities in projects or businesses related to climate change. - Ensuring that the Company has sufficient material climate change-related information to support the decision-making of the Board of Directors and shareholders Meeting frequency: Quarterly
Risk Management Committee	Chairperson: Independent Director - Review the Company's risk management policy, covering climate change risk and opportunities to ensure alignment with strategies and acceptable risk levels before proposing it to the Board for approval. - Oversee the identification of climate change-related risks by considering both external and internal risk factors, covering physical risks and transition risks, as well as risks related to energy and resource management, Environmental, Social, and Governance (ESG), and emerging risks in the future. - Oversee the assessment of impacts and opportunities arising from identified climate change-related risks, including risks prioritization, determine acceptable risk levels (Risk Appetite), and implement appropriate risk management approaches.

	- Monitor and review the effectiveness and adequacy of the climate change risk management policy on a regular basis to ensure alignment with the business strategy and direction and the ability to maintain risk levels within acceptable limits. Meeting frequency: Once a year
Risk Management Department	Assess sustainability, environmental, social, and climate-related risks and opportunities and establish preventive measures and risk management actions for the Company. Meeting frequency: At least once a year
Environmental Committee	The committee comprises executives from relevant business functions and is responsible for: - Establishing sustainability policies, indicators, targets, and action plans covering climate change management. - Assigning responsibilities for implementation, data collection, and performance reporting. - Planning and implementing environmental activities related to pollution prevention, sustainable resource use, climate change mitigation, and nature protection and restoration. - Reporting performance to the Sustainability Committee once a year. Meeting frequency: Quarterly
Business Unit	Implement projects, collect data, monitor progress, and regularly report performance to the Environmental Committee. Meeting frequency: As appropriate

Climate-related Risks and Opportunities Assessment

The Company integrates climate-related risks and opportunities into its Enterprise Risk Management (ERM) framework and systematically links them with operational and strategic risks. The Risk Management Department reviews and assesses climate-related risks and opportunities annually to ensure alignment with the Company's business context and changing external factors. The Company also plans to apply Scenario Analysis in future climate-related risk and opportunity assessments.

From the assessment, the Company is expected to be impacted by 3 key factors as follows:

Physical Risks (short- to long-term: 0–10+ years):

- Rising temperatures due to climate change increase electricity demand for air-conditioning systems in offices and factories, particularly chillers used to control temperatures for laser cutting and spot welding machines, resulting in higher electricity costs.
- Increased rainfall and storm frequency may create drainage limitations and increase flood risks, potentially affecting employee commuting, supplier transportation, and product deliveries, leading to operational disruptions and reduced revenue.

Environmental Laws and Regulations (Medium-term risks 3–10 years):

- Stricter chemical control regulations may affect operations and products if compliance is not adequately maintained.
- Climate-related laws and practices are expected to become more stringent, and insufficient preparedness may result in higher operating costs.

Changing Customer Demand (medium-term risks and opportunities: 3–10 years)

- Growing demand for environmentally friendly products requires the Company to strengthen product development and operations to meet customer expectations and international quality standards, reduce the risk of product rejection, and capture future market opportunities.

Corporate Greenhouse Gas Data Collection and Accounting Assessment

The Company initiated its corporate greenhouse gas accounting for the first time in 2024, beginning with the calculation of direct and indirect emissions under Scope 1 and Scope 2. These data serve as the baseline for the Company's greenhouse gas reduction targets, identification of Emission Hotspots, and development of future greenhouse gas reduction plans. The Company's greenhouse gas data collection follows the standards of the Thailand Greenhouse Gas Management Organization (TGO), which are aligned with the GHG Protocol.

In 2025, the Scope 1 and Scope 2 data collection boundary covered 2 factory buildings and 2 warehouse buildings, representing 100% of the Company's operations. After the KJL Innovation Campus (KiN) begins official operations, the Company will revise the greenhouse gas accounting boundary and review its greenhouse gas reduction targets to ensure alignment with the Company's strategy and international standards.

The 2025 data showed that the Company emitted 2,706 tCO_2e under Scope 1 and 1,829 tCO_2e under Scope 2, totaling 4,535 tCO_2e. The main emission sources were fuel combustion from machinery, electricity consumption, and fuel use for transportation, accounting for 42.38%, 40.33%, and 13.26% of total emissions, respectively.

Key Performance Results

The Company installed a Solar Rooftop system with a total capacity of 1 megawatt (MW) in 2023 and further expanded the installation by an additional 178.56 kilowatts (kW) in 2025 to increase the proportion of clean energy consumption and reduce electricity costs in its business operations. As a result, the Company was able to reduce its Scope 2 greenhouse gas emissions by 463.94 tCO_2e, representing 25.38% of its total Scope 2 emissions.

In addition, the Company plans to install additional Solar Rooftop systems at the KJL Innovation Campus (KiN), which is currently under construction. The installation is expected to add approximately 100–150 kilowatts (kW) of capacity by 2026 to further support the continuous and sustainable use of renewable energy.

The Company recognize the problems of climate change and global warming. The Company has replace the gasoline forklifts for the electric forklift (EV Forklift) to served as a vehicle for moving raw materials or products within the Company. As of December 31 2025, the Company already has 8 electric forklifts or 100% of total forklifts.

Additionally, the Company is in the process of planning and collaborating with partners to develop low-carbon coatings to create environmentally friendly products and meet the growing demand for green products in the market. The objective is to use energy and raw materials efficiently in the production process while maintaining or even improving the quality of the products. There are plans to introduce these products to the market in the future.