



ESG Performance Report for Listed Companies in 2025

KIJCHAROEN ENGINEERING ELECTRIC PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : KIJCHAROEN ENGINEERING ELECTRIC PUBLIC COMPANY LIMITED

Symbol : KJL

Market : mai

Industry Group : Industrials

Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

The Company places great importance on compliance with environmental laws and regulations. It promotes environmental awareness among employees and surrounding communities. To this end, the Company has implemented environmental management systems alongside its business operations in accordance with ISO 9001 and ISO 14001 standards for its manufacturing facilities, as well as other relevant standards. In addition, the Company has established and communicated a sustainability management policy as a guideline for all employees. An Environmental Committee has been appointed to oversee environmental management within the organization and to control environmental impacts arising from business operations, such as energy use, water consumption, waste and hazardous waste, pollution, operational efficiency improvement, and greenhouse gas management. The Company also supervises, assesses risks and opportunities related to climate change, sets key performance indicators, and manages greenhouse gas reduction efforts in alignment with the corporate policy framework established by the Sustainability Committee, in order to achieve the Company's targets.

Furthermore, to support sustainable operations under the SAFE & SAVE strategic framework, the Company has adopted the Life Cycle Assessment (LCA) approach as a key guideline for product development and continuous improvement of operational efficiency. This approach covers all activities, from product design, raw material usage, production processes, transportation, and usage, to end-of-life product management. Each year, the Environmental Management Working Team assigns relevant personnel to conduct or review the Life Cycle Impact Assessment (LCIA), taking into consideration factors such as waste generation, contamination, energy consumption, and resource utilization. The assessment is based on two main criteria:

- (1) the level of environmental impact (ranging from low to high), and
- (2) the Company's ability to control such impacts.

These criteria are used to determine the significance level of each activity, which serves as a basis for the development of action plans, improvement measures, and targets to enhance environmental performance as appropriate.

In 2025, the overall results of the product life cycle significance assessment considered as low level, and therefore focus on maintaining the effectiveness of existing operational systems, and identify further improvement.

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

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

There is a review of the goals for the year 2025.

Energy Management and Clean Energy Usage

- 5% annual reduction of energy usage per production unit.

Water Usage Management

- 5% annual reduction of water consumption per production unit.

Waste and Waste Management

- 5% annual reduction of total non-hazardous waste from production per production unit.
- 5% annual reduction of total hazardous waste from production per production unit.

Greenhouse Gas Management

- 4.2% annual reduction of absolute GHG emission.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with waste management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company's production process primarily relies on electricity. Therefore, the Company emphasizes energy efficiency while promoting a greater portion of clean energy usage to reduce production costs and minimize environmental impact.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 4,410,240.00 Kilowatt-Hours	2030 : Reduced by 25%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company focuses on the efficient management of energy, including both lighting and air conditioning systems, by installing and maintaining control equipment for the related electrical systems. Additionally, the Company promotes energy conservation campaigns within the organization, leading to a reduction in electricity consumption.

In 2025, the Company optimized the operation of the air compressor in the painting process by replacing the fixed-speed system, which operated continuously and consumed high energy, with a variable speed drive (VSD) system for 8 units. This modification enables the motor to adjust its operation based on actual usage, resulting in a reduction of annual electricity consumption by 838,080 kWh and an estimated savings of 3,494,793 baht per year.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	4,621,060.00	5,007,718.00	4,585,337.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	4,410,240.00	4,102,146.00	3,657,262.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	210,820.00	905,572.00	928,075.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	8,326.23	8,648.91	7,431.66

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Piece of raw material)	1.29000000	1.06000000	1.12000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	21,439,123.00	17,936,223.51	16,256,954.50
Percentage of total electricity expense to total expenses (%) ^(**)	2.40	1.81	1.69
Percentage of total electricity expense to total revenues (%) ^(**)	1.97	1.48	1.44
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	38,629.05	30,977.93	26,348.39

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

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Companys fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	4,892,988.04	6,202,330.02	6,603,304.81
Percentage of total fuel expense to total expenses (%) ^(**)	0.55	0.62	0.69

	2023	2024	2025
Percentage of total fuel expense to total revenues (%) ^(**)	0.45	0.51	0.59

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

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

Information on total energy management (electricity + fuel)

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : Yes

As the Company's production process relies on tap water for its painting processes, the Company places importance on using water efficiently in cooperation with the community. It ensures that its operations do not cause pollution, avoids excessive use of community water resources, and prepares for risks related to changes in water availability, which have increased each year. The Company is committed to supporting and implementing water efficiency initiatives through a water recycling system and appropriate water treatment processes to prevent contamination of water sources, both in its production processes and office buildings.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 92,954.00 Cubic meters	2030 : Reduced by 10% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the Company implemented ongoing maintenance and inspection measures for the water supply system to ensure compliance with standards every year. This includes adjusting the water flow rate in sinks and sanitary fixtures within the building to reduce water flow. Additionally, a campaign was launched to encourage employees to cooperate in water conservation through communication efforts in various restroom and factory areas. The campaign has received strong support and adherence from employees, aligning with the Company's policy to promote energy conservation and the most efficient use of water.

However, the company's production process still relying heavily on tap water for the painting process. Additionally, the company has expanded its production capacity from 20 million units to 33 million units over the past 2 years and is further expanding to 40 million units by 2026. The company is currently studying a water recycling system to integrate into its production process and improve water efficiency. It is expected that this initiative will help increase the amount of recycled water by 10%.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	92,954.00	112,152.00	88,435.00
Water withdrawal by third-party water (cubic meters)	92,954.00	112,152.00	88,435.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	167.48	193.70	143.33
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.09	0.09	0.08

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

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	74,363.00	89,722.00	70,748.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	74,363.00	89,722.00	70,748.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	18,591.00	22,430.00	17,687.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01708847	0.01854070	0.01569055
Intensity of total water consumption (Cubic meters / Piece of product)	0.02600000	0.02370000	0.02150000

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

Water withdrawal expenses

	2023	2024	2025
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	2023	2024	2025
Total water withdrawal expense (Baht)	2,526,913.00	3,213,880.00	2,655,017.25
Total water withdrawal expense from third-party water (Baht)	2,526,913.00	3,213,880.00	2,655,017.25
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.28	0.32	0.28
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.23	0.27	0.24
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	4,553.00	5,550.74	4,303.11

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company is committed to conducting business sustainably by avoiding negative impacts on the environment and society from its operations. The Company places significant importance on systematic resources and waste management, following the 3R principles (Reduce, Reuse, Recycle). Reduce refers to minimizing usage, using only what is necessary, or reducing waste generation. Reuse involves using items again to extend their lifespan. Recycle refers to transforming waste materials for reuse. The Company has effectively implemented waste segregation into 4 categories (organic waste, recyclable waste, general waste, and hazardous waste) through a waste separation system and clearly defined waste classification points. Alongside this, the Company promotes awareness and encourages participation from employees and stakeholders, such as business partners, to ensure sustainable resources and waste management. The majority of the waste generated is non-hazardous waste from the production process and non-production activities, such as metal scraps, glass fragments, paper scraps, plastic waste, and general waste, accounting for 96% of the total waste volume. The remaining 4% consists of hazardous waste generated from the production process, such as paint dust and contaminated containers. The Company places great importance on managing this type of waste carefully to ensure compliance with ISO 14001:2015 Environmental Management Systems Standard.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	-	2025 : Reduced by 5%	<ul style="list-style-type: none">• Recycle• Landfilling• Incineration with energy recovery

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Hazardous waste	-	2025 : Reduced by 5%	• Incineration with energy recovery

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The Company promotes efficient resources and waste management from the production process through 2 projects aimed at reducing non-hazardous waste and hazardous waste :

- Reuse Scrap Project:** Initiated in 2021, this project aims to support the efficient use of raw materials and reduce waste generation throughout the production process of electrical cabinets, wireway, and other equipment. The Reuse Scrap project focuses on 2 types of raw materials:
 - Main raw materials:** include cold-rolled steel, black steel, galvanized steel, aluminum, and stainless steel. The focus is on improving the design of the workpiece layout for sheet metal (cutting share) and incorporating semi-finished or co-products into the steel raw materials to increase the number of workpieces produced per cutting cycle. Additionally, the remaining steel scrap is saved for use in the production of other components, leading to a 13% reduction in metal scrap per production unit.
 - The powder used in the product painting process** is managed with a focus on utilizing production technology that ensures raw material efficiency. The Company's spray painting machines are equipped with a closed-loop system that captures excess paint for reuse. In the current year, the volume of residual powder dust increased by 1% per unit of production.
- Waste Segregation Project within the Factory and Employee Housing** The Company launched the project by providing training and raising awareness among employees at all levels about the benefits of waste segregation for employees, housing, and the factory. The project was initiated in September 2023, and regular training is conducted every year for employees involved in waste management. The target group of employees attending the training represents 100%. After the training, all employees are expected to understand how to segregate waste into four categories: organic waste, recyclable waste, general waste, and hazardous waste. Additionally, responsibilities are assigned to employees, such as department heads, to guide their teams in waste segregation to ensure proper waste separation. As a result of this initiative, the Company has been able to reduce the volume of waste sent to landfills by 47% per production unit, with other types of waste being processed for energy generation and recycling as appropriate.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	2,428,042.00	2,953,218.00	3,122,036.00
Total non-hazardous waste (kilograms)	2,351,812.00	2,854,074.00	3,000,245.00
Total hazardous waste (kilograms)	76,230.00	99,144.00	121,791.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	2.23	2.44	2.77
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	2.16	2.36	2.66
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.07	0.08	0.11

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	2,140,610.00	2,614,070.00	2,898,801.10
Reused/Recycled non-hazardous waste (Kilograms)	2,140,610.00	2,614,070.00	2,898,801.10
Recycled non-hazardous waste (Kilograms)	2,140,610.00	2,614,070.00	2,898,801.10
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	88.16	88.52	92.85
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	91.02	91.59	96.62

	2023	2024	2025
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	0.00

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

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 environmental impacts, and capture new business opportunities in the future.

The Company has taken steps to enhance its capacity in managing climate change by establishing an Environmental Committee. This group is responsible for overseeing, assessing risks and opportunities related to climate change, setting environmental performance indicators, and managing climate change in line with the Company's policy framework, which has been defined by the Corporate Sustainability Committee. The Chief Executive Officer (CEO) serves as the chairperson of the committee, playing a key role in managing risks or opportunities related to climate change.

The Company recognizes the issues of climate change and global warming. Currently, the Company is in the process of establishing policies and operational plans for data collection and reporting related to its climate change management, in alignment 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. It is in the process of developing action plans and enhancing data collection systems to review targets and implement effective greenhouse gas reduction management strategies.

The Company's greenhouse gas emissions data for the year 2025 (Scope 1 and Scope 2) has been verified by the 3rd party verifier and was certified for the Carbon Footprint for Organization (CFO) 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 to further enhance its emissions data management and develop a greenhouse gas reduction roadmap aligned with its Safe & Save: Save your life, Save your world strategy, of which focuses on strengthening clean energy initiatives, improving operational efficiency, and promoting sustainability in line with international standards.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2024 : Greenhouse gas emissions 4,599.50 tCO ₂ e	2025 : Reduced by 4.2% in comparison to the base year	2065 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2024 : Greenhouse gas emissions 4,599.50 tCO ₂ e	2050 : Reduced by 0% tCO ₂ e	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company 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 tCO₂e, 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 100150 kilowatts (kW) of capacity by 2026 to further support the continuous and sustainable use of renewable energy.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	2,204.68	4,599.50	4,535.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	2,548.84	2,706.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	2,204.68	2,050.66	1,829.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.002026	0.003802	0.004023
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	3.97	7.94	7.35
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Piece of product)	N/A	0.00097236	0.00110280

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

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

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

Verification of the company's greenhouse gas : Yes
emissions

List of greenhouse gas verifier entity : Active Consultants (Thailand) Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	1,251.00	39.27	6,581.47
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	1,251.00	39.27	6,581.47

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : KIJCHAROEN ENGINEERING ELECTRIC PUBLIC COMPANY LIMITED

Symbol : KJL

Market : mai

Industry Group : Industrials

Sector : SECTOR 0

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

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

The Company has a policy to support and respect the human rights protection. By treating involved parties, whether the employees, communities, and society with respect for human values. Consider equality and equal freedom. Never violate basic rights and never discriminate whether in aspects of race, nationality, religion, language, complexion, gender, age, education, physical condition or social status. Additionally, the Company also ensures that its business operations do not involve any violations of human rights, both directly and indirectly including prohibiting the use of child labor, in compliance with legal age requirements, prohibiting the use of forced labor, preventing sexual harassment and etc. In addition, the Company also has an operating policy that supports matters related to respect for human rights as follows:

1. The Company treats all employees and stakeholders with equal respect for their honor and dignity, without discrimination.
2. The Company provides employees with communication channels to submit suggestions or grievances regarding workplace concerns, including but not limited to direct or indirect human rights violations, bullying, exploitation, or harassment. Complaints may be submitted through an anonymous whistleblowing channel at AC@kjl.co.th. All submissions will be seriously considered, and appropriate corrective actions will be determined to ensure fairness for all parties and to promote positive working relationships.
3. The Company supports employees in exercising their lawful rights as citizens under the Constitution and applicable laws, including the right to join associations, unions, federations, or to collectively bargain.
4. The Company safeguards employees personal data, such as personal records, health records, and employment history. Disclosure or transfer of employees personal data to the public shall only be made with the employees consent, unless otherwise required by the Companys regulations or applicable laws. Any violation shall be subject to disciplinary action.
5. The Company does not support businesses that violate internationally recognized human rights principles or engage in corruption.
6. All employees must refrain from any act of violation or harassment, whether verbal or physical, against others on the basis of race, gender, religion, age, or physical or mental disability.
7. All employees are required to acknowledge and participate in regular training on the Companys human rights policies and guidelines.

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights

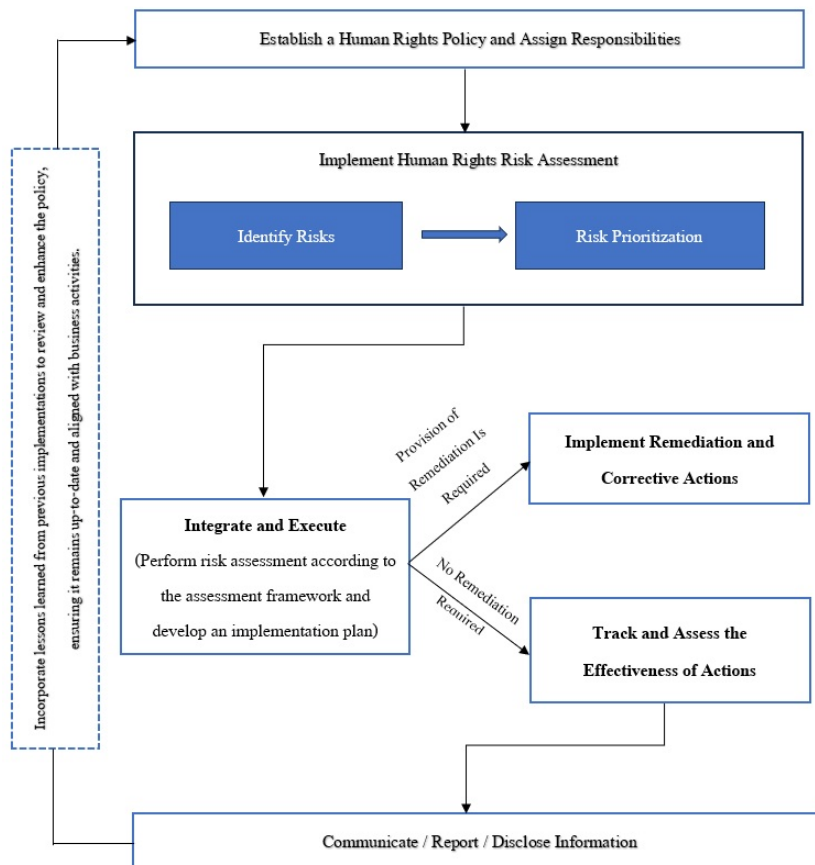
Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

A comprehensive proactive process to identify actual and potential negative social, environmental, and economic impacts arising from the organization's operations and activities. The objective is to avoid and prevent human rights violations and mitigate negative impacts on social, environmental, and economic aspects. Managing interrelated activities to create added value for the company.

HRDD process diagram



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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

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

Information on employees and labor management plan

Employees and labor management plan

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

The Company is committed to ensuring that all employees work together in a positive and safe working environment. It promotes fair and equal treatment, free from harassment or exploitation, while effectively managing human resources to achieve maximum efficiency, ranging from recruitment and development to continuous training. The Company relevant policies and action plans are as follows:

1. The Company upholds a policy of equal and non-discriminatory treatment of employees, providing fair compensation, a safe and hygienic working environment, career stability, and equal opportunities for career advancement. It also provides employee welfare in accordance with legal requirements, such as social security and provident fund schemes.
2. The Company promotes employee development through training programs, seminars, and site visits to ensure effective skill enhancement. Annual training programs are organized for employees. In addition, the Company supports efficient work processes by clearly defining roles and responsibilities, offering appropriate compensation, and continuously improving performance evaluation systems and employee competencies.
3. Employees at all levels are required to regularly attend training sessions, and acknowledge all policies related to employees. This is to strengthen employee understanding, and empower good practices. The policies cover the Code of Conduct, safety, occupational health and workplace environment, human rights, and other labour-related guidelines.
4. The Company regularly conducts assessments, monitoring, and reviews of risks and opportunities related to fair employee treatment and respect for human rights across all work processes, at least once a year. The process is supported by various monitoring mechanisms, such as whistleblowing channels, annual employee satisfaction surveys, and occupational safety risk assessments. The results are used to improve human resource management practices and to establish appropriate preventive measures against potential negative impacts.

The Company values all employee feedback and places importance on annual employee satisfaction assessments. It also implements various initiatives to support and enhance employee well-being, such as providing suitable rest areas and installing drinking water dispensers throughout the factory. The Company has set a target to maintain an average employee satisfaction level of 60%. In the past year, the satisfaction score reached an average of 78.14%. Overall, employees expressed satisfaction with the Company's systems, compensation practices, and recreational activities. However, employee welfare remains an area for further improvement.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Employee Capability Development	-	2025: At least 24 hours of employee training per person per year
• Promoting employee relations and participation	Employee Engagement and Retention	-	2025: At least 60% employee satisfaction score
• Safety and occupational health at work	Occupational Safety, Health, and Work Environment	-	2025: - The work-related fatality rate is 0. - The work-related injury rate (TRIR) has decreased to 3 cases per 1,000,000 working hours (not exceeding 2.08). - The Lost Time Injury Frequency Rate (LTIFR) has decreased to 0 cases per 1,000,000 working hours (equal to 0). - The number of work-related accidents does not exceed 0 incidents per year.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

The Company has arranged for a mobile dental unit to provide on-site dental services to employees at its premises as part of its health welfare benefits. The services include oral health check-ups, scaling, fillings, and basic dental care advice. This initiative helps reduce time constraints associated with traveling to external medical facilities and supports employees in maintaining regular oral health care. The Company expects this benefit to contribute to enhancing employees quality of life and to support their ability to work consistently and efficiently.

In addition, the Company has enhanced its employee health insurance benefits to provide broader and more responsive healthcare coverage. The objective is to ensure that employees receive appropriate protection, thereby strengthening their security and quality of working life. The Company is currently exploring various options to identify the most suitable and beneficial approach for all employees.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	555	579	617
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	555	579	617
Male employees (persons)	281	289	316
Percentage of male employees (%)	50.63	49.91	51.22
Female employees (persons)	274	290	301
Percentage of female employees (%)	49.37	50.09	48.78

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	291	283	291
Percentage of employees under 30 years old (%)	52.43	48.88	47.16
Total number of employees 30-50 years old (Persons)	242	271	298
Percentage of employees 30-50 years old (%)	43.60	46.80	48.30

	2023	2024	2025
Total number of employees over 50 years old (Persons)	22	25	28
Percentage of employees over 50 years old (%)	3.96	4.32	4.54

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	140	131	148
Percentage of male employees under 30 years old (%)	49.82	45.33	46.84
Total number of male employees 30-50 years old (Persons)	129	143	151
Percentage of male employees 30-50 years old (%)	45.91	49.48	47.78
Total number of male employees over 50 years old (Persons)	12	15	17
Percentage of male employees over 50 years old (%)	4.27	5.19	5.38

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	151	152	143
Percentage of female employees under 30 years old (%)	55.11	52.41	47.51
Total number of female employees 30-50 years old (Persons)	113	128	147
Percentage of female employees 30-50 years old (%)	41.24	44.14	48.84

	2023	2024	2025
Total number of female employees over 50 years old (Persons)	10	10	11
Percentage of female employees over 50 years old (%)	3.65	3.45	3.65

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	544	568	606
Percentage of employees in operational level (%)	98.02	98.10	98.22
Total number of employees in management level (Persons)	8	8	8
Percentage of employees in management level (%)	1.44	1.38	1.30
Total number of employees in executive level (Persons)	3	3	3
Percentage of employees in executive level (%)	0.54	0.52	0.49

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	275	283	309
Percentage of male employees in operational level (%)	97.86	97.92	97.78
Total number of male employees in management level (Persons)	4	4	5
Percentage of male employees in management level (%)	1.42	1.38	1.58

	2023	2024	2025
Total number of male employees in executive level (Persons)	2	2	2
Percentage of male employees in executive level (%)	0.71	0.69	0.63

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	269	285	297
Percentage of female employees in operational level (%)	98.18	98.28	98.67
Total number of female employees in management level (Persons)	4	4	3
Percentage of female employees in management level (%)	1.46	1.38	1.00
Total number of female employees in executive level (Persons)	1	1	1
Percentage of female employees in executive level (%)	0.36	0.34	0.33

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	281	289	316

	2023	2024	2025
Bangkok Metropolitan (Person)	281	289	316
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	274	290	301
Bangkok Metropolitan (Person)	274	290	301
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	3	3	3
Percentage of disabled workers to total employment (%)	0.54	0.52	0.49

	2023	2024	2025
Total number of employees with disabilities (Persons)	3	3	3
Total male employees with disabilities (persons)	3	3	3
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.54	0.52	0.49
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	151,628,060.94	184,487,572.15	196,012,509.00
Total male employee remuneration (baht)	81,503,874.44	98,447,667.00	105,281,482.00
Percentage of remuneration for male employees (%)	53.75	53.36	53.71
Total female employee remuneration (baht)	70,124,186.50	86,039,905.15	90,731,027.00
Percentage of remuneration for female employees (%)	46.25	46.64	46.29
Average of remuneration of employees (Baht/persons)	273,203.71	318,631.39	317,686.40
Average of remuneration for male employees (Baht/persons)	290,049.37	340,649.37	333,169.25

	2023	2024	2025
Average of remuneration for female employees (Baht/persons)	255,927.69	296,689.33	301,431.98
Rate of average of remuneration between female employees and male employees	0.88	0.87	0.90

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Dedicated Fund of Kijcharoen Engineering Electric Public Company Limited Under the Registered K Master Pooled Fund Provident Fund

Conditions for Fund Membership

- 1.Membership is voluntary for employees, and they are eligible to apply after completing at least one year of service.
- 2.Members whose membership has been terminated under Clause 3 (2) may reapply for fund membership.

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	451	517	541
Number of employees joining in PVD (persons)	110	118	128
Number of PVD members / Total employees (%)	19.82	20.38	20.75
Number of PVD members / Total eligible employees (%)	24.39	22.82	23.66

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	2,005,234.55	2,526,596.81	2,799,874.85

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
KIJCHAROEN ENGINEERING ELECTRIC PUBLIC COMPANY LIMITED	Yes	617	541	128	20.75	23.66

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	16.55	24.56	25.27
Total amount spent on employee training and development (Baht)	2,221,403.23	2,233,695.34	2,506,968.77
Percentage of training and development expenses to total expenses (%) ^(*)	0.002490	0.002250	0.002614
Percentage of training and development expenses to total revenue (%) ^(*)	0.002042	0.001846	0.002224

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	1,398,645.00	1,389,600.00	1,480,800.00
Total number of hours worked by employees (Hours)	1,398,645.00	1,389,600.00	1,480,800.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	9	7	21
Total number of employees that lost time injuries for 1 day or more (Persons)	2	1	1
Percentage of employees that lost time injuries for 1 day or more (%)	0.36	0.17	0.16
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	1.43	0.72	0.68
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.29	0.14	0.14

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	50	44	47
Total number of male employee turnover leaving the company voluntarily (persons)	34	25	32
Total number of female employee turnover leaving the company voluntarily (persons)	16	19	15
Proportion of voluntary resignations (%)	9.01	7.60	7.62
Percentage of male employee turnover leaving the Company voluntarily (%)	68.00	56.82	68.09
Percentage of female employee turnover leaving the Company voluntarily (%)	32.00	43.18	31.91

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://kjl.co.th/privacy-policy/>

Responsible sales and marketing policy and guidelines

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

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

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

The Company continuously develops products and services to meet customer satisfaction with responsibility, integrity, and ethics. Most of the Company's customers are distributors, so the Company provides technical knowledge and organizes meetings for information exchange and collaborative improvement. In 2025, the Company achieved a customer satisfaction rate of 98%.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Relationship Management	-	2025: Customer satisfaction score at least 95%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company received high satisfaction in the sales aspect, particularly in terms of communication etiquette, the sales staffs product knowledge, and the convenience and speed of communication. However, customer satisfaction with after-sales services was rated lower than other areas, especially regarding the speed of product claims processing in cases of damaged goods. In response, the Company has established systematic improvement measures to enhance the efficiency of its after-sales services. These include improving the claim intake and tracking process to ensure clarity and traceability, establishing a Service Level Agreement (SLA) to control processing timelines, providing continuous updates to customers on claim status, and analyzing root causes of issues to improve product quality and reduce the likelihood of recurring problems in the future.

Additionally, the Company has introduced a newly designed packaging format to enhance convenience and operational efficiency. The new packaging provides comprehensive product information covering all sizes, along with isometric-view product images to facilitate clearer understanding of product features. It also includes a QR Code that allows customers to conveniently access detailed product information and request a catalog. Barcodes are displayed on both the side and top of the box to support efficient logistics and warehouse management. Furthermore, a drilling template is provided on the back of the box, clearly indicating the actual plate dimensions to facilitate accurate and efficient installation and product usage.

The Company also continues to introduce new innovations to customers through participation in trade exhibitions that focus on modern technologies. For example, at SUBCON Thailand, the Company showcased high-precision sheet metal products that require advanced expertise and accuracy to meet specific customer requirements, such as medical components and metal panels for kiosks, including UV sterilization boxes.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : 028085000

Fax : -

Email : -

Company's website : <https://www.kjl.co.th/Contact>

Address : Kijcharoen Engineering Electric Public Company Limited
61 and 61/5 Moo 8 Soi Wirunrat Setthakit Rd., Thamai,
Krathum Baen Samut Sakhon 74110

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Employment and professional skill development implemented by the company over the past year

The Company recognizes the importance of coexisting with the communities and stakeholders related to its business operations. It remains open to listening to community feedback in order to promote and enhance quality of life, prevent potential negative impacts arising from business activities, strengthen professional standards, and support a stable and safe electrical industry in line with the Company's Safe & Save strategy. This is implemented across three key dimensions as follows:

1. Enhancing education for youth and the communities

- Promote accurate knowledge and understanding of electrical systems through initiatives such as the KJL Electric Community Program, the KJL Solar Rooftop Program, and the KiN Innovation Center. These initiatives aim to support the development of electrical professionals, drive sustainable safety standards in the industry, and help strengthen KJL value chain network.

- Disseminate accurate knowledge and understanding of electrical systems through articles published on the Company website.

- Develop professional electrical installation manuals for industry personnel, such as electricians, electrical engineers, and system contractors, to help enhance technical skills, ensure standardized installation practices, and improve safety for users.

2. Ensuring safe access to electrical systems.

Support the provision of electrical distribution boards to schools and communities to enhance quality of life and reduce risks associated with unsafe electrical system usage.

3. Community development and environmental conservation

- Regularly engage with communities to gather feedback and monitor potential impacts from business operations, as well as participate in community activities.

- Encourage employee participation in proposing and developing social and environmental initiatives.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development	Each year, 5,000 people enroll in the KJL Network to gain access to the electrical system installation manual.	-	2025: Each year, 5,000 people enroll in the KJL Network to gain access to the electrical system installation manual.
• Others : environmental impact on the community related complaint	Environmental impact on the community related complaint	-	2025: 0 environmental impact on the community related complaint

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The Company has launched the KJL Electricians Meeting and KJL Solar Roof Electricians Meeting, aimed at building knowledge and understanding of professional and safe electrical system installation and solar power generation systems. These initiatives are designed to promote career development within the community and society. The Company has continued to conduct training for the second consecutive year, covering all regions of Thailand, with a total of 3,875 participants in the past year.

The KJL Electricians Meeting and KJL Solar Roof Electricians Meeting are training programs focused on electrical system installations and solar power generation system installations. After the training, participants not only gain in-depth knowledge but also receive a professional electrical system installation manual and a skills certification diploma. These credentials can be used to further pursue the necessary qualifications to obtain a professional license for their career.

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	6,527,354.70	10,378,568.33	9,869,594.30
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.731538	1.045225	1.028929
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.599981	0.857896	0.875555

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

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ESG Performance

Company Name : KIJCHAROEN ENGINEERING ELECTRIC PUBLIC COMPANY LIMITED

Symbol : KJL

Market : mai

Industry Group : Industrials

Sector : SECTOR 0

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company's board of directors has established key policies and strategies to enhance the Company's competitiveness. They have actively monitored the Company's performance to ensure its continuous business operations and increased competitiveness. Additionally, the board of directors has conducted business operations under the principles of good corporate governance, as outlined in the year B.E. 2560 (2017) by the Securities and Exchange Commission. These principles guide the Company's policies, including overseeing the adequacy of the internal control system, consistent management of organizational risks, and ensuring accurate and comprehensive financial reporting in accordance with relevant financial reporting standards. Furthermore, the board of directors has defined the Company's organizational values as FIST, comprising flexibility to adapt to changing needs, staying innovative, being swift, punctual, trustworthy, and promoting the cultivation of an organizational culture aligned with these values.

Policy and guidelines related to the board of directors

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

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

Nomination of directors

The Nomination and Remuneration Committee consists of 2 independent directors out of 3 directors of the Nomination and Remuneration Committee, who will consider the remuneration structure and rate of directors and executives to align with their responsibilities and motivate them to lead the organization to operate according to both short-term and long-term goals. The remuneration is presented to the Board of Directors for consideration and approval. The remuneration of directors and executives shall align with the Company's long-term strategies and goals, experiences, duties, scopes, roles and responsibilities, as well as the expected benefits from each director and executive. Such remuneration can be compared with industrials with the same nature. The criteria are as follows:

- Have knowledge, capabilities, and experiences beneficial to business operations
- Have integrity, honesty, ethics in business operations, and vision
- Have sufficient time to devote their knowledge and capabilities and perform their duties to the best of their abilities for the Company
- Cannot operate a business with the same nature and in competition with the Company's business
- Be innovative and keep oneself up to date in an ever evolving world
- Have ideologies and be able to work well with others

Criteria for selecting Independent Directors

For the selection of the Audit Committee / independent directors, the shareholders' meeting appoints the committee, which consists of 3 Audit Committee members / independent directors who shall serve a 3-year term. At least 1 Audit Committee member must have sufficient knowledge and experience in accounting and finance and be able to perform the duty of reviewing the reliability of the Company's financial statements. The committee shall have the following qualifications:

1. Holds no more than 1 percent of the total voting shares of the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company. This shall apply to the shareholding of persons in relation with independent directors.
2. Is not or has never been a director involved in the management, an officer, an employee, an advisor with regular wages, or the controlling authority of the Company, the holding company, subsidiary companies, affiliated companies, subsidiary companies under the same holding company, major shareholders, or the controlling authority of the Company, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office. Such prohibited characteristics do not include cases where the independent director was formerly a civil servant or an advisor to major shareholders or the controlling authority of the Company.
3. Is not a person who has a blood relationship or by legal registration as a father, mother, spouse, sibling, child and child's spouse of other directors, executives, major shareholders, the controlling authority, or any person to be nominated as a director, an executive, or the controlling authority of the Company or subsidiary companies.
4. Does not have or has never had any business relationship with the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company in a manner that may impede the exercise of his or her independent judgement, and is not or has never been a significant shareholder or the controlling authority of a person who has a business relationship with the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office.

Such business relationships according to Clause 1 include the making of commercial transactions normally performed for the purpose of running a business, renting or leasing real estate, listing assets or services, or providing or receiving financial assistance by obtaining or lending, guaranteeing, providing assets as collateral, and other similar behaviors that result in liabilities of the Company or the contracting party payable to the other party from 3 percent of the Company's net tangible assets or from 20 million baht or more, whichever is lower. The calculation of such liabilities is based *mutatis mutandis* on the calculation method of the value of related transactions in accordance with the notification of the Capital Market Supervisory Board on the criteria of making related transactions. However, in consideration of such liabilities, the liabilities incurred during the 1 year period prior to the date of business relationship with the same person shall be included.

5. Is not or has never been an auditor of the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, and is not a significant shareholder, the controlling authority or a partner of the Audit Office, which has auditors of the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office.
6. Is not or has never been a professional service provider, including the provision of legal or financial advisory services who receives payment in excess of 2 million baht per annum from the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, and is not a significant shareholder, the controlling authority or a partner of such service provider, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office.

7. Is not a director appointed as the representative of the Company's directors, major shareholders or shareholders related to major shareholders.
8. Does not engage in business of the same nature and in significant competition with the business of the Company or its subsidiary companies, or is not a significant partner in the partnership, or a director involved in the management, an officer, an employee, an advisor with regular wages or holds more than 1 percent of the total voting shares of another company operating in the same nature and in significant competition with the business of the Company or its subsidiary companies.
9. Does not have any other characteristics that prevent oneself from giving independent opinions on the Company's operations.

Determination of director remuneration

The Nomination and Remuneration Committee consists of 2 independent directors out of 3 directors of the Nomination and Remuneration Committee, who will consider the remuneration structure and rate of directors and executives to align with their responsibilities and motivate them to lead the organization to operate according to both short-term and long-term goals. The remuneration is presented to the Board of Directors for consideration and approval. The remuneration of directors and executives shall align with the Company's long-term strategies and goals, experiences, duties, scopes, roles and responsibilities, as well as the expected benefits from each director and executive. Such remuneration can be compared with industrials with the same nature. The criteria are as follows:

- Have knowledge, capabilities, and experiences beneficial to business operations
- Have integrity, honesty, ethics in business operations, and vision
- Have sufficient time to devote their knowledge and capabilities and perform their duties to the best of their abilities for the Company
- Cannot operate a business with the same nature and in competition with the Company's business
- Be innovative and keep oneself up to date in an ever evolving world
- Have ideologies and be able to work well with others

Criteria for selecting Independent Directors

For the selection of the Audit Committee / independent directors, the shareholders' meeting appoints the committee, which consists of 3 Audit Committee members / independent directors who shall serve a 3-year term. At least 1 Audit Committee member must have sufficient knowledge and experience in accounting and finance and be able to perform the duty of reviewing the reliability of the Company's financial statements. The committee shall have the following qualifications:

1. Holds no more than 1 percent of the total voting shares of the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company. This shall apply to the shareholding of persons in relation with independent directors.
2. Is not or has never been a director involved in the management, an officer, an employee, an advisor with regular wages, or the controlling authority of the Company, the holding company, subsidiary companies, affiliated companies, subsidiary companies under the same holding company, major shareholders, or the controlling authority of the Company, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office. Such prohibited characteristics do not include cases where the independent director was formerly a civil servant or an advisor to major shareholders or the controlling authority of the Company.
3. Is not a person who has a blood relationship or by legal registration as a father, mother, spouse, sibling, child and child's spouse of other directors, executives, major shareholders, the controlling authority, or any person to be nominated as a director, an executive, or the controlling authority of the Company or subsidiary companies.
4. Does not have or has never had any business relationship with the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company in a manner that may impede the exercise of his or her independent judgement, and is not or has never been a significant shareholder or the controlling authority of a person who has a business relationship with the Company, the

holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office. Such business relationships according to Clause 1 include the making of commercial transactions normally performed for the purpose of running a business, renting or leasing real estate, listing assets or services, or providing or receiving financial assistance by obtaining or lending, guaranteeing, providing assets as collateral, and other similar behaviors that result in liabilities of the Company or the contracting party payable to the other party from 3 percent of the Company's net tangible assets or from 20 million baht or more, whichever is lower. The calculation of such liabilities is based mutatis mutandis on the calculation method of the value of related transactions in accordance with the notification of the Capital Market Supervisory Board on the criteria of making related transactions. However, in consideration of such liabilities, the liabilities incurred during the 1 year period prior to the date of business relationship with the same person shall be included.

5. Is not or has never been an auditor of the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, and is not a significant shareholder, the controlling authority or a partner of the Audit Office, which has auditors of the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office.
6. Is not or has never been a professional service provider, including the provision of legal or financial advisory services who receives payment in excess of 2 million baht per annum from the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, and is not a significant shareholder, the controlling authority or a partner of such service provider, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office.
7. Is not a director appointed as the representative of the Company's directors, major shareholders or shareholders related to major shareholders.
8. Does not engage in business of the same nature and in significant competition with the business of the Company or its subsidiary companies, or is not a significant partner in the partnership, or a director involved in the management, an officer, an employee, an advisor with regular wages or holds more than 1 percent of the total voting shares of another company operating in the same nature and in significant competition with the business of the Company or its subsidiary companies.
9. Does not have any other characteristics that prevent oneself from giving independent opinions on the Company's operations.

Director development

The Company promotes and encourages both existing and new directors to regularly develop their knowledge on directors performance of duties by attending training courses recommended by the Office of the Securities and Exchange Commission and organized by the Thai Institute of Directors (IOD).

The Company advocates for all its directors to participate in the Director Certification Program (DCP), the Director Accreditation Program (DAP), and the Audit Committee Program (ACP) conducted by the Thai Institute of Directors Association (IOD). At present, all directors have successfully completed these training courses.

Board performance evaluation

The Board of Directors is responsible for supervising the policies and operations of the Company, as well as evaluating the performance of the Board of Directors and the Subcommittees based on the following guidelines:

1. Board of Directors

The Board of Directors will organize a performance appraisal of the Board of Directors at least once a year so that the Board of Directors can jointly consider its performance and problems to seek for improvement and to ensure more

effective operations. They will report the results of its performance appraisal, which is conducted both for the board as a whole and for each individual director. The Company may consider arranging for external advisors to help determine guidelines, recommend topics for the performance appraisal, and disclose such operations in the annual report.

2.Audit Committee

The Audit Committee will conduct its own performance appraisal at least once a year and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

3.Executive Committee

The Executive Committee will conduct its own performance appraisal at least once a year and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

4.Risk Management Committee

The Risk Management Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

5.The Nomination and Remuneration Committee

The Nomination and Remuneration Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

6.Sustainability Committee

The Sustainability Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

Corporate governance of subsidiaries and associated companies

The Board of Directors is responsible for supervising the policies and operations of the Company, as well as evaluating the performance of the Board of Directors and the Subcommittees based on the following guidelines:

1.Board of Directors

The Board of Directors will organize a performance appraisal of the Board of Directors at least once a year so that the Board of Directors can jointly consider its performance and problems to seek for improvement and to ensure more effective operations. They will report the results of its performance appraisal, which is conducted both for the board as a whole and for each individual director. The Company may consider arranging for external advisors to help determine guidelines, recommend topics for the performance appraisal, and disclose such operations in the annual report.

2.Audit Committee

The Audit Committee will conduct its own performance appraisal at least once a year and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

3.Executive Committee

The Executive Committee will conduct its own performance appraisal at least once a year and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

4.Risk Management Committee

The Risk Management Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

5.The Nomination and Remuneration Committee

The Nomination and Remuneration Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

6.Sustainability Committee

The Sustainability Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society, Other guidelines regarding shareholders and stakeholders

Shareholder

The Company is committed to sustainable business growth for the utmost benefit of its shareholders in the long run, underpinned by efficient management.

Employee

The Company treats all employees equally and fairly, providing appropriate compensation and benefits. It supports the continuous development of their skills, knowledge, and potential, motivating highly skilled employees to contribute to the organization's development.

Customer

The Company focuses on building and maintaining long-term relationships with customers based on honesty, integrity, trust, and reliability, aiming to achieve maximum customer satisfaction responsibly. Customer needs and concerns are prioritized, accompanied by high-quality and efficient service.

Business competitor

The Company advocates for free and fair trade competition, conducting business in a transparent manner and without corruption.

Business partner

The Company maintains fair, equitable, and honest relationships with all its trade partners. This includes a commitment to ethical business code of conduct, mutual benefit, strict adherence to trade terms and conditions, and contractual agreements, fostering beneficial business relationships for both parties.

Creditor

The Company adheres to loan agreements and fulfills its obligations towards creditors, both business and financial, as described in writing in the policy on the corporate governance. The Company ensures fair treatment of all officers and avoids specific guarantees to any specific creditor.

Government agencies

The Company values its relationship with government agencies as its stakeholders, ensuring employees' actions are appropriate and compliant. It cooperates with government entities and supports various initiatives.

Community and society

The Company supports activities beneficial to the community, avoids actions contrary to or in violation of the law, and leverages its business knowledge and experience to develop projects that benefit society.

Co-Investors

The Company respects the rights of co-investors and treats all joint venture partners fairly, fostering effective collaboration to ensure the success of joint ventures in line with their objectives.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors has a goal of conducting business appropriately and fairly and in accordance with the corporate governance code. The Company has therefore established the Code of Conduct and Business Ethics by promulgating the code of conduct and regulations and business ethics in writing ("Code of Conduct") so that all directors, executives, and employees have a duty to comply with the Code of Conduct and provide support in complying with it. They shall not neglect or ignore when any non-compliance with the Code of Conduct is present. This is to demonstrate the intention to conduct business in a transparent, ethical, and responsible manner towards stakeholders, society, and environment. The Code of Conduct covers various areas, such as how we treat each other, giving or receiving the property, conflicts of interest, company transactions, transactions with the government, environment, health and safety, procurement, trade competition treatment of information and property etc.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The Company places high emphasis on the management of conflicts of interest. Directors, executives, and employees are expected to prioritize the Company's interests and avoid involvement in activities that could lead to conflicts of interest.

Anti-corruption

The Company firmly instills the values of preventing and combating corruption in all forms, strictly prohibiting directors, executives, and employees from engaging in any corrupt activities, whether directly or indirectly.

Whistleblowing and Protection of Whistleblowers

1. Internal Complaints Channels within the Company:

If employees observe behaviors or incidents potentially breaching business ethics, they can report whistleblowing and complaints through the following channels:

- Internal complaint box within the Company.
- Online complaint channel (<https://www.kjl.co.th/Contact>)

2. External Complaints Channels from External Stakeholders:

The Company provides channels for stakeholders to report to the responsible individuals or departments in cases of rights violations or when witnessing actions that violate the laws, regulations, or business ethics of the company. These can be communicated directly to the Audit Committee, which operates independently of the Company's management. The Company secretary is tasked with filtering these complaints. The channels for external complaints include:

- Online complaint channel (<https://www.kjl.co.th/Contact>)
- Email of the Audit Committee (AC@kjl.co.th)
- Postal address:

Contact: Audit Committee or Company Secretary Department

Address: Kijcharoen Engineering Electric Public Company Limited

61 Moo 8, Soi Wiroonrat, Setthakit Road, Thamai Sub-district, Kratumban District, Samut Sakhon Province 74110

The Company conducts prompt investigations into all reported matters, maintaining strict confidentiality and implementing appropriate measures to protect whistleblowers, complainants, and all related parties to ensure fairness and to prevent any form of retaliation. All complaints are thoroughly investigated, concluded, and reported to the Board of Directors within 30 days. In cases where misconduct is identified, the Company establishes clear corrective actions and preventive measures to avoid recurrence. The Company also reviews its whistleblowing policy and procedures and submits them to the Board of Directors at least once a year.

Prevention of Misuse of Inside Information

The Company prioritizes the management of internal organizational data. Recording or reporting of information should align with the Company's established guidelines and be accurate, complete, and law-abiding. Moreover, data storage should be secure to prevent the use of information for personal or third-party gain.

Compliance with laws, regulations, and rules

The Company is dedicated to respecting and adhering to all relevant laws, regulations, rules, and guidelines in its business operations.

Information and assets usage and protection

Personal Data

The Company respects the privacy rights of all individuals involved. Thus, personal information of employees and business associates must be protected against unauthorized use, disclosure, or transfer to third parties in violation of legal rights.

Prevention of Insider Trading

The Company prioritizes the management of internal organizational data. Recording or reporting of information should align with the Company's established guidelines and be accurate, complete, and law-abiding. Moreover, data storage should be secure to prevent the use of information for personal or third-party gain.

Data and Information System

Information technology is a key enabler for business enhancement and operational efficiency. Its usage should be prudent and in compliance with legal requirements and the Company's policies.

Anti-unfair competitiveness

The Company is firmly dedicated to engaging in fair trade competition, treating competitors in line with international norms within the legal framework of competitive business practices. It actively promotes free and fair competition while refraining from any actions that may distort market prices. Additionally, the Company strictly prohibits any violation of confidentiality or deceitful acquisition of trade secrets.

Internal Control, Internal Audit, and Risk Management

The Company is dedicated to aligning its operations with good corporate governance principles. As part of this commitment, it has established policies for effective and efficient internal control and internal auditing, alongside appropriate risk management. These measures are designed to minimize any impact on the organization's objectives.

Employee Code of Conduct

The Company emphasizes that all employees must conduct their work in accordance with the organization's rules, regulations, policies, operational manuals, orders, or announcements. This includes fostering a culture of teamwork and ensuring stakeholder satisfaction.

Responsibility to Stakeholders

Treatment of Shareholders

The Company is dedicated to ensuring the utmost satisfaction of its shareholders by focusing on sustainable growth and value enhancement. This commitment involves adhering to the principles of good corporate governance in business conduct.

Treatment of Customers or Service Users

The Company is dedicated to ensuring the satisfaction and trust of its customers by providing high-quality services at reasonable prices. This commitment extends to maintaining strong and enduring business relationships.

Treatment of Trade Partners

The Company adheres to a policy of treating its trade partners with equity and fairness, prioritizing the Company's best interests while steering clear of any situations that may lead to conflicts of interest.

Treatment of Employees

The Company recognizes that each employee is a vital asset contributing to the success, advancement, and sustainable growth of the organization. Therefore, it is dedicated to fostering a culture of teamwork and a positive working environment. The Company is committed to offering fair remuneration and prioritizes the development of employee knowledge and skills. It ensures an egalitarian approach to listening to and considering the suggestions and feedback of all employees.

Social and Environmental Responsibility

The Company recognizes its integral role in society and is committed to contributing to social activities and environmental conservation.

Promotion of compliance with the business code of conduct

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

The Board of Directors and Executives lead by example in ethical practices, guiding, communicating, and fostering understanding of business ethics by organizing training for employees and conducting assessments to evaluate their knowledge of ethical standards.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company : Thai Private Sector Collective Action Against Corruption

has joined or declared intent to join (CAC)

CAC membership certification status : Certified

Certification document of CAC membership status : CAC.pdf

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

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

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

Material changes and developments in policy and : No
guidelines over the past year

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Fully implement
SEC

The Board of Directors has a goal of conducting business appropriately and fairly and in accordance with the corporate governance code. The Company has therefore established the Code of Conduct and Business Ethics by promulgating the code of conduct and regulations and business ethics in writing ("Code of Conduct") so that all directors, executives, and employees have a duty to comply with the Code of Conduct and provide support in complying with it. They shall not neglect or ignore when any non-compliance with the Code of Conduct is present. This is to demonstrate the intention to conduct business in a transparent, ethical, and responsible manner towards stakeholders, society, and environment. The Code of Conduct covers various areas, such as how we treat each other, giving or receiving the property, conflicts of interest, company transactions, transactions with the government, environment, health and safety, procurement, trade competition treatment of information and property etc.

The Company has announced and notified all directors, executives, and employees of the Code of Conduct and business ethics which they shall adhere to strictly. They are used as guidelines to promote transparent corporate governance and build confidence among investors and all related parties. The Board of Directors will review this Code of Conduct and business ethics annually to ensure that they are appropriate and align with the business environment. In essence, the Code of Conduct and business ethics are as follows:

1. Compliance with Laws, Regulations, and Related Guidelines
2. Anti-Corruption and Fraud Prevention
3. Prevention of Conflicts of Interest
4. Prevention of Unfair Competition
5. Use, Storage and Confidentiality Protection
6. Internal Control, Internal Audit, and Risk Management
7. Employee Code of Conduct
8. Responsibility to Stakeholders

Other corporate governance performance and outcomes

Corporate Governance Structure

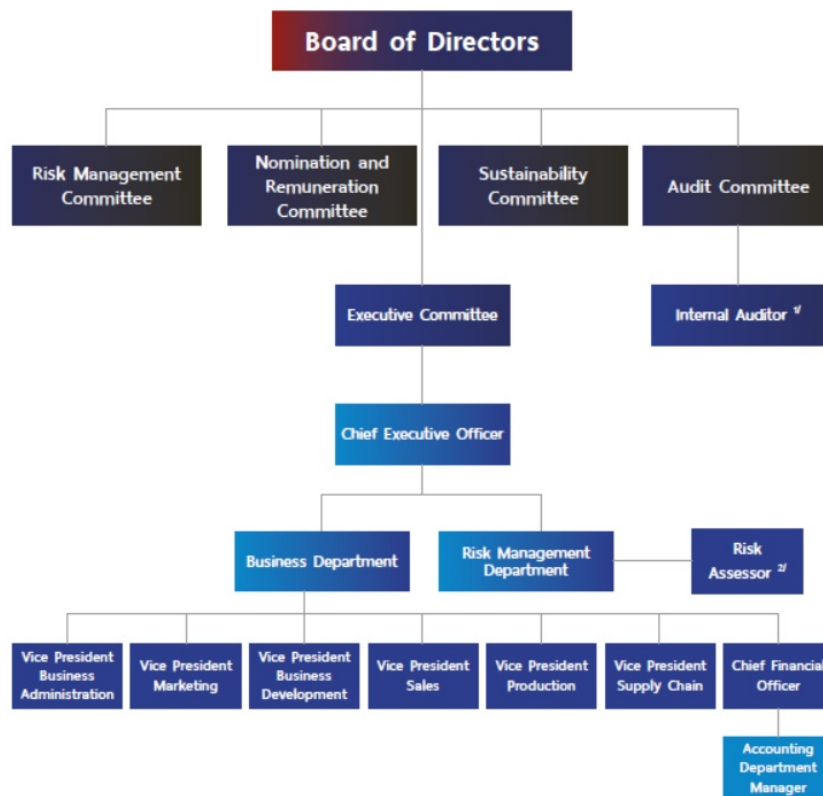
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Notes :

¹ The Internal Auditor is an outsourced entity, namely KPMG Phoomchai Business Advisory Co., Ltd.

² The Risk Assessor is an outsourced person, namely Mr.Theerapol Nilphan

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	9		9		9	
	6	3	6	3	6	3
Executive directors	4		4		4	
	2	2	2	2	2	2
Non-executive directors	5		5		5	
	4	1	4	1	4	1
Independent directors	3		3		3	
	3	0	3	0	3	0
Non-executive directors who have no position in independent directors	2		2		2	
	1	1	1	1	1	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	66.67	33.33	66.67	33.33	66.67	33.33
Executive directors	44.44		44.44		44.44	
	22.22	22.22	22.22	22.22	22.22	22.22
Non-executive directors	55.56		55.56		55.56	
	44.44	11.11	44.44	11.11	44.44	11.11
Independent directors	33.33		33.33		33.33	
	33.33	0.00	33.33	0.00	33.33	0.00
Non-executive directors who have no position in independent directors	22.22		22.22		22.22	
	11.11	11.11	11.11	11.11	11.11	11.11

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	48		49		50	
	49	46	50	47	51	48

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. KAROON SUJIWARODOM Gender: Male Age : 69 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : - Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 18,920,000 Shares (8.155250 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 18,782,400 Shares (8.095939 %) <p><u>Indirect shareholding details</u></p> <p>Indirectly holds 25.21% of the shares through KJL Electric Co., Ltd.</p>	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>10 May 1996</p>	<p>Strategic Management, Sustainability, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mrs. KANYA SUCHIVARODOM Gender: Female Age : 68 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : - Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 18,782,400 Shares (8.095939 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 18,920,000 Shares (8.155250 %) <p><u>Indirect shareholding details</u></p> <p>Indirectly holds 23.19% of the shares through KJL Electric Co., Ltd.</p>	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	10 May 1996	Strategic Management, Sustainability, Risk Management, Human Resource Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Ms. KANTHEERA SUCHIVARODOM Gender: Female Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,334,400 Shares (1.868294 %) <p><u>Indirect shareholding details</u></p> <p>Indirectly holds 0.50% of the shares through KJL Electric Co., Ltd.</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>1 Sep 2009</p>	<p>Strategic Management, Sustainability, Risk Management, Human Resource Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. KORNKAMON SUJIWARODOM Gender: Female Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Management & Marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,334,400 Shares (1.868294 %) <p><u>Indirect shareholding details</u></p> <p>Indirectly holds 0.50% of the shares through KJL Electric Co., Ltd.</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>2 Jan 2011</p>	<p>Marketing, Brand Management, Strategic Management, Sustainability, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. KASEMSAN SUJIWARODOM Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,547,500 Shares (1.960148 %) <p><u>Indirect shareholding details</u></p> <p>Indirectly holds 0.50% of the shares through KJL Electric Co., Ltd.</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>1 Nov 2012</p>	<p>Engineering, Strategic Management, Accounting, Finance, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. KOEDCHAI SUJIWARODOM Gender: Male Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,334,400 Shares (1.868294 %) <p><u>Indirect shareholding details</u></p> <p>Indirectly holds 0.50% of the shares through KJL Electric Co., Ltd.</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>3 Jun 2016</p>	<p>Strategic Management, Sustainability, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. WILERT PURIWAT</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	16 Feb 2022	<p>Strategic Management, Marketing, Brand Management, Sustainability, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. PICHAI DUSDEEKULCHAI Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 100,000 Shares (0.043104 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	16 Feb 2022	Law, Strategic Management, Accounting, Finance, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. VARUT TAYMEYA Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 100,000 Shares (0.043104 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	16 Feb 2022	Strategic Management, Accounting, Finance, Sustainability, Risk Management

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. KAROON SUJIWARODOM	Chairman of the board of directors		✓		✓	✓
2. Mrs. KANYA SUCHIVARODOM	Vice-chairman of the board of directors		✓		✓	✓
3. Ms. KANTHEERA SUCHIVARODOM	Director	✓				
4. Ms. KORNKAMON SUJIWARODOM	Director	✓				
5. Mr. KASEMSAN SUJIWARODOM	Director	✓				✓
6. Mr. KOEDCHAI SUJIWARODOM	Director	✓				
7. Mr. WILERT PURIWAT	Director		✓	✓		
8. Mr. PICHAI DUSDEEKULCHAI	Director		✓	✓		
9. Mr. VARUT TAYMEYA	Director		✓	✓		
Total (persons)		4	5	3	2	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)

Skills and expertise	Number (persons)	Percent (%)
1. Law	1	11.11
2. Marketing	3	33.33
3. Accounting	3	33.33
4. Finance	3	33.33
5. Human Resource Management	2	22.22
6. Sustainability	8	88.89
7. Brand Management	2	22.22
8. Engineering	1	11.11
9. Strategic Management	9	100.00
10. Risk Management	7	77.78

Information about the other directors ^{(*)(**)}

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting

The board of directors of the Company may select one director, who is not an executive, as the chairman of the board. In cases deemed appropriate by the board, they may also choose one or several directors as vice-chairmen of the board. The vice-chairman of the board shall have responsibilities as delegated by the chairman of the board. In the event that the chairman of the board is not an independent director, the board of directors may appoint one independent director to participate in the consideration of setting the agenda for board meetings. This is to promote a balance of power between the board of directors and management, in accordance with the principles of good corporate governance for the registered company.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors has the duty and responsibility to oversee and govern the company's operations in compliance with laws, the company's objectives, regulations, board resolutions, and shareholder meeting resolutions. They must act with honesty, integrity, and caution to safeguard the company's interests in accordance with good corporate governance principles, ensuring the company's and shareholders' long-term best interests.

Reference link for the board charter : <https://investor.kjl.co.th/storage/downloads/corporate-governance/charter/20240301-kjl-board-of-directors-charter-th.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Others
- The Board of Directors bears the responsibility and duty to oversee and manage the Company's operations in compliance with laws, the Company's objectives, articles of association, and resolutions passed by the board and the shareholders meetings. This must be done with integrity and caution to safeguard the Company's interests, adhering to the corporate governance code, ultimately benefitting the Company and its shareholders in the long term.

Scope of authorities, role, and duties

- 1) The board reviews and approves the appointment of individuals who possess the required qualifications and do not exhibit any prohibited characteristics as per public limited company laws and the securities and exchange regulations. These individuals must also demonstrate the suitability for managing a business where the public are shareholders, in line with criteria set by the Securities and Exchange Commission, Thailand. This is applicable especially in cases where a directors position becomes vacant for reasons other than the expiration of their term.
- 2) The board considers the formation of specialized committees, selecting members from among the Company's directors and/or executives. This includes defining the duties and responsibilities of these committees.
- 3) The qualifications and prohibited characteristics of independent directors and members of the Audit Committee are evaluated in accordance with the securities and stock exchange laws. This includes adherence to relevant notifications, rules, and/or regulations of the Stock Exchange of Thailand. Proposals for the appointment of independent directors and members of the Audit Committee are submitted for consideration at the shareholders meetings.
- 4) The board considers and may amend the names of directors authorized to legally bind the Company.
- 5) The board sets the Company's visions, business strategies, goals, guidelines, policies, business plans, and budgets. It oversees and controls the management and administration of the executive branch to ensure adherence to policies with effectiveness and efficiency. Additionally, the board regularly reviews and makes necessary changes annually to maximize economic value for shareholders and ensure sustainable growth.
- 6) The Company organizes a shareholders meeting as an annual general meeting within 4 months of the end of the fiscal year. The Company is responsible for sending timely notices for the Board of Directors meeting and the shareholders meeting, including the agenda and related documents, well in advance and within a timeframe not shorter than that prescribed in the articles of association.
- 7) The Company prepares a balance sheet and a profit and loss statement at the end of each fiscal year, which are examined by auditors and presented to the shareholder's meeting for consideration and approval.
- 8) The Company consistently upholds its responsibility to shareholders by operating in a manner that protects their interests. It ensures the disclosure of significant information to investors, adhering to accuracy, completeness, standards, and transparency.
- 9) The board makes decisions on crucial issues, such as policies and business plans for significant investment projects, administrative authority, acquisition or disposal of assets, and any other matters as mandated by law.
- 10) Authority and approval levels for transactions and various Company operations are established for groups or individuals as appropriate, and in compliance with relevant laws. An operational authority manual is prepared and reviewed at least once a year.
- 11) The board considers and defines the management structure, including the authority to appoint the Chief Executive Officer and various subcommittees. These appointments are made to support the board's responsibilities as necessary, with regular monitoring of the subcommittees' performance.
- 12) The board may delegate authority to one or more directors or other individuals to perform specific actions on its behalf, under the supervision and oversight of the board. This delegation of power is done as the board deems appropriate and within a suitable timeframe. The board reserves the right to cancel, revoke, modify, or amend such delegations at its discretion. Delegations must not permit individuals to make decisions or approvals in situations where they, or those with potential conflicts of interest, stand to benefit. This includes potential conflicts of interest with the Company or its subsidiaries (if any), except in cases of approval of ordinary business transactions consistent with general trade conditions, or in line with policies and criteria already approved by the board. All such transactions are subject to the specified rules, conditions, and procedures concerning related transactions and the acquisition or disposal of significant assets of listed companies, as per the notifications of the Capital Market Supervisory Board and/or other relevant authorities.
- 13) The Company ensures adherence to securities and stock exchange laws, notifications of the Capital Market

Supervisory Board, and stock exchange regulations, including matters like related transactions, acquisition or disposal of significant assets, or other laws pertinent to the Company's operations.

14) The Company oversees the operations of various subcommittees to ensure they are conducted in line with the established charter.

15) Directors and executives are required to report their personal interests or those of related persons, especially when these interests intersect with the management of the Company. This reporting is done according to the guidelines, conditions, and procedures set by the Capital Market Supervisory Board.

16) The board considers and approves the distribution of interim dividends to shareholders when the Company demonstrates sufficient profitability. Such dividend payments are reported at the subsequent shareholder's meeting.

17) The Company commits to operating under corporate governance code and ensures effective communication of these practices to all employees within the organization, promoting strict adherence.

18) A reliable system for accounting, financial reporting, and auditing is maintained. This includes overseeing the process of assessing the adequacy of internal controls.

19) The board approves proposals for appointing auditors and reviews the annual audit fees. These decisions are then presented to shareholders for approval of the auditors appointment.

20) The Company establishes an internal audit unit and an internal control system, ensuring both are effective and efficient.

21) A robust and efficient policy and process for risk management are implemented with regular monitoring and assessment.

22) Regular reviews and updates are conducted on key policies and plans to ensure they stay current and suitable for the business environment.

23) The Company also evaluates the performance and sets the remuneration for directors and top executives.

24) The committee is encouraged and supported to undergo training to enhance their knowledge and experience, contributing positively to their operations.

25) A Company secretary is appointed to handle various operational matters on behalf of the Company or the committee, including the management of director registrations, the organization of board meetings, and the issuance of notices for shareholders meetings.

26) Top executives directly involved in issues or matters presented at meetings are encouraged to attend Board of Directors meetings. This provides opportunities for detailed discussions and for the board to familiarize themselves with the top executives, aiding in the consideration of future plans.

27) If necessary, the Board of Directors may seek independent opinions from external consultants. Such consultations are treated as the Company expense.

Reference link for the charter

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Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

1) The Audit Committee is responsible for ensuring that the Company's financial reporting is accurate, adequate, and complete, as well as complying with the prescribed accounting standards.

2) The Audit Committee reviews the effectiveness and appropriateness of the Company's internal control and internal audit systems, including assessing the independence of the internal audit department. The committee has the authority to approve decisions regarding the appointment, transfer, or termination of the head of the internal

audit department or any other unit responsible for internal auditing. They may also recommend reviews or investigations into any matters deemed necessary and crucial, and suggest improvements and necessary amendments to the internal control system. These activities are conducted in collaboration with external auditors and the manager of the internal audit department, with findings and recommendations presented to the Board of Directors.

- 3) The Audit Committee ensures the Company adheres to securities and stock exchange laws, complies with the regulations of the Stock Exchange, and follows relevant business laws.
- 4) The committee is responsible for considering, selecting and recommending independent candidates for the role of the Company's auditors. It also reviews and proposes their remuneration. Additionally, the committee meets with the auditor at least once a year without the presence of management team.
- 5) The committee scrutinizes related transactions or those with potential conflicts of interest to ensure compliance with legal and Stock Exchange regulations, verifying that such transactions are reasonable and for the utmost benefit of the Company.
- 6) The committee reviews the accuracy of reference documents and self-assessment forms related to anti-corruption measures, aligning with the Thai Private Sector Collective Action Coalition Against Corruption Project.
- 7) The internal audit plan of the Company is reviewed based on generally accepted methods and standards.
- 8) The committee also reviews the implementation of and adherence to the Company's risk management policies.
- 9) The Audit Committee's performance is reported to the Board of Directors at least 4 times a year. A comprehensive report from the Audit Committee is included in the Company's annual report, signed by the Chairman of the Audit Committee. This report includes, at a minimum, the specified information as outlined:
 - a.) Opinions on the accuracy, completeness, and reliability of the Company's financial reports
 - b.) Opinions on the adequacy of the Company's internal control system
 - c.) Opinions on the Company's adherence to securities and exchange laws, the Stock Exchange regulations, and other business-related legislation
 - d.) Opinions on the appropriateness of the auditors
 - e.) Opinions on the transactions that may cause conflicts of interest
 - f.) The number of Audit Committee meetings held and the attendance record of each member.
 - g.) General opinions or observations based on their performance according to the committee charter
 - h.) Other matters that are deemed important for shareholders and general investors to be aware of, under the responsibilities assigned by the Board of Directors.
- 10) When the Audit Committee identifies or suspects transactions or actions that could significantly impact the Company's financial position and performance, it is obliged to report these to the Board of Directors and recommend timely corrective actions.
 - a.) Conflict of Interest Transactions
 - b.) Corruption, anomalies, or significant deficiencies in the internal control system
 - c.) Non-compliance with securities and stock exchange laws, Stock Exchange regulations, and other laws pertinent to the Company's businessShould the Board of Directors or executives fail to implement necessary improvements within the specified timeframe, any member of the Audit Committee is authorized to report such transactions or actions to the Office of the Securities and Exchange Commission or the Stock Exchange.
- 11) The Audit Committee undertakes additional tasks as delegated by the Board of Directors, subject to the committee's approval.
- 12) The Chairman and members of the Audit Committee are required to attend the Company's shareholder's meetings.
- 13) The Audit Committee may seek independent opinions from professional consultants or specialists as deemed

necessary at the Company's expense, subject to the approval of the Board of Directors.

14) The Audit Committee is responsible for reviewing and updating its charter at least once a year and submitting it to the Board of Directors for approval.

Reference link for the charter

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Executive Committee

Role

- Others
- The Executive Committee is tasked with managing the Company's business in line with its objectives, regulations, policies, procedures, requirements, orders, and the resolutions of the Board of Directors and/or the shareholder's meetings. This management must be conducted with integrity, caution, responsibility, and ethics, always considering the equal benefit of all shareholders.

Scope of authorities, role, and duties

- 1) The Executive Committee is tasked with managing the Company's business in line with its objectives, regulations, policies, procedures, requirements, orders, and the resolutions of the Board of Directors and/or the shareholder's meetings. This management must be conducted with integrity, caution, responsibility, and ethics, always considering the equal benefit of all shareholders.
- 2) The Executive Committee establishes the Company's policies, goals, strategies, operational plans, and the annual budget, as well as various administrative authorities, and submits them to the Board of Directors for review and approval.
- 3) The committee controls and oversees the Company's operations to ensure alignment with the policies, goals, strategies, operational plans, and annual budget approved by the Board of Directors. It focuses on efficiency and provides guidance, recommendations, and management advice to top executives.
- 4) The Executive Committee reviews the annual budget and expenditure procedures before submitting them to the Board of Directors. It also oversees the adherence to the budget as approved by the Board of Directors.
- 5) The committee regularly evaluates and updates the Company's business plans to ensure that they are conducted for the Company's best interests.
- 6) The committee reviews and endorses rules, regulations, and management policies related to the Company's operations or any binding actions on the Company.
- 7) The committee carefully considers the appropriate delegation of authority and approval levels for individuals. It emphasizes the separation of duties to mitigate the risk of corruption. This includes establishing procedures for transactions with major shareholders, directors, executives, or their associates to prevent undue benefit transfer. Such establishments are presented to the Board of Directors for principle approval and are monitored for compliance with the approved principles and guidelines.
- 8) The committee actively seeks and evaluates new investment opportunities, possessing the authority to assess, approve, and allocate budgets for such investments. This includes the responsibility to review and execute various contracts that bind the Company, in accordance with the guidelines set out in the Company's operational authority manual.
- 9) The committee considers the initiation or discontinuation of business operations for submission to the Board of Directors for approval.
- 10) The committee defines the organizational structure and administrative authorities. This encompasses the appointment, hiring, transferring, termination of executive-level employees, from the vice president level or equivalent upwards, excluding the Chief Executive Officer. It also includes the determination of their salaries, remunerations, and bonuses.

11) There is a mandated procedure for employees to timely report any irregularities, unusual activities, or legal violations to the Executive Committee. Significant incidents must be reported to the Board of Directors for timely review and rectification.

12) The committee has the discretion to form subcommittees and/or working groups to manage or administer various business aspects. This includes defining their powers, duties, and responsibilities. The committee ensures that these entities effectively follow the established policies and objectives, with proper control, supervision, and oversight of their operations.

13) The Executive Committee has the authority to appoint individuals or groups to conduct the Company's operations, subject to the committee's oversight. It may delegate authority to these appointed individuals or groups, granting them the power to act in a manner deemed appropriate by the Executive Committee. The committee also retains the power to modify, amend, cancel, or revoke such delegated authorities. The delegation process carried out by the Executive Committee will not involve granting authority, or sub-delegating in a way that permits the delegatee to approve transactions in which they or individuals who might have potential conflicts of interest (as defined by the Notification of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other relevant authorities) have a vested interest or other conflicts of interest with the Company, its subsidiaries, and/or related companies. The Executive Committee is not authorized to approve such matters independently. Instead, such cases must be presented to the Board of Directors' meeting and/or the shareholder's meeting (as the case may be) for further approval, except when the transaction aligns with regular business and standard commercial terms, in compliance with the Notification of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other relevant authorities.

14) The Executive Committee is responsible for ensuring the availability of essential information for decision-making processes by the Board of Directors and shareholders. This includes the preparation of reliable financial reports that are adherent to high standards and transparency.

15) The committee assesses the Company's profits and losses and proposes annual dividend payments to the Board of Directors.

16) It is tasked with compiling performance reports for acknowledgment by the Board of Directors and preparing the Executive Committee's report for inclusion in the Company's annual report.

17) The Executive Committee may seek independent opinions from professional consultants or specialists as deemed necessary at the Company's expense, subject to the approval of the Board of Directors.

18) The committee undertakes additional tasks as delegated by the Board of Directors.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. Nomination

1) The Nomination and Remuneration Committee considers the structure, composition, and qualifications of the entire Board of Directors and individual directors, ensuring they align with the Company's business needs. This includes assessing each director's educational background, knowledge, expertise, skills, experience, specific abilities relevant to the business, and independence as per the Company's criteria. A Board Skill Matrix is developed to ensure that the selection of directors aligns with the Company's strategies and operations.

2) The committee establishes policies, criteria, and procedures for identifying, selecting, and nominating individuals

who meet the requisite qualifications in accordance with relevant regulations and laws for positions such as company directors, members of various subcommittees, and the Chief Executive Officer. The process is guided by the corporate governance code, ensuring clarity and transparency, for subsequent presentation at the shareholder's meeting or for the Board of Directors review.

3) The committee is tasked with identifying, selecting, and nominating suitable candidates to serve as company directors for positions that are due for renewal, vacant, or require additional appointments.

4) A director development plan is prepared to enhance the knowledge and understanding of both current and new directors about the Company's business, their roles, responsibilities, and significant industry updates, including relevant regulations or laws.

5) The committee formulates a succession plan to ensure the continuity of the Company's management team, preparing for the seamless transition of successors.

6) It compiles a list of potential candidates for company directors, members of various subcommittees, and top executives. This process may involve referencing a director pool database or engaging a professional search firm for the recruitment of new directors and top executives.

2. Remuneration

1) The committee establishes policies, criteria, and guidelines for setting appropriate remuneration of the Board of Directors, subcommittees, and top executives. This includes determining how remuneration is paid and other benefits, ensuring alignment with their roles, responsibilities, and the Company's performance. It also involves benchmarking against other companies in the same industry. These proposals are then presented at the shareholder's meeting or the Board of Directors for consideration.

2) The committee is in charge of setting the annual remuneration of directors, managing directors, executive directors, and top executives, following the pre-established payment criteria. These recommendations are then submitted to the Board of Directors for approval. The remuneration for directors is further presented by the Board of Directors for approval at the shareholder's meeting.

3) The committee is accountable to the Board of Directors, responsible for providing explanations and answering queries related to the remuneration of Company directors, subcommittees, and the Chief Executive Officer during the shareholders meetings.

4) Annually, it establishes and revises guidelines and criteria for assessing the performance of the Board of Directors, subcommittees, and the Chief Executive Officer, focusing on their roles and responsibilities. These assessments are then presented to the Board of Directors for review and acknowledgment.

5) The committee is also tasked with evaluating the performance of the Chief Executive Officer, managing directors (if applicable), executive directors, and top executives. The outcomes of these evaluations are reported to the Board of Directors for acknowledgment.

6) The committee evaluates and approves the appropriateness of offering new securities to directors and employees. This process adheres to principles of equity to shareholders and aims to motivate directors and employees to enhance shareholder value over the long term while effectively retaining talented personnel.

3. The committee is tasked with periodically reviewing the criteria and guidelines for selecting and determining remuneration of Company directors, members of subcommittees, and the Chief Executive Officer, adapting to the evolving corporate environment and situation.

4. The committee is responsible for continuously supervising, monitoring, evaluating, and improving operational plans to align with the corporate governance code.

5. It ensures that the performance outcomes are reported to the Board of Directors for acknowledgment and compiles a report of the Nomination and Remuneration Committee to be included in the Company's annual report.

6. The Nomination and Remuneration Committee may seek independent opinions from professional consultants or specialists as deemed necessary at the Company's expense, subject to the approval of the Board of Directors.

7. It undertakes a review and enhancement of the Charter of the Nomination and Remuneration Committee at least once a year and presents the updated charter to the Board of Directors for their approval.

8. The committee undertakes additional tasks as delegated by the Board of Directors.

Reference link for the charter

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Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1) The Risk Management Committee is responsible for reviewing and refining the organizations risk management policies to align with the Company's objectives, primary goals, strategies, and acceptable levels of risk. This ensures a unified direction in the risk management process across all organizational levels and involves presenting these policies to the Board of Directors for approval.

2) The committee oversees the Company's risk identification processes, focusing on both external and internal factors that could prevent the Company from achieving its goals. This includes a comprehensive approach to strategic risks, operational risks, financial risks, and compliance risks, as well as risks relating to Environment, Social, and Governance (ESG). This includes climate change risks, energy and resource management risks, human rights risks, occupational health and safety risks, and emerging risks that may arise in the future.

3) The committee ensures the Company evaluates the impact and opportunities related to identified risks, prioritizing these risks, determine the acceptable level of risk (Risk Appetite) and ensuring suitable risk management methods are in place. These methods range from risk acceptance, risk reduction or control, risk avoidance, to risk transfer.

4) The committee supervises the assignment of responsibility for adhering to the risk management policy. It is also tasked with structuring and approving the appointment of a risk management working group, which is responsible for formulating risk management strategies and guidelines that are in harmony with the overall risk management policy. This role involves fostering and encouraging cooperation in risk management activities across all levels of the organization.

5) The Risk Management Committee consistently monitors and assesses the effectiveness of the Company's risk management policies. This includes reviewing and evaluating the relevance and sufficiency of the organization's risk management policies, strategies, and guidelines. It ensures that these policies, strategies, and guidelines are aligned with the overall business strategy and direction, effectively managing risk levels to maintain them within acceptable limits.

6) The committee provides guidance and support to the Board of Directors on corporate risk management policies, promoting continuous and regular enhancement and development of the risk management framework.

7) It communicates with the Audit Committee regarding significant risks to assess the adequacy of the Company's internal control systems.

8) The committee is responsible for reporting on the Risk Policy Committee's performance, submitting these reports to the Board of Directors quarterly, and compiling a Risk Management Committee report for inclusion in the Company's annual report.

9) The Risk Policy Committee may seek independent opinions from professional consultants or specialists as deemed necessary at the Company's expense, subject to the approval of the Board of Directors.

10) The committee undertakes additional tasks as delegated by the Board of Directors.

Reference link for the charter

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Sustainability Committee

Role

- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1) The Sustainability Committee is responsible for formulating, reviewing, and refining the company's sustainability policies, strategies, and objectives to ensure a balanced integration of Environmental, Social, and Governance (ESG) principles. Such policies and strategies encompass climate-related risks and opportunities, respond to the expectations of relevant stakeholders, and are aligned with recognized best practices in accordance with both national and international standards.

2) The Sustainability Committee is responsible for providing guidance and promoting the definition of principles, policies, and strategies to ensure the company's operations align with sustainable development principles across all relevant dimensions, including business ethics and code of conduct, climate change, energy and resource management, human rights throughout the value chain, occupational health and safety, and community engagement. This is to ensure successful implementation in accordance with the established plans and objectives, maintain leadership in sustainability rankings as recognized by external organizations, and encourage the Board of Directors, management, and employees to effectively adhere to and implement the Company's sustainability framework.

3) The Sustainability Committee is responsible for overseeing, monitoring, evaluating, and disclosing the company's sustainability performance to ensure a balanced, effective, and transparent approach that maximizes benefits for both the company and its stakeholders.

4) Perform any other duties as assigned by the Board of Directors.

5) The Sustainability Committee is responsible for annually reviewing the appropriateness of the Sustainability Committee Charter. Any revisions or amendments shall be presented to the Board of Directors for consideration and approval.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. PICHAI DUSDEEKULCHAI^(*)</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	16 Feb 2022	Law, Strategic Management, Accounting, Finance, Sustainability
<p>2. Mr. WILERT PURIWAT</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	16 Feb 2022	Strategic Management, Marketing, Brand Management, Sustainability, Risk Management
<p>3. Mr. VARUT TAYMEYA</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	16 Feb 2022	Strategic Management, Accounting, Finance, Sustainability, Risk Management

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. KAROON SUJIWARODOM Gender: Male Age : 69 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : - Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>16 Feb 2022</p>
<p>2. Mrs. KANYA SUCHIVARODOM Gender: Female Age : 68 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : - Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>16 Feb 2022</p>
<p>3. Mr. KASEMSAN SUJIWARODOM Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>16 Feb 2022</p>

List of committee members	Position	Appointment date of executive committee member
4. Mr. Pongsakorn Prawetwattanakul Gender: Male Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	27 Sep 2022

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

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. PICHAI DUSDEEKULCHAI	The chairman of the subcommittee (Independent director)
	Mr. VARUT TAYMEYA	Member of the subcommittee (Independent director)
	Mr. KASEMSAN SUJIWARODOM	Member of the subcommittee
Risk Management Committee	Mr. VARUT TAYMEYA	The chairman of the subcommittee (Independent director)
	Mr. PICHAI DUSDEEKULCHAI	Member of the subcommittee (Independent director)
	Mr. KASEMSAN SUJIWARODOM	Member of the subcommittee
Sustainability Committee	Mr. KASEMSAN SUJIWARODOM	The chairman of the subcommittee
	Ms. KANTHEERA SUCHIVARODOM	Member of the subcommittee
	Ms. KORNKAMON SUJIWARODOM	Member of the subcommittee
	Mr. KOEDCHAI SUJIWARODOM	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. Parat Pracharoenphon	Member of the subcommittee
	Mr. Pornchai Tanataweechokpaisarn	Member of the subcommittee
	Mrs. Waraporn Suphanbanchong	Member of the subcommittee
	Mr. Pongsakorn Prawetwattanakul	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. Parat Pracharoenphon Gender: Male Age : 44 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Other Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President Sales	10 Sep 2001	Leadership, Marketing

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mrs. Waraporn Suphanbanchong Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President Supply Chain</p>	<p>16 Mar 2002</p>	<p>Marketing, Transportation & Logistics, Procurement</p>
<p>3. Mr. Pornchai Tanataweechokpaisarn Gender: Male Age : 45 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President Production</p>	<p>2 Jan 2006</p>	<p>Marketing, Steel</p>

List of executives	Position	First appointment date	Skills and expertise
<p>4. Ms. KANTHEERA SUCHIVARODOM Gender: Female Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President Business Administration	1 Sep 2009	Strategic Management, Sustainability, Risk Management, Human Resource Management
<p>5. Ms. KORNKAMON SUJIVARODOM Gender: Female Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Management & Marketing Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President Marketing	2 Jan 2011	Marketing, Brand Management, Strategic Management, Sustainability, Risk Management

List of executives	Position	First appointment date	Skills and expertise
<p>6. Mr. KASEMSAN SUJIWARODOM Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>1 Nov 2012</p>	<p>Engineering, Strategic Management, Accounting, Finance, Marketing</p>
<p>7. Mr. KOEDCHAI SUJIWARODOM Gender: Male Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President Business Development</p>	<p>3 Jun 2016</p>	<p>Strategic Management, Sustainability, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
8. Mr. Pongsakorn Prawetwattanakul ^(*) Gender: Male Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer	1 Feb 2019	Accounting
9. Mr. Tossapol Lertlamlerpong ^(**) Gender: Male Age : 31 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Accounting Department Manager	3 Mar 2025	Accounting

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

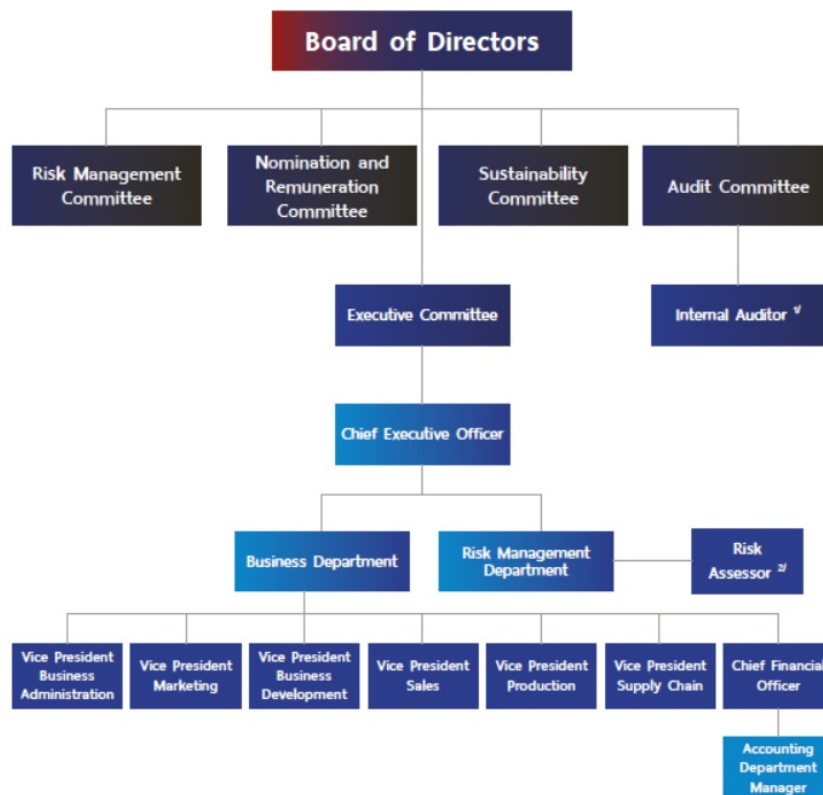
*(**) Accounting supervisor*

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

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

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

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



Notes :

- ¹ The Internal Auditor is an outsourced entity, namely KPMG Phoomchai Business Advisory Co., Ltd.
- ² The Risk Assessor is an outsourced person, namely Mr.Theerapol Nilphan

Remuneration policy for executive directors and executives

The Board of Directors has approved a policy for considering the remuneration of the Chief Executive Officer and top executives. This policy is designed to offer appropriate remuneration based on a variety of factors such as their knowledge, capabilities, work experience, as well as their roles, duties, and responsibilities. It also takes into consideration the industry practices of companies of a similar scale. The Nomination and Remuneration Committee is responsible for determining this remuneration, which is then proposed at the Board of Directors' meeting and/or shareholder's meeting for further consideration and approval.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
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	2023	2024	2025
Total remuneration of executive directors and executives (baht)	16,750,000.00	17,680,000.00	19,319,000.00
Total remuneration of executives (baht)	16,750,000.00	17,680,000.00	19,319,000.00

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	570,000.00	570,000.00	586,400.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

In 2023-2025, the Company also provided non-monetary remuneration to its executives, such as company car.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Tossapol Lertlamlerpong	tossapol.l@kjl.co.th	-

List of the company secretary

General information	Email	Telephone number
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General information	Email	Telephone number
1. Mr. Pongsakorn Prawetwattanukul	pongsakorn.p@kjl.co.th	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Supachate Kunaluckkul	supachate@kpmg.co.th	0-2677-2000

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. KASEMSAN SUJIWARODOM	kasemsan.s@kjl.co.th	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Tossapol Lertlamlerpong	ir@kjl.co.th	02-808-5000 ต่อ 241

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	2,600,000.00	-	1. Ms. VARAPORN VORATHITIKUL Email: varaporn. vorathitikul@pwc.com License number: 4474

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The performance results of the Company's board of directors in the year 2025 can be summarized as follows: the Company's board of directors has established key policies and strategies to enhance the Company's competitiveness. They have actively monitored the Company's performance to ensure its continuous business operations and increased competitiveness. Additionally, the board of directors has conducted business operations under the principles of good corporate governance, as outlined in the year B.E. 2560 (2017) by the Securities and Exchange Commission. These principles guide the Company's policies, including overseeing the adequacy of the internal control system, consistent management of organizational risks, and ensuring accurate and comprehensive financial reporting in accordance with relevant financial reporting standards. Furthermore, the board of directors has defined the Company's organizational values as FIST, comprising flexibility to adapt to changing needs, staying innovative, being swift, punctual, trustworthy, and promoting the cultivation of an organizational culture aligned with these values.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. KANYA SUCHIVARODOM	Vice-chairman of the board of directors	10 May 1996	Strategic Management, Sustainability, Risk Management, Human Resource Management
Mr. KASEMSAN SUJIWARODOM	Director	1 Nov 2012	Engineering, Strategic Management, Accounting, Finance, Marketing
Mr. WILERT PURIWAT	Director	16 Feb 2022	Strategic Management, Marketing, Brand Management, Sustainability, Risk Management

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

In the process of appointing directors for the Company, the board of directors collectively considers the qualifications of individuals to be appointed as directors and independent directors, taking into account the qualifications and non-disqualifying characteristics under the Public Limited Companies Act B.E. 2535 (1992) (and additional amendments), the Securities and Exchange Act B.E. 2535 (1992) (and additional amendments), the Notification of the Capital Market Supervisory Board, as well as relevant announcements, rules, and regulations. Additionally, the board of directors will evaluate and select directors and independent directors based on their qualifications, work experience, and other relevant suitability criteria. Subsequently, the nominations will be presented to the shareholders' meeting for consideration and appointment as directors of the Company. The directors of the Company must possess the following qualifications:

1. The directors of the Company should possess diverse qualifications in terms of skills, experience, abilities, and specific qualifications, as well as considerations for gender and age.
 2. The directors of the Company must be individuals with knowledge, abilities, and experience that would be beneficial to the Company's business operations. The directors should possess honesty, integrity, ethical conduct in business operations, a vision, and have sufficient time to devote their knowledge, abilities, and duties to the Company to the fullest extent.
 3. The directors of the Company must possess qualifications and not have disqualifying characteristics as stipulated by laws pertaining to public limited companies and securities and stock markets. Additionally, they should not exhibit traits that suggest a lack of suitability to be entrusted with the management of business operations in a publicly held company, as outlined by the Securities and Exchange Commission regulations.
 4. Independent directors must not perform executive functions, remain independent from the management, and be able to participate in board meetings, providing independent opinions, without any business relationships with the Company and its subsidiaries, in a manner that would impose limitations on expressing independent opinions.
 5. Independent directors and audit committee members must possess qualifications in accordance with the announcements of the Securities and Exchange Commission and the requirements of the Securities and Exchange Commission, and the Stock Exchange of Thailand which have duties and responsibilities as stipulated by the regulations of the Stock Exchange of Thailand.
 6. The chairman of the Company's board is not the same individual as the Chief Executive Officer (CEO) to ensure a balance of power and facilitate oversight of management activities.
 7. The directors of the Company cannot engage in a similar business or compete with the Company, hold shares or be a director in other legal entities with similar characteristics, and compete with the Company, whether for personal benefit or the benefit of others. Unless disclosed at the shareholder meeting before the appointment
 8. If the Company's directors, a director may not hold positions as a director in more than 5 companies (including the Company). In the event that a director holds positions as a director in other registered companies exceeding 5, the board of directors will assess the effectiveness of the performance of that director in fulfilling their duties.
- the Company has a policy to appoint independent directors constituting at least 1 in 3 of the total number of directors, with a minimum of 3 independent directors. As on the date of 31 December 2025, the board of directors comprises 3 independent directors out of the total of 9 directors, which is not less than 1-third of the total number of directors.

The qualifications of independent directors are as follows:

1. Holds no more than 1 percent of the total voting shares of the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company. This shall apply to the shareholding of persons in relation with independent directors.
2. Not be, or have been, an executive director, employee, regular salaried consultant, or person with controlling power in the Company, its parent company, subsidiaries, affiliated companies, subsidiaries of the same level, major shareholders, or those with control over the Company. This prohibition applies unless the independent director has been free from such characteristics for at least 2 years before the date of submitting the application for approval to the Securities and Exchange Commission (SEC) office. It is important to note that this prohibition does not include cases where the independent director was previously a government official or consultant for a government agency that is a major shareholder or has controlling power over the Company.
3. Is not a person who has a blood relationship or by legal registration as a father, mother, spouse, sibling, child and child's spouse of other directors, executives, major shareholders, the controlling authority, or any person to be nominated as a director, an executive, or the controlling authority of the Company or subsidiary companies.
4. Does not have or has never had any business relationship with the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company in a manner that may impede the exercise of his or her independent judgement, and is not or has never been a significant shareholder or the controlling authority of a person who has a business relationship with the Company, the holding company, subsidiary companies, affiliated companies, major shareholders or the controlling authority of the Company, unless he or she has been relieved of such position not less than 2 years prior to the date of submitting the form to the SEC Office.

Such business relationships according to Clause 1 include the making of commercial transactions normally performed for the purpose of running a business, renting or leasing real estate, listing assets or services, or providing or receiving financial assistance by obtaining or lending, guaranteeing, providing assets as collateral, and other similar behaviors that result in liabilities of the Company or the contracting party payable to the other party from 3 percent of the Company's net tangible assets or from 20 million baht or more, whichever is lower. The calculation of such liabilities is based *mutatis mutandis* on the calculation method of the value of related transactions in accordance with the notification of the Capital Market Supervisory Board on the criteria of making related transactions. However, in consideration of such liabilities, the liabilities incurred during the 1 year period prior to the date of business relationship with the same person shall be included.

5. Is not or has never been an auditor of the Company, parent company, subsidiary company, associated company, major shareholder or the controlling person of the Company and not being a significant shareholder controlling person or partner of the audit firm which includes the auditors of the Company, parent company, subsidiaries, associated companies, and major shareholders or the controlling person of the Company affiliated unless the person has been free from the aforementioned characteristics for not less than 2 years before the date of submitting the application for permission to the SEC Office.
6. Is not or has never been a professional service provider, including providing services as a legal advisor or financial advisor. which receive service fees in excess of 2 million baht per year from the Company, parent company, subsidiaries, associated companies, major shareholders or the controlling person of the Company and not being a significant shareholder controlling person or a partner of that professional service provider as well unless the person has been free from such characteristics for not less than 2 years before the date of submitting the application for permission to the SEC Office.
7. Is not a director appointed as the representative of the Company's directors, major shareholders or shareholders related to major shareholders.
8. Does not engage in business of the same nature and in significant competition with the business of the Company or its subsidiary companies, or is not a significant partner in the partnership, or a director involved in the management, an officer, an employee, an advisor with regular wages or holds more than 1 percent of the total

voting shares of another company operating in the same nature and in significant competition with the business of the Company or its subsidiary companies.

9. Does not have any other characteristics that prevent oneself from giving independent opinions on the Company's operations.

Subsequently, upon being appointed as an independent director conforming to characteristics from 1) to 9), the independent director may be assigned by the Company's board of directors to make decisions regarding the operations of the Company, parent company, subsidiary company, affiliated company, or subsidiaries of the same parent, major shareholders, or controlling parties of the Company. Such decisions may be made in a collective decision-making format. The definition of an independent director is in accordance with the announcement of the Capital Market Supervisory Board.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 0

Rights of minority shareholders on director appointment

Kijcharoen Engineering Electric Public Company Limited (the Company) would like to inform that, according to the good corporate governance practice relating to the equitable treatment of shareholders, the Company would like to invite the shareholders to propose an agenda in the 2026 Annual General Meeting of Shareholders and nominated any qualified candidate to be elected as the Company Directors in advance. The procedures are disclosed on the Company website at <https://www.kjl.co.th> under Investor Relations > Shareholder Information > Shareholders Meeting page from now until December 31, 2025.

Method of director appointment : Method by which shareholders can divide their votes among candidates in accordance with the Public Limited Companies Act (Cumulative voting)

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. KAROON SUJIWARODOM (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Accreditation Program (DAP)
2. Mrs. KANYA SUCHIVARODOM (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Accreditation Program (DAP)
3. Ms. KANTHEERA SUCHIVARODOM (Director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)
4. Ms. KORNKAMON SUJIWARODOM (Director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)
5. Mr. KASEMSAN SUJIWARODOM (Director)	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
6. Mr. KOEDCHAI SUJIWARODOM (Director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)
7. Mr. WILERT PURIWAT (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2017: Director Accreditation Program (DAP)
8. Mr. PICHAI DUSDEEKULCHAI (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2020: Advanced Audit Committee Program (AACP) • 2019: Director Accreditation Program (DAP)
9. Mr. VARUT TAYMEYA (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors is responsible for supervising the policies and operations of the Company, as well as evaluating the performance of the Board of Directors and the Subcommittees based on the following guidelines:

1) Board of Directors

The Board of Directors will organize a performance appraisal of the Board of Directors at least once a year so that the Board of Directors can jointly consider its performance and problems to seek for improvement and to ensure more effective operations. They will report the results of its performance appraisal, which is conducted both for the board as a whole and for each individual director. The Company may consider arranging for external advisors to help determine guidelines, recommend topics for the performance appraisal, and disclose such operations in the annual report.

2) Audit Committee

The Audit Committee will conduct its own performance appraisal at least once a year and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

3) Executive Committee

The Executive Committee will conduct its own performance appraisal at least once a year and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

4) Risk Management Committee

The Risk Management Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of

Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

5) The Nomination and Remuneration Committee

The Nomination and Remuneration Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

6) Sustainability Committee

The Sustainability Committee will conduct its own performance appraisal at least once a year, which is conducted both for the committee as a whole and for each individual member, and report the annual results to the Board of Directors for acknowledgement. The Board of Directors may consider giving additional opinions to further improve effective operations.

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

For the year ended on 31 December 2025, the Board of Directors considered the following significant matters:

1. Control and oversee the Company's operations and management to align with the objectives, regulations, policies, rules, directives, and resolutions of the Board of Directors and/or shareholders' meetings within the relevant legal framework.
2. Consider and scrutinize proposals from the management, including targets, policies, direction, business strategies, company operations, operational plans, business expansion investments, public relations, financial planning, annual reports, annual budgets, human resource management, information technology investments, and other relevant matters for presentation at the Company's Board of Directors meetings for further consideration and determination.
3. Monitor the performance and progress of each business investment project, report overall results, and provide information on any issues or obstacles encountered, along with proposed solutions for the Board of Directors to be informed. Additionally, track the progress of the Company's registration in the Stock Exchange of Thailand to ensure alignment with the established plans.
4. Consider approving financial expenditures for routine business transactions of the Company, provided they do not exceed the budget approved by the Board of Directors.
5. Examine the feasibility of new projects and oversee the implementation of various projects as deemed appropriate, including the execution of relevant legal transactions until completion. The authority granted for such actions shall comply with the approved authorization framework set by the Board of Directors and align with the provisions of securities laws and stock market regulations. Approval for significant investment expenditures, as outlined in the annual budget, will be in accordance with instructions from the Board of Directors or prior resolutions passed by the Board of Directors.
6. Review the charter of the Executive Board to provide guidelines for appropriate and current duties and to align with any changes that may have occurred.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Audit Committee	Group assessment	95.83	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	91.25	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	95.56	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Board of Directors	Group assessment	95.71	100
	Self-assessment	95.73	100
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	100	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

To ensure compliance with good corporate governance principles, the Board of Directors conducts an annual performance evaluation of the Chief Executive Officer (CEO) based on comprehensive criteria and key performance indicators (KPIs) covering financial aspects as well as environmental, social, and/or governance (ESG) factors. These

include metrics such as company profitability and revenue, greenhouse gas emissions, safety statistics, and stakeholder satisfaction levels.

The following outlines the evaluation process, criteria, and summary of the CEOs performance assessment for the year 2025:

Performance appraisal process

The Recruitment and Remuneration committee reviews the performance evaluation questionnaire of the Chief Executive Officer conducted annually. The committee then presents the evaluation results to the board for completeness according to the established criteria. The evaluation is carried out independently by non-executive board members. The Company secretary is assigned to summarize and analyze the performance evaluation results and present them to the recruitment and remuneration committee for approval. The committee provides feedback, and based on the analysis and additional insights from the evaluation, develops and proposes appropriate compensation adjustments for the Chief Executive Officer. These recommendations are then presented to the board for consideration and approval.

Evaluation criteria

This assessment form is divided into 2 parts.

Part 1 measures success against the set objectives using the financial statements for the fiscal year compared to the established targets.

Part 2 an assessment by non-executive board members individually evaluating the performance of the Chief Executive Officer over the past year. The scores from each individual are averaged and weighted for each criterion.

There are 5 levels of evaluation criteria, which is 5 = excellent, 4 = very good, 3 = good, 2 = fair, 1 = Should be improved

In summary, the performance evaluation results for the Chief Executive Officer for 2025 indicate an average score within a relatively excellent range, standing at 90.96%.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 6
past year (times)
Date of AGM meeting : 23 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. KAROON SUJIWARODOM (Chairman of the board of directors)	6	/	6	1	/	1		/	
2. Mrs. KANYA SUCHIVARODOM (Vice-chairman of the board of directors)	6	/	6	1	/	1		/	
3. Ms. KANTHEERA SUCHIVARODOM (Director)	6	/	6	1	/	1		/	
4. Ms. KORNKAMON SUJIWARODOM (Director)	6	/	6	1	/	1		/	
5. Mr. KASEMSAN SUJIWARODOM (Director)	6	/	6	1	/	1		/	
6. Mr. KOEDCHAI SUJIWARODOM (Director)	6	/	6	1	/	1		/	
7. Mr. WILERT PURIWAT (Director, Independent director)	6	/	6	1	/	1		/	
8. Mr. PICHAJ DUSDEEKULCHAI (Director, Independent director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Mr. VARUT TAYMEYA (Director, Independent director)	6	/	6	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. KAROON SUJIWARODOM (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. KANYA SUCHIVARODOM (Vice-chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Ms. KANTHEERA SUCHIVARODOM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Ms. KORNKAMON SUJIWARODOM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. KASEMSAN SUJIWARODOM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. KOEDCHAI SUJIWARODOM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mr. WILERT PURIWAT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PICHAI DUSDEEKULCHAI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
9. Mr. VARUT TAYMEYA (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

Monetary Remuneration

The 2025 Annual General Meeting of Shareholders resolved to determine the remuneration of the Board of Directors and sub-committee members for 2025 with the following details:

Position	Meeting allowance (Baht/meeting)
The Chairman of the Board	25,000
Directors	20,000
Chairman of the Audit Committee	20,000
Audit Committee	15,000
Chairman of the Risk Management Committee	20,000
Risk Management Committee	15,000
Chairman of Nomination and Remuneration Committee	20,000
Nomination and Remuneration Committee	15,000

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. KAROON SUJIWARODOM (Chairman of the board of directors)			4,350,000.00		0.00
Board of Directors (Chairman of the board of directors)	150,000.00	0.00	150,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	4,200,000.00	4,200,000.00	No	
2. Mrs. KANYA SUCHIVARODOM (Vice-chairman of the board of directors)			3,930,000.00		0.00
Board of Directors (Vice-chairman of the board of directors)	120,000.00	0.00	120,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	3,810,000.00	3,810,000.00	No	
3. Ms. KANTHEERA SUCHIVARODOM (Director)			120,000.00		0.00
Board of Directors (Director)	120,000.00	0.00	120,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Ms. KORNKAMON SUJIWARODOM (Director)			120,000.00		0.00
Board of Directors (Director)	120,000.00	0.00	120,000.00	No	
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Mr. KASEMSAN SUJIWARODOM (Director)			165,000.00		0.00
Board of Directors (Director)	120,000.00	0.00	120,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. KOEDCHAI SUJWARODOM (Director)			120,000.00		0.00
Board of Directors (Director)	120,000.00	0.00	120,000.00	No	
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
7. Mr. WILERT PURIWAT (Director, Independent director)			180,000.00		0.00
Board of Directors (Director)	120,000.00	0.00	120,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
8. Mr. PICHAI DUSDEEKULCHAI (Director, Independent director)			255,000.00		0.00
Board of Directors (Director)	120,000.00	0.00	120,000.00	No	
Audit Committee (Chairman of the audit committee)	80,000.00	0.00	80,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
9. Mr. VARUT TAYMEYA (Director, Independent director)			230,000.00		0.00
Board of Directors (Director)	120,000.00	0.00	120,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	20,000.00	0.00	20,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
10. Mr. Pongsakorn Prawetwattanakul (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
11. Mr. Parat Pracharoenphon (Member of the subcommittee)			0.00		0.00
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Mr. Pornchai Tanataweechokpaisarn (Member of the subcommittee)			0.00		0.00
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
13. Mrs. Waraporn Suphanbanchong (Member of the subcommittee)			0.00		0.00
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,110,000.00	0.00	1,110,000.00
2. Audit Committee	200,000.00	0.00	200,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
3. Executive Committee	0.00	8,010,000.00	8,010,000.00
4. Nomination and Remuneration Committee	100,000.00	0.00	100,000.00
5. Risk Management Committee	50,000.00	0.00	50,000.00
6. Sustainability Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,275,000.00	1,510,000.00	1,460,000.00
Other monetary remuneration (Baht)	6,180,000.00	7,300,000.00	8,010,000.00
Total (Baht)	7,455,000.00	8,810,000.00	9,470,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : No
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Kijcharoen Engineering Electric Public Company Limited ("the Company") maintains a policy to invest in businesses that synergize with its core operations, possess high potential, and demonstrate the ability to generate long-term profitability. The Company has established direct and indirect measures and mechanisms to enable close control and supervision of its subsidiaries' management. This ensures compliance with the regulations of the Capital Market Supervisory Board No. TorJor. 39/2559 regarding the Application for and Approval of Offer for Sale of Newly Issued Shares (including amendments), the Regulations of the Stock Exchange of Thailand ("SET") regarding the Listing of Ordinary or Preferred Shares B.E. 2558 (including amendments), and the SETs Good Corporate Governance guidelines.

These measures aim to protect the Company's investment interests continuously and sustainably, while creating added value and confidence for all stakeholders. Accordingly, the Company has defined the following policy details regarding the control and governance of its subsidiaries' policies and operations:

1. Management Structure of Subsidiaries The Company defines the management structure to oversee and take responsibility for the operations of its subsidiaries as follows:

1.1 Nomination of Directors and Executives: The Company shall appoint persons approved by the Board of Directors to serve as directors and executives in its subsidiaries. This is to supervise and determine management policies as if the subsidiary were a business unit of the Company. The number of appointed directors shall generally be proportional to the Company's shareholding or based on mutual agreements. Such persons must possess appropriate qualifications and experience for managing the subsidiary's business.

1.2 Scope of Duties and Responsibilities:

(1) Closely monitor the subsidiary's performance to ensure it aligns with the Company's defined goals.

(2) Perform duties as assigned by the subsidiary's Board of Directors and/or its Shareholders' Meeting.

(3) Consider and vote in the subsidiary's Board meetings regarding general business operations as deemed appropriate for the maximum benefit of both the subsidiary and the Company. Exception: The following matters require prior approval from the Company's Board of Directors and/or Shareholders Meeting (as the case may be):

A) Transactions significantly impacting financial position and performance:

- Sale or transfer of all or material parts of the subsidiary's business to others.

- Acquisition or acceptance of transfer of other businesses.

- Dissolution of the subsidiary.

- Transfer or waiver of material benefits or legal claims resulting in damage to the subsidiary.

- Borrowing, lending, guaranteeing, creating obligations, or providing financial assistance to other companies that significantly affects the subsidiary's financial position.

- Amendment of the subsidiary's Articles of Association.

- Approval of annual and interim dividends (if any).

- Capital increase, allocation of new shares, or capital reduction, including any action resulting in the Company's direct or indirect shareholding in the subsidiary (at any tier) decreasing by 10% or more of the paid-up capital, or falling below 50% of the paid-up capital.

- Any non-routine business transactions that significantly affect the subsidiary.

B) Transactions according to the Connected Transaction Policy.

2. Conflict of Interest and Reporting Directors, executives, and related persons of the subsidiary are obligated to disclose any relationships or transactions that may cause a conflict of interest to the subsidiary's Board. They must avoid such transactions, and the subsidiary's Board must notify the Company accordingly. Directors and executives shall not participate in approving matters in which they have a vested interest. Furthermore, they must report financial status, operating results, business plans, or joint venture reports via quarterly reports to the Company within the specified timeframe.

3. Operational Monitoring Subsidiaries must report business plans, investment projects, and joint ventures through monthly performance reports. They must also submit operational documents upon reasonable request. If significant issues are detected, the Company may require clarification or additional documentation. The Company will closely monitor performance and provide suggestions to the Boards of both the Company and the subsidiary to promote continuous development and growth.

4. Internal Control Systems The Company shall ensure that subsidiaries maintain appropriate, concise, and sufficient internal control systems, including reliable systems for disclosing significant transactions in accordance with regulations. Additionally, an internal audit mechanism must be established, with audit results reported to the Company's directors and executives to ensure consistent compliance with established control processes.

5. Matters Requiring Shareholder Approval Subsidiaries must obtain approval from the Company's Shareholders' Meeting for the following:

- Capital increase or reduction not in proportion to shareholding, or a reduction that impacts the Company's voting rights.
- Amendments to the subsidiary's Articles of Association that may affect the Company's financial position.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

The Company emphasizes and understands the objectives of conducting business for the maximum benefit of shareholders, stakeholders, and related parties fairly and transparently. This is achieved by providing guidelines for the board of directors, executives, and employees to carry out their duties with integrity, avoiding personal gains that conflict with the Company's interests and complying with securities and stock market laws. The Company has established a policy to prevent conflicts of interest for enforcement within the Company. Throughout the past period, the board of directors, executives, and all employees, as well as involved parties, have adhered to corporate governance policies and conflict of interest prevention policies diligently, without any complaints or actions leading to conflicts of interest.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

The Company is aware of and recognizes the importance of governing the use of internal information in accordance with principles of good corporate governance, steadfast in ethical principles, integrity, morality, and ethical conduct in business operations. The Company has thus established a policy on the use of internal information to prevent board members, executives, and employees from using the internal information of the Company for personal benefits or disclosing it to others, including for securities trading. The Company adheres to various regulations of the Securities and Exchange Commission's Office, such as reporting securities transactions by board members and executives. The key provisions of this policy include:

Internal information refers to data that has not been disclosed to the public or information exclusively used for the Company's purposes. It does not involve personal information and may include temporarily withheld data, such as unpublished financial statements, dividend payments, mergers and acquisitions, and significant commercial contracts.

The Company has implemented measures to safeguard the use of internal data for personal benefit, as follows:

1. the Company shall provide information to the directors and executives of the Company regarding their responsibilities to prepare and submit reports on the ownership of securities of the Company, whether held personally, by spouses, or by dependents such as unmarried children. This includes legal entities where the directors and executives, their spouses, or dependents who live with them, and unmarried children who have not reached legal age, collectively hold shares exceeding 30 percent of the total voting rights of such legal entities, in accordance with Section 59 and the penalties specified in Section 275 of the Securities and Exchange Act. This also encompasses reporting the acquisition or disposal of securities of the Company in accordance with Section 246 and the penalties specified in Section 298 of the Securities and Exchange Act.
2. the Company requires its directors and executives to prepare and submit a report on their own securities holdings and that of their spouses or persons living together as husband and wife, their children who are minors, as well as juristic persons that directors and executives including their spouses or persons living together as husband and wife, and their children who are minors hold shares more than 30 percent of the total voting rights of such juristic persons. This shall be made in accordance with the securities holding report form prescribed to the Company secretary before submitting to the SEC Office every time. It must be prepared and submitted within 30 days from the date of appointment as directors and/or executives and every time there is any change. They shall report changes in securities holdings according to specified changes in securities holdings within 3 business days from the date of purchase, sale, transfer, or receipt of transfer of such securities. The Company secretary shall present the summary report on securities holdings and changes in securities holdings to the Board of Directors' meeting for acknowledgement on a regular basis in every 6 months.
3. the Company prohibits its directors, executives, employees, and officers who have received the Company's Inside Information from disclosing secrets and/or business information to other persons or from seeking benefits for oneself or any other person. This includes using such information to buy or sell, or to offer to buy or sell, or to persuade other persons to buy or sell or to offer to buy or sell the Company's securities. etc. The above-mentioned persons must not disclose such information to other persons who may use it for the same benefit, especially to business competitors, no matter they are direct or indirect competitors and whether they receive benefits in return or not. The use of such information to do business competing with the Company or its subsidiary companies shall be included.
4. the Company requires its directors, executives, those holding management positions in the accounting or finance fields who are department directors or above or its equivalent, and related workers as well as the spouses and children who are minors of such persons who have been informed of important Inside Information which causes changes in the price of securities, to suspend trading of the Company's securities in the period before the financial statements are published. The Company also requires them not to disseminate the Company's financial position and status until such information is disclosed to the public. The Company requires its directors and executives as well as those holding management positions in the accounting or finance fields who are department directors or above or its equivalent to refrain from buying, selling, offering to buy or to sell, or persuading other persons to buy, sell, offer to buy or to sell the Company's securities, whether directly or indirectly and whether such action is

done for benefits of oneself or others, for at least 30 days prior to public disclosure and during a period of at least 24 hours after the disclosure of the Company's Inside Information to the public. Any persons involved with Inside Information must not disclose it to others.

5. the Company prohibits its directors, executives, employees, and officers or former directors, executives, or employees from disclosing Inside Information or the Company secrets, as well as confidential information of the Company's customers obtained when performing their duties, to outsiders even though such disclosure may not cause any damage to the Company and the Company's customers.
6. Directors, executives and employees of the Company or former directors, executives, employees, or officers have a duty to keep secrets and Inside Information confidential. They also have a duty to use Inside Information for the benefit of the Company's business operations only. Directors, executives, and employees are prohibited to use confidential or Inside Information for the benefit of other companies in which they are shareholders, directors, executives, employees and officers.
7. the Company has measures to prevent the use of Inside Information by limiting access to information that has not yet been disclosed to the public and only permitting it to those involved as necessary. the Company organizes a security system for Inside Information and the owner of such information must instruct those involved to strictly comply with the measures..
8. Information disclosure shall be performed by the Company personnel who have authority and duties. General employees shall not disclose such information. When asked to reveal the information beyond their scopes, they shall direct the inquirer to the person in charge of disclosing such information so that the information is correct and in the same direction
9. the Company considers this action to be a violation of the policy on the use of inside information. Unauthorized disclosure of information until causing damage to the Company and related persons This is considered an offense that is subject to disciplinary punishment. According to the Company's work regulations The punishment will be considered as appropriate to the case. From warnings to dismissal from work Including legal liability
In this regard, the Company consistently monitors and ensures compliance with the internal data usage policy. As of 31 December 2025, there have been no reported complaints or violations related to insider trading or the use of internal information for personal gain. Additionally, there has been no breach or non-compliance with the internal data usage policy in any manner.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over : Yes
the past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company firmly instills the values of preventing and combating corruption in all forms, strictly prohibiting its directors, executives, and employees from engaging in any corrupt activities, whether directly or indirectly. The Company has established guidelines as follows:

1. It is imperative for directors, executives, and employees to refrain from any involvement in corruption, regardless of the manner.
2. Observations of any actions that suggest corruption related to the Company should not be ignored, and must be promptly reported to the relevant supervisors or responsible personnel. Additionally, cooperation is required in any subsequent investigations.
3. Engaging in corrupt activities is considered a breach of the Company's business ethics and will result in disciplinary action. Legal penalties may also apply if the act is unlawful.
4. Executives are responsible for establishing policies and overseeing systems for internal control and risk management that effectively support anti-corruption measures.
5. To mitigate high-risk corruption activities, directors, executives, and employees are required to exercise caution in the following areas:
 - a.) Business Relations and Procurement: Prohibition of giving or receiving bribes in all business operations. Business interactions and procurement processes must be transparent, honest, and compliant with relevant laws, especially in dealings with government entities.
 - b.) Charitable Donations and Sponsorships: All forms of donations and sponsorships must be transparent and legal, ensuring that they are not utilized as a pretext for bribery.
 - c.) Gifts, Entertainment, and Other Benefits: The offering of gifts, souvenirs, entertainment, or any other benefits to government officials is prohibited, except where allowed by law, custom, or tradition. Each instance of giving must be approved by the authorized personnel, serving as a preliminary safeguard to ensure no conflicts of interest or corruption arise.

Number of cases or issues related to corruption

	2023	2024	2025

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

The Company has established channels for external stakeholders to report concerns and file complaints. These can be communicated directly to the Audit Committee, which operates independently of the Company's management. The Company secretary is tasked with filtering these complaints. The channels for external complaints include:

1. Online complaint channel (<https://www.kjl.co.th/Contact>)
2. Email Address for the Audit Committee(AC@kjl.co.th)
3. Postal

Submission to the Audit Committee or the Company's secretarial department.

Kijcharoen Engineering Electric Public Company Limited

61 Moo 8, Wirunrat Alley, Setthakit Road, Tha Mai Sub-district, Krathum Baen District, Samut Sakhon Province 74110

During the fiscal year ending on 31 December 2025 the Company did not receive any notifications or complaints.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PICHAI DUSDEEKULCHAI (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. WILERT PURIWAT (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. VARUT TAYMEYA (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

For the fiscal year ending December 31, 2025, the company convened 4 Audit Committee meetings. These meetings were held in conjunction with the management team, internal auditors, and external auditors. The primary focus of these meetings included:

1. Review and examination of the company's financial statements for the year 2025, in collaboration with the management and auditors. This was to ensure the financial reports of the company were accurately prepared in accordance with generally accepted accounting standards and that information was disclosed comprehensively and reliably.
2. Evaluation of disclosures related to intercompany transactions and transactions that might pose potential conflicts of interest. The Audit Committee determined that the disclosures concerning related party transactions and connected transactions were complete and sufficient, and that these transactions were conducted in line with normal commercial terms.
3. The Audit Committee confirmed that the auditor identified no concerns regarding the review of the company's internal control system.
4. The internal control system was evaluated following guidelines established by the Securities and Exchange Commission, encompassing organizational internal control, risk management, accounting controls, operational practices, information systems, and communication, as well as monitoring systems. The Audit Committee believes that the company has sufficient and effective internal controls.
5. The Audit Committee ensured the independence of internal audit operations by appointing KPMG Phoomchai Business Advisory Limited, an external provider of internal audit services, as the company's internal auditor. The Audit Committee is responsible for reviewing the annual internal audit plan, the internal audit report, and for continuous follow-up with management. They also provide guidance to internal auditors, ensuring that internal audit activities are effectively and efficiently executed. The internal audit findings revealed no indications of fraud or significant deficiencies in internal control.
6. The Audit Committee evaluated the independence, business understanding, work quality, and qualifications of the auditors, along with the appropriateness of the audit fees. It approved Prime Waterhouse Coopers ABAS Limited as the company's auditor for the fiscal year 2025. Ms.Varaporn Vorathitikul, Certified Public Accountant No. 4474, was

appointed as the signing auditor. His qualification meets the requirements and has been endorsed by the Securities and Exchange Commission, and the audit report is to be presented to the shareholders' meeting for approval.

- The Audit Committee also ensured that the company has an appropriate and effective risk management system. They are of the opinion that the company maintains a suitable and efficient risk management system.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 8

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KAROON SUJIWARODOM (The chairman of the executive committee)	8	/	8	8/8 (100.00%)
2 Mrs. KANYA SUCHIVARODOM (Vice-chairman of the executive committee)	8	/	8	8/8 (100.00%)
3 Mr. KASEMSAN SUJIWARODOM (Member of the executive committee)	8	/	8	8/8 (100.00%)
4 Mr. Pongsakorn Prawetwattanakul (Member of the executive committee)	8	/	8	8/8 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

For the year ended on 31 December 2025, the Board of Directors considered the following significant matters:

- Control and oversee the Company's operations and management to align with the objectives, regulations, policies, rules, directives, and resolutions of the Board of Directors and/or shareholders' meetings within the relevant legal framework.
- Consider and scrutinize proposals from the management, including targets, policies, direction, business strategies, company operations, operational plans, business expansion investments, public relations, financial planning, annual reports, annual budgets, human resource management, information technology investments, and other relevant matters for presentation at the Company's Board of Directors meetings for further consideration and determination.
- Monitor the performance and progress of each business investment project, report overall results, and provide information on any issues or obstacles encountered, along with proposed solutions for the Board of Directors to

be informed. Additionally, track the progress of the Company's registration in the Stock Exchange of Thailand to ensure alignment with the established plans.

4. Consider approving financial expenditures for routine business transactions of the Company, provided they do not exceed the budget approved by the Board of Directors.
5. Examine the feasibility of new projects and oversee the implementation of various projects as deemed appropriate, including the execution of relevant legal transactions until completion. The authority granted for such actions shall comply with the approved authorization framework set by the Board of Directors and align with the provisions of securities laws and stock market regulations. Approval for significant investment expenditures, as outlined in the annual budget, will be in accordance with instructions from the Board of Directors or prior resolutions passed by the Board of Directors.
6. Review the charter of the Executive Board to provide guidelines for appropriate and current duties and to align with any changes that may have occurred.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PICHAI DUSDEEKULCHAI (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. VARUT TAYMEYA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. KASEMSAN SUJIWARODOM (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

For the year ended on 31 December 2025, the Recruitment and Remuneration committee has considered the following:

1. Evaluate objectives and assess the annual performance of the Company and the Chief Executive Officer.
2. Consider and provide opinions on the determination of compensation for the Company's executives, subcommittee members, management, and employees.
 - Evaluate and provide opinions on the determination of compensation for the Company's executives and subcommittee members, taking into account their experience, roles, responsibilities, performance, and the Company's operational results. Consider comparisons with other companies in the same industry, anticipated benefits from the committee, alignment with the Company's long-term strategy and goals, and the value created for shareholders. Present the recommendations to the Board of Directors for consideration and further submission to the shareholders' meeting for approval.

- Evaluate the budget for salary increases and annual bonuses for both the Company and its subsidiaries to ensure appropriateness and alignment with the Company's performance and industry standards of similar types.
 - Consider adjustments to the compensation and annual bonuses for the Chief Executive Officer and employees of the Company.
3. Consider presenting nominations and proposals for the appointment of directors to replace those who must retire by rotation before submitting to the Board of Directors and at the shareholders' meeting for consideration and approval.
 4. Provide opinions and recommendations on succession planning for senior management and key positions within the Company.
 5. Acknowledge the overall framework of the Company's operational and management policies, such as the Board Charter, corporate governance policy, business ethics, risk management policy, and corporate social responsibility policy and so on.
 6. Review the Recruitment and Remuneration committee Charter to provide guidelines for appropriate and current duties, aligning with the current situation and any changes that may have occurred.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VARUT TAYMEYA (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. PICHAI DUSDEEKULCHAI (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Mr. KASEMSAN SUJIWARODOM (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

For the year ended on 31 December 2025, the Risk Management committee has considered the following significant matters:

1. To review and screen the Company's risk management policy to ensure alignment with its objectives, core goals, strategies, and acceptable risk appetite, thereby establishing a consistent framework for risk management practices across all levels of the organization, and to propose the risk management policy to the Board of Directors for approval.
2. To oversee that the Company identifies risks by considering both external and internal risk factors that may prevent the Company from achieving its established objectives. Such risk identification shall, at a minimum, cover

strategic risk, operational risk, financial risk, compliance risk, as well as Environmental, Social, and Governance (ESG) risks, including climate change risk, energy and resource management risk, human rights risk, occupational health and safety risk, and emerging risks.

3. To oversee and ensure that the Company assesses the potential impacts and opportunities arising from identified risks in order to prioritize risks, determine the appropriate level of risk appetite, and implement suitable risk management measures, whether through risk acceptance, risk reduction or control, risk avoidance, or risk transfer.
4. To monitor and evaluate the effectiveness of the risk management policy on a regular basis, including reviewing the adequacy and appropriateness of the Company's risk management policies, strategies, and practices, to ensure alignment with the Company's overall business strategy and direction, and to maintain risk levels within acceptable limits.

Meeting attendance of Sustainability Committee

Meeting Sustainability Committee (times) : 1

List of Directors	Meeting attendance of Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KASEMSAN SUJIWARODOM (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)
2 Ms. KANTHEERA SUCHIVARODOM (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Ms. KORNKAMON SUJIWARODOM (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Mr. KOEDCHAI SUJIWARODOM (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. Parat Pracharoenphon (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Mr. Pornchai Tanataweechokpaisarn (Member of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
7 Mrs. Waraporn Suphanbanchong (Member of the subcommittee)	1	/	1	1/1 (100.00%)
8 Mr. Pongsakorn Prawetwattanakul (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainability Committee

For the year ended on 31 December 2025, the Sustainability committee has considered the following significant matters:

1. To consider and review the Companys sustainability policies and strategies, and to refine its sustainability goals to ensure a balanced approach across Environmental, Social, and Governance (ESG) dimensions. Such policies and strategies shall encompass climate-related risks and opportunities, address the expectations of relevant stakeholders, and align with best practices in accordance with national and international standards.
2. To provide recommendations and promote the establishment of principles, policies, strategies, and business operations in alignment with sustainable development principles across all relevant areas, including business ethics and code of conduct, climate change, energy and resource management, human rights throughout the value chain, occupational health and safety, and community engagement. This includes ensuring successful implementation in accordance with established plans and targets, maintaining leadership recognition in sustainability by external organizations, and encouraging directors, executives, and employees to effectively adhere to the Companys sustainability guidelines.
3. To oversee, monitor, evaluate, and disclose the Companys sustainability performance in a balanced and effective manner, ensuring maximum benefits for the Company and its stakeholders.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company commits to be the leader in electrical switchboard cabinet, electrical wiring rail, equipment for electrical wiring, and custom metal sheet industry that added value for business, society, and environment. Accelerating the business to be the sustainably organization. As an approach to conduct the business for the long term value for stakeholders and organization in aspects of economic, society, energy, and environment throughout the business chain under the Good corporate governance. The Company commits to be part of emerging digital globalization with electrical switchboard cabinet, electrical wiring, equipment for electrical wiring, and custom metal sheet in quality and meet international standards. As well as be part in stakeholders success and be aware of the value from sustainably development.

Sustainability management goals

Does the company set sustainability management goals : Yes

In 2025, the Company set sustainability goals aligned with The United Nations Sustainable Development Goals (UNSDGs), encompassing 10 categories across environmental, social, governance and economic dimensions. The Sustainability and Corporate Governance Committee approved these goals.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, 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 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions

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

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

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

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

Information on impacts on stakeholder management in business value chain

Business value chain

1) Production factors and incoming logistics management

- The Company prioritize on purchasing raw materials with quality, meet the standards, and come in reasonable prices. As well as managing trading partners to deliver the raw materials according to specified standards. As well as providing partner evaluations to develop sustainable business operations.
- The Company prioritize on preserving raw materials and equipment. Raw materials, parts and equipment including consumable raw materials and finished products under the Company possession must be maintained and stored according to specified working methods. To ensure that raw materials, parts and equipment, consumable raw materials, and finished products always maintain quality and ready to use.
- The Company prioritizes the procurement of environmentally friendly raw materials by selecting key suppliers that implement environmentally conscious management practices. Suppliers must provide certifications that comply with relevant environmental standards, such as SDS (Safety Data Sheet), RoHS, and ISO 14001. In 2025, the Company's green procurement accounted for 6.84% of the total procurement value for the year.

2) Production

- The Company utilize resources in the production process efficiently with highly efficient machines. And products are researched and developed to meet current and future customer demands. As well as developing the production process with modern technology to increase productivity, i.e. Automated painting robot and real-time digitally controlled production, etc.
- Production with consideration of decreasing environmental impact, i.e. UV Powder Coatings on products makes products more durable without solvents. Therefore, it does not contain volatile organic compounds (VOCs), making it environmentally friendly.
- Testing and quality control according to specified standards and certificated from international standards i.e. ISO 9001:2015 TIS513-2010 (IEC 60529:2001) and TIS1436-1997
- The Company prioritize on inventory management. The Company has a data communication from receiving customer demands, ordering raw materials, production operations, and delivering products to customers. With coordination with relevant agencies in order to carry out production operations according to the specified plan. and deliver products as customers demand.

3) Products and Services distribution

- In order for the products to be delivered to customers to meet the quality demanded from the customers, the Company has established approached and guidelines for delivering products to clarify and make better understanding for the operators, As well as preparing appropriate vehicles for transportation according to the type of product. To prevent damage to the product during delivery.

4) Sales and Marketing

- The Company prioritize on managing relationships with distributors and customers. By providing knowledge about the products and their suitability for usage, i.e. organizing technical training with partners, etc.

5) Aftersales service

- The Company has established a process to monitor and measure customer satisfaction annually. For the development and improvement of products and services. As well as providing an after-sales service and reporting customer complaints.

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
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Opportunities for self development, potential and skills development. • Fair remuneration, privilege, and welfare. • Attention to employees life quality, as well as hygiene and safety in working environment. 	<ul style="list-style-type: none"> • Promoting for skills development and knowledge training according to the job continuously. • Adjust the remuneration and annual bonus according to the performance and turnover of the Company • Prepare the Succession Plan to plan the career path in essential position. • Create the environment Occupational Hygiene and Working Safety • Providing the Provident Fund 	<ul style="list-style-type: none"> • Complaint Reception • Training / Seminar • Others <ul style="list-style-type: none"> • Suggestion activities via ESG meeting, Emphasizing to the facility environment and society.
<u>External stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> • Well performed and grown continuously. • Good turnover bring worthy yield from investment. • Good Corporate Governance • Risk Management in place. • Be responsible for Society and Environment 	<ul style="list-style-type: none"> • Properly dividend • Transparency, fair, and traceable governance • Properly risk management • Supporting in publicly benefit activities 	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Prepare the Annual Report • Quarterly Performance Report

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Quality products that meet the standards • Timely and completely delivery the products • Production speed • Aftersales service • Compliance with international standards. 	<ul style="list-style-type: none"> • Customer satisfaction assessment for improvement. • Develop and produce the product in various type to respond to the customer demand. • Timely delivery the products • Quality Management with international standard ISO 9001. • Distributed products meet the international standards. 	<ul style="list-style-type: none"> • Visit • External Meeting • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Engagement in Activities
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Fairly comply with the agreements. • Prevention of danger that cause the disruption and impacts the communities, i.e. air quality and wastewater. • Good Relationship 	<ul style="list-style-type: none"> • Clear and transparency policy and requirement. • Collaborating in designing products, processes, or services. • Trade partner development via knowledge exchange or activities. 	<ul style="list-style-type: none"> • Visit • External Meeting • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> • Jointly develop the community, make the job to bring community's securities. • No excess noise from the production. • Responsible in the operation without impact to the community and environment. • Continuously Attention and development on life quality for people in the community and society. 	<ul style="list-style-type: none"> • Local workforce employment, promoting career development for the community. • Demand and satisfaction survey from neighbor communities • Supporting the activities that benefit the communities and society. 	<ul style="list-style-type: none"> • Complaint Reception • Others <ul style="list-style-type: none"> • Participating in activities with public and private sectors to organize the social activities.

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Innovation and technology development	<ul style="list-style-type: none"> • Innovation Development
Customer relationship management	<ul style="list-style-type: none"> • Customer / Consumer Responsibility
Human capital development	<ul style="list-style-type: none"> • Fair Labor Practices • Community / Social Responsibility
Occupational health and safety	<ul style="list-style-type: none"> • Others : Work environment and safety
Efficient use of resources	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognize the importance of Risk Management in administration and operation are part of good corporate governance. With commitment to bring the risk management to be the culture for the operators. In addition to helping the organization achieve the main objectives and goals, it is also a support for the Company in the operations to create added value for the organization in a concrete way. The Company has a risk management policy for employees that will lead to the achievement for risk management objectives throughout the organization. and maximize the benefit to the Company. The Companys risk management policy are as follows:

- Every department must provide the risk management. Making risk management be the process in the daily routine for employees, with the commitment to instill the risk management as part of the organizational culture to ensure continuous operations and achieve the Company's objectives.
- Every department must provide systematic and continuous risk management under one standardized risk management process. Utilizing information technology to speed up the communication and processing. As well as monitoring, evaluating, and adjusting the risk management plan on a regular basis to achieve the objectives.

For the risk management plan, the Company has utilized an Enterprise Risk Management Integrated Framework according to the guidelines of The Committee of Sponsoring Organizations of the Treadway Commission (COSO) as a guideline for risk management, with a risk management process that every department must operate continuously. There is a process for controlling the quality of operations and evaluating for additional plan for management, or the activities that continuously and consistently done. The Risk Management Division is responsible for overseeing the companys risk management, analyzing and monitoring various risks, and coordinating with external risk assessors to ensure alignment with the established risk management policy. Risk management will be monitored during operations and evaluated periodically as necessary to ensure that the risk management processes are effective and efficient. Following the monitoring and evaluation, the Risk Management Committee will summarize and report the results to senior management or the Board of Directors.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk from Reliance on Major Steel Distributor

Related risk factors : Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

ESG risk factors : No

Risk characteristics

The main raw materials used in the production of the products include the Cold Rolled Steel Sheet, Galvannealed Steel Sheet, and Hot Rolled Steel Sheet, etc. The Company purchases the materials from domestic manufacturers or distributors, with proportion of orders for all types of steel sheet materials compared to the total purchases in 2023 - 2025 for 75.13%, 73.97%, and 72.31% of the total purchase respectively. The proportion of orders for steel sheet materials from distributors where the Company is the highest purchaser are 21.73%, 27.29%, and 20.71% of the total purchase respectively.

Risk-related consequences

In case where the distributor experiences the problem in delivering the steel sheet materials to the Company, this may significantly affect the Company's production process.

Risk management measures

However, the Company is aware of the risks. Therefore, the Company has purchased steel sheet materials from several distributors and considering the distributors from prices comparing and availability for delivery of the products. In addition, the Company and the distributors with the highest purchasing volumes are in good trade relationship with continuous trading.

Risk 2 Risk from Price Fluctuations of Main Raw Materials According to World Market Prices.

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources

ESG risk factors : No

Risk characteristics

The main raw materials used in the production of the products are Cold Rolled Steel Sheet, Galvannealed Steel Sheet and Hot Rolled Steel Sheet, with purchase value of the raw materials in 2023 - 2025 are 75.13%, 73.97%, and 72.31% of the total purchase value respectively. Where the entire materials were purchased from domestic manufacturers.

Risk-related consequences

However, the steel sheets price varies with the steel price in the world market, putting the Company at risk from price fluctuations of steel sheets, which is the main cost in the production of the Company. Therefore, in the case where the price of steel sheets increases, it may affect to the Company's costs and gross profit margin, since the Company may not be possible to immediately pass on the burden of increased costs to customers with price adjusting. This factor may negatively impact on the business, cash flow, performance. financial status, and business opportunities of the Company.

Risk management measures

However, the Company's gross profit margin in 2023 - 2025 is at 30.65%, 30.53%, and 28.98%, respectively. The Company still able to continuously improve gross profit margins even though the price of steel sheets has decreased and increased in the past 3 years. Since the Company have closely monitored the trend of steel prices, together with management of raw material stock reserves. Therefore, the Company can decrease the risk from price fluctuations of raw materials. In addition, the Company has gradually adjusted the selling price when the price of materials increases, organize a promotional campaign when the price of materials decreases in consistent with the changing prices of raw materials to maintain the Company's ability to make profits.

Risk 3 Risk from Major Customers Reliance

Related risk factors : Strategic Risk

- Reliance on large customers or few customers

ESG risk factors : No

Risk characteristics

The Company's main sales revenues come from 2 main products line, The KJLs standard products and Made to order (MTO) products, where the main customers of the Company are the distributors. In 2022 - 2024, the Company has sales revenues of 768.15 million baht, 866.38 million baht, and 803.43 million baht respectively. With sales revenues coming from customers in the distributor group of 70.95%, 71.94%, and 71.55% respectively. In this regard, the first 3 customers with the highest purchase from the Company for 33.04%, 32.12%, and 32.56% of sales revenue respectively.

Risk-related consequences

Therefore, in case where any customer with the highest purchase stops ordering or decrease the orders with the Company and the Company cannot find other customers to substitute the three major customers, it may affect the Company's revenue and profits significantly. In addition, the Company does not enter long-term futures contracts with customers. Therefore, there is no guarantee of the continuation of the Company's revenue.

Risk management measures

However, normally the Company Short-term sales contracts will be entered into with customers only during certain periods since the prices of raw materials and product prices change according to world market prices. So, entering long-term sales contracts may impact on the Company. The Company is aware of the risk from major customers reliance. Therefore, the new customer base has been expanded also with the development of new products to meet the demand from customers in every customer group to reduce the risk. The Company also continuously promoting the campaign for marketing to stimulate sales, i.e. accumulating customers' annual purchases to get special discounts, etc. In addition, the quality of the products and speed in production and delivery is something the Company always prioritize. Therefore, making the Company has been trusted by group of major customers for a long time.

Risk 4 Risk from Government and Private sectors Investment on Construction Project

Related risk factors : Strategic Risk
• Government policy

ESG risk factors : No

Risk characteristics

Even though the Company's customers are a group of distributors for electrical equipment, but the group of end users for electrical switchboard cabinet and electrical wiring track are mostly in the real estate and infrastructure construction sectors. Therefore, the Company's sales revenue will grow in consistent with the investment in the construction industry from public and private sectors. As mentioned.

Risk-related consequences

In case of any situation that causes the construction and the real estate industry not expand as expected or slowed down from events i.e. epidemics, natural disasters, political conditions, etc. This would affect the implementation of investment for public and private sectors to be uncertain, discontinuous and/or delayed, and potentially affecting the Company's future revenues.

Risk 5 Risk from the Reliance on the Board of Directors and Top Executives for Business Operation

Related risk factors : Strategic Risk
• Corporate ownership structure risk

ESG risk factors : No

Risk characteristics

Business operations of the Company requires experience and expertise on production and distribution of electrical switchboard cabinet and electrical wiring track products, as well as confidence and good relationships with customers and business partners. Currently, the group of founders who are directors and top executives for the business operations of the Company are the Sujiwarodom Group and the family that runs the business with good reputation among customers and long experience in the business. The Sujiwarodom Group defines the direction and policy of the

Company. As well as planning business strategies and controlling the operation and production to meet international standards and meet the demand from customers. This is one of the important factors that help the Company's business growth. The Company's success in future depends on the Company's ability to retaining the top executives to remain with the Company. In case where the Company unable to retain talented personnel or unable to find replacement personnel, this may affect business operations. and performance of the Company.

Risk-related consequences

However, the Company is aware of the importance of top executives. Therefore, to decrease the risk of relying on one person. The Company has implemented a new organizational structure to be decentralized without reliance on the decisions of top executives. The Company has the Board of Directors, Audit Committee, Recruitment and Remuneration Committee, Executive Board, and Executive team participate in management and decide on matters within to their authority and duties, and prioritize in personnel development, continuously create motivation to work for the Company. In addition, the Company is recruiting new personnel to quickly support operation expansion or to replace lost personnel continuously. For sufficient personnel for the Company's operations.

Risk management measures

However, the Company has specified a workforce plan, focus on human resource management policy to reduce the risks, i.e. considering appropriate wages and compensation, as well as a policy for recruiting executives to succeed in important positions (Succession Plan). Along with the employees development policy through the Company's personnel training and development policy to prepare the readiness for duties in higher functions, responsibilities, and be able to operate in place of others.

Risk 6 Risk from Corporate Governance

Related risk factors :

Compliance Risk

- Corporate Governance

ESG risk factors : No

Risk characteristics

The person holding the position of The Chairman of the Board who is not an independent director and the person holding the position of Chief Executive Officer of the Company (Mr.Kasemsan Sujiwarodom) is from the same family as the Chairman of the Board (Mr.Karoon Sujiwarodom).

Risk-related consequences

Therefore, it may be a risk of audits and balances. However, the Company is aware of the essential of good corporate governance. Therefore, a charter has been prepared which specifies the duties of the chairman, committee, and chief executive officer. This makes the division of roles and duties between the Board of Directors and management division become clear and appropriately balanced.

Risk management measures

In addition, the Company assigned an independent director to consider the meeting agenda for the Board of Directors in accordance with the corporate governance code of registered company in 2017.

Risk 7 Risk from the Board of Directors are Sujiwarodom Family Member

Related risk factors :

Operational Risk

- Other : Risk from the Board of Directors are Sujiwarodom Family Member

ESG risk factors : No

Risk characteristics

The Board of Directors are mostly come from Sujiwarodom Group, consisting with Mr.Karoon Sujiwarodom, Mrs.Kanya Suchivarodom and Mr.Kasemsan Sujiwarodom

Risk-related consequences

May be at risk of audit and balancing in business operation.

Risk management measures

However, the Company is aware of risks, so the Company has prepared a charter of the executive committee, which specifies duties and responsibilities of the executive committee to allocate roles and duties. Including the table of authority of approval (TOA) that defines the maximum balance that the executive committee can approve. If the approved balance exceeds the specified limit, the Company management must present them to the Board of Directors' meeting for further consideration and approval. In addition, the Company assigned the Director of Accounting and Finance, namely Mr.Pongsakorn Prawetwattanukul, the person without the relationship with the Sujiwarodom Group in any way is one of the executive committees of the Company. To gain more efficiency in audit and balance of administrative power.

Risk 8 Physical risk from climate change, such as rising temperatures, heatwaves, and flooding.

Related risk factors :

Operational Risk

- Impact on the environment

ESG risk factors : Yes

Risk characteristics

1.1 Rising temperatures and changing weather patterns due to climate change lead to natural disasters and impact scarce resources.

1.2 Increased Rainfall and Off-Season Rain Leading to Flooding Due to Insufficient Drainage Capacity

Risk-related consequences

Potential Impacts in the Next 3-5 Years: Climate change will increase the workload of cooling systems in machinery and office air conditioning, leading to higher company expenses and increased electricity consumption. This will pose challenges for the company in planning future greenhouse gas reduction strategies and flood disasters may disrupt the transportation of raw materials, employee commutes, and product deliveries, leading to operational interruptions and revenue losses for the company.

Risk management measures

1. Utilize renewable energy by installing solar rooftops to harness solar power, reducing dependence on fossil fuel-based electricity and lowering greenhouse gas emissions.
2. Promote energy-saving awareness among employees.
3. Implement inverter systems to optimize the performance of cooling and air conditioning systems.
4. Replace all factory lighting with LED bulbs to reduce electricity consumption while maintaining adequate illumination for operations.
5. Implement a waste segregation program to instill awareness among employees, ensuring hazardous and non-hazardous waste are properly separated. This helps reduce landfill waste and enhances the recycling of reusable materials, indirectly contributing to greenhouse gas reduction.
6. Implement Business Continuity Management (BCM) to prevent operational disruptions, such as maintaining a stockpile of essential raw materials (e.g., steel and paint) sufficient for one month of production.
7. Plan and execute regular drainage system maintenance, including dredging to prevent waterlogging.
8. Closely monitor weather forecasts and water level reports from relevant government agencies to prepare for potential flooding. This includes preemptively relocating products to regional sales representatives or storing them in off-site warehouses in flood-safe locations.

Risk 9 Legal and Regulatory Risks Related to Greenhouse Gas Emissions (Transition Risk)

Related risk factors : Strategic Risk
• Government policy

Operational Risk
• Impact on the environment

ESG risk factors : Yes

Risk characteristics

Laws and regulations requiring organizations to control greenhouse gas emissions at both national and international levels, such as the Climate Change Act or the Carbon Border Adjustment Mechanism (CBAM).

Risk-related consequences

Potential Impacts in the Next 3-5 Years: If the company fails to comply with legal requirements, it may face the following impacts:

1. Fines and penalties, leading to increased operational costs.
2. Loss of market opportunities, as customers prefer low-carbon products at competitive prices.
3. Negative impact on revenue, affecting overall business performance.

Risk management measures

Mitigation Measures:

1. Accelerate the study and data collection for calculating greenhouse gas emissions to determine the emission status and identify emission hotspots in the production process. Use the gathered data to set targets and develop an effective plan for reducing greenhouse gas emissions.
2. Explore and increase the use of renewable energy to further reduce greenhouse gas emissions.
3. Implement awareness campaigns for employees to encourage strategic work planning and behavioral changes that contribute to reducing the company's carbon footprint.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Business Continuity Plan (BCP) for Crisis Preparedness Management. The **Business Continuity Plan (BCP)**, hereinafter referred to as the **Business Continuity Plan**, has been developed to ensure that the **Company** is prepared with a contingency plan in the event of disasters, emergencies, or threats that may impact business operations. These may include natural disasters such as floods and fires, as well as incidents like protests, riots, terrorism, and pandemics. This document serves as a guide, providing recommendations and procedures to help the Company maintain continuous operations.

The **Business Continuity Plan** is designed to enable the Company to effectively respond to and operate under crisis conditions or emergencies as mentioned above. The implementation steps and guidelines outlined in this document will help the Company manage unexpected events and restore critical business processes to normal operations or to a predefined service level. This will, in turn, mitigate the severity of any potential impacts on the Company.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : No
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

1) Production factors and incoming logistics management

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4) Sales and Marketing

- The Company prioritize on managing relationships with distributors and customers. By providing knowledge about the products and their suitability for usage, i.e. organizing technical training with partners, etc.

5) Aftersales service

- The Company has established a process to monitor and measure customer satisfaction annually. For the development and improvement of products and services. As well as providing an after-sales service and reporting customer complaints.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria⁽¹⁾

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	0.00	100.00	100.00

Remark: ⁽¹⁾ The targets apply only to Critical Tier 1 Suppliers.

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://investor.kjl.co.th/storage/downloads/corporate-governance/supplier-code-of-conduct-en.pdf>

Page number of the reference link : 1-4

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

Key suppliers acknowledging compliance with the supplier code of conduct⁽²⁾

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

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	0.00	100.00	100.00

Remark: ⁽²⁾ The targets apply only to Critical Tier 1 Suppliers.

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

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

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

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

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

In 2025, the Company organized knowledge enhancement activities for employees by inviting key suppliers to serve as guest speakers in various operational training programs. These included training on the operation of fiber laser cutting machines, welding machines, bending machines, and painting systems, as well as training on the use of ISO quality management system software.

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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