



# GROWTH

## WITH SUSTAINABILITY

### SUSTAINABILITY REPORT 2024

Loxley Public Company Limited



# Key Sustainability Performance

## Driving Business on the Path of Sustainability

Loxley is committed to achieving success in tandem with the sustainable growth and resilience of its partners and surrounding communities.



### Creating a Low-Carbon Society

Reduced total greenhouse gas emissions by **68.23 tCO<sub>2</sub>e**

Increased the share of renewable energy use in business operations by **340%** compared to 2023

Diverted over **16.75 tons** of waste into recycling processes equivalent to planting more than **7,581 trees**

Improved waste management to reduce landfill volume by composting over **6.81 tons** of food waste for beneficial reuse

### Giving Back to Society

Supported employment for **55 athletes with disabilities**

Generated annual income of **9,308,700 Baht** for persons with disabilities

Provided educational opportunities for over **692 youths**

Enhanced quality of life and promoted a happy workplace, reflected in an Employee Engagement score of **4.94** out of 6

### Standing Strong through Sustainable Business Practices

Achieved SET ESG Rating at **“A Level”**

Received **Excellent Level** in the CGR (Corporate Governance Report of Thai Listed Companies) evaluation

Contributed to the Thai economy with an EBITDA of **492.07 million Baht**

Maintained **zero cases** of conflict of interest and insider trading



# Contents

## Overview

Message from the Chairman and Chief Executive Officer	2
Vision and Mission	4
Sustainable Development Commitment	4
Sustainability Awards and Recognitions	6

## About LOXLEY

Our Business	8
Governance for Sustainability	10

## Sustainable Business Operation Strategy



### Growth with Stability

Corporate Governance	39
Cybersecurity and Information Security	44
Risk and Crisis Management	49
Supply Chain Management	51



### Growth with Expertise

Human Resource Management and Employee Training	61
Labor Operations and Practices	66
Safety and Occupational Health in the Value Chain	75
Community Engagement	80



### Growth with Sustainability

Coping with Climate Change	84
Efficient Resource Management	93

## Appendix

About this Report	100
Sustainability Performance Statistics	102
GRI Content Index	109
Assurance Statement	114
Readers' Opinions Survey	115

# Message from the Chairman and Chief Executive Officer <sup>(GRI 2-22)</sup>



## Dear Shareholders,

At Loxley, we believe true success comes from growing together with our customers, business partners, employees, and communities. Our business is built on a strong foundation of trust, responsibility, and long-term relationships. We are committed not only to driving business growth but also to making a positive impact on society and the environment.

Over the years, Loxley has laid a solid foundation by developing investment and business strategies across five key business groups. This approach balances our revenue structure, mitigates risks across diversified businesses, and ensures strong operational performance. In addition, we continue to engage in sustainable development, focusing on good governance, social responsibility, and environmental care. These efforts are driven by our core principles: Growth with Stability, Expertise, and Sustainability.

(Mr. Dhongchai Lamsam)  
Chairman

(Mr. Suroj Lamsam)  
Chief Executive Officer

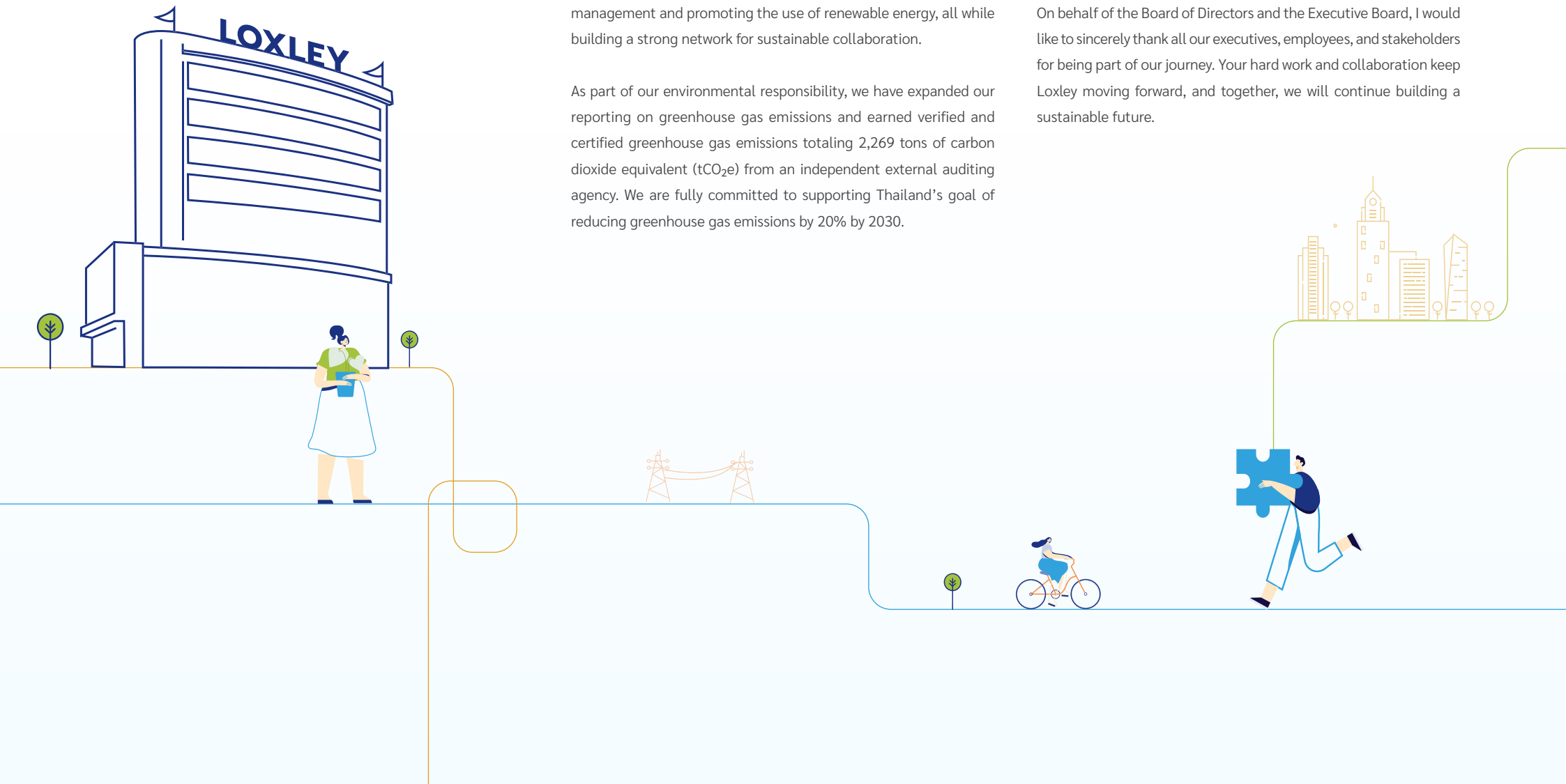


In 2024, we took our commitment to sustainability to the next level by aligning our policies and goals with international standards. We remain focused on delivering strong financial performance while maximizing benefits for all stakeholders. We are also working to uplift communities, support underprivileged individuals, and promote resource efficiency. Our teams are actively improving waste management and promoting the use of renewable energy, all while building a strong network for sustainable collaboration.

As part of our environmental responsibility, we have expanded our reporting on greenhouse gas emissions and earned verified and certified greenhouse gas emissions totaling 2,269 tons of carbon dioxide equivalent (tCO<sub>2</sub>e) from an independent external auditing agency. We are fully committed to supporting Thailand's goal of reducing greenhouse gas emissions by 20% by 2030.

Thanks to these efforts, I'm proud to share that Loxley was awarded the SET ESG Rating at A Level in 2024 by the Stock Exchange of Thailand. This recognition reflects our dedication to sustainability, something we are incredibly proud of. More importantly, it reaffirms our values of stability, expertise, and long-term growth.

On behalf of the Board of Directors and the Executive Board, I would like to sincerely thank all our executives, employees, and stakeholders for being part of our journey. Your hard work and collaboration keep Loxley moving forward, and together, we will continue building a sustainable future.



# Vision and Mission

## Vision

**"Inspired Choice  
for customers,  
Business Partners  
and Investors."**

## Mission

- 1 Offer products and services that best suit customers, meeting their requirements and primary interests.
- 2 Strengthen financial stability and increase profitability on a continuous sustainable basis.
- 3 Conduct business with integrity and fairness with a view toward growth, trust and long-term relationships with business partners.
- 4 Enhance business improvement and efficiency through applying information and technology.
- 5 Create the pleasant workplace environment while continuing to develop human resource capabilities and competencies, conduct business with responsibilities and grow along with community and society engagement.

# Sustainable Development Commitment (GRI 2-24)

The Company understands business operations face challenges that bring risks and business opportunities that must be prepared to cope and adapt to the rapidly changing situations and business environment both nationally and internationally. The Company is therefore committed to conducting business according to sustainable development guidelines and determine a comprehensive operational strategy in the Environmental, Social, and Governance dimensions (ESG) through reducing environmental impact, taking care of society, treating all groups of stakeholders fairly and equally according to the principles of good governance and the Company's Business Code of Conduct to drive the business to grow strongly, create long-term profits, and maintain confidence and trust for all parties. The Company sets three important goals:



1. Achieving strong financial performance



2. Accumulating expertise to become a leader in the core business



3. Having a strong team with potential and working in harmony

The 3 overarching goals are used to drive operations in the 5 main business groups to achieve the goals that aim to have a balanced income structure and stability in business activities.

Realizing the uncertainty of the business environment, Loxley therefore continually adapts by analyzing risks and new business opportunities, closely monitoring various risk issues, and planning risk management to be at an acceptable level. The Company also places importance on financial discipline, liquidity management, and effective management structure to increase immunity for all parties against risks from the current situation looking from political, economic, social, and environmental aspects that are sensitive to prepare to deal with climate change effectively.

In addition, the Company is committed to responding to social concerns by caring for and developing the quality of life of both employees and the surrounding community, respecting human rights, promoting equality, and accepting differences, including taking care of social responsibility and managing the environment effectively. These operational approaches help build a sustainable foundation for the organization, with a corporate strategy that covers environmental, social and governance dimensions as key drivers for responsible growth. Moreover, increasing sustainable profitability and building good relationships with customers, and effective risk management are the key components for the Company to achieve the Company's long-term vision of "Inspired Choice for customers, Business Partners and Investors." The main goal is to be a company that conducts business and invests with readiness to adjust its operational strategies to be able to cope with upcoming changes in the business environment by specifying 5 missions which consist of;

1. To be the best choice for customers with products and services that meet their needs and for the utmost benefit of customers
2. To ensure financial strength to create a continuous and sustainable increase in profits
3. To grow with partners and conduct business with fairness for trust and being a long-term trading partner
4. To apply information technology to develop the structure efficient work process
5. To develop the potential of personnel along with creating a happy workplace, to do business responsibly by living together and growing together with the community and society

Loxley's Environmental, Social and Governance Strategy has been communicated and defined as indicators in 7 main areas, which are in line with the Company's comprehensive business operations process and used to analyze and identify important sustainability issues. It is reviewed annually and grouped according to urgent needs to be consistent with the organization's strategy which are impact on our company - outside in and impact from the Company's operations (Impact of our company - inside out). This is to demonstrate our firm commitment to conducting business responsibly and sustainably and lays the foundation for the Company to grow continuously, steadily, and create positive impacts on society. In 2024, the Sustainable Development Working Group proposed a sustainable development policy and targets to the Board of Directors for review and approval. The policy and operational guidelines have aligned with the business strategy, practices and international sustainability goals, and respond to the United Nations Sustainable Development Goals (SDGs). These have been defined as both organizational and departmental targets to ensure that every unit within the organization can implement them in a tangible and practical manner. There is the Sustainable Development Working Group as the main cog in driving and conveying policy. Sustainable development strategies and goals are put into practice for various agencies correctly and integration of operational plans to be consistent and in the same direction.

**Loxley Public Company Limited has a strong commitment and determination to conduct business according to sustainable development guidelines and supports operations according to the Sustainable Development Goals (SDGs), which is reflected in the philosophy of carrying on the business of a company that has been passed down for over 8 Decades, giving importance to growing together with customers, partners, surrounding community or society. This includes taking care of employees to create a happy working society.**

To achieve the goal of sustainable growth, the Company has taken steps to address key sustainability issues. These actions are carried out under the Company's corporate governance framework and code of conduct, which are integrated with the business strategy to drive organizational success. The Company places importance on risk management in all dimensions, including economic, social, and environmental dimensions. In addition, there is a review of risk management policies and plans by the Risk Management Committee on an annual basis. Such a proactive risk and crisis management plan helps increase the resiliency of the Company's operations and prepares it for future changes in the challenging business environment.

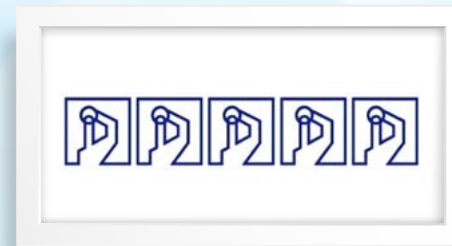
Moreover, the Company places great importance on the well-being of its employees by upholding fair labor practices, treating all employees equally with care and respect, and embracing diversity without discrimination. It is committed to the continuous development of employee skills and capabilities. This also includes supporting and creating opportunities for social equality through community engagement activities and programs that support athletes with disabilities. These efforts further emphasize the Company's commitment to caring for its employees, the community, and society as a whole.

In the Environmental dimension, the Company is committed to fostering environmental awareness and embedding it into the corporate culture through various environmental initiatives. These include activities that promote efficient resource use to minimize unnecessary waste, waste separation for recycling, and reducing landfill waste. Additionally, the Company encourages organizational innovation to support the development of a green society. These initiatives reflect the Company's strong commitment to responsible business practices that create long-term value for the Company itself, society, surrounding communities, and all stakeholders in a sustainable manner.



# Sustainability Awards and Recognitions

- 1 Received an excellent rating or 5 stars from the assessment according to the Corporate Governance Report of Thai Listed Companies 2024 (CGR) by the Thai Institute of Directors Association (IOD).
- 2 Received a full score of 100 points from the assessment of the quality of the 2024 Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association.
- 3 Selected as an organization that promotes employment of people with disabilities for the year 2024, “Excellent Level” at the International Day of Persons with Disabilities 2024 from the Department of Empowerment of persons with Disabilities - Ministry of Social Development and Human Security.
- 4 Loxley Property Development Co., Ltd., a subsidiary of the Company providing leasing and property management services, has been certified for its Environmental Management System (ISO 14001:2015), verified by United Registrar of Systems (Thailand) Co., Ltd. (Ursthailand).
- 5 The Company was also evaluated and received a SET ESG Rating at “A Level” in 2024 by the Stock Exchange of Thailand on 16 December 2024. This recognition reflects the significant progress the Company has made in its operations and ESG disclosure.





# 01

## About LOXLEY

Our Business 8

Governance for Sustainability 10



# Our Business (GRI 2-1)

Over 8 Decades of Growth, Loxley has remained committed to conducting business on a path of sustainability. What began as a small agricultural export business has evolved into a leading enterprise in industrial imports and advanced technology services, now operating across five core business group. We hold honesty and integrity to account, open opportunities, and freedom of thought through a good organizational culture, forge every power of determination and dedication for the same goal, including the readiness to join forces with partners to develop capabilities in various areas to support the country's progress and improve the quality of life to create confidence and benefits for customers, partners, and investors in the long run.



## Information Technology SBG

Supporting the development of the nation's information technology infrastructure and cybersecurity, through providing leading information and communication technology solutions that cover the design, procurement, installation, and management of a full information system that meets international standards by expert engineers. This includes management of the system with powerful technology to achieve the best, stable results with advanced safety standards, development of platform, comprehensive financial transaction application to support Thailand's drive towards a cashless society covering the development of artificial intelligence technology, blockchain technology, and cybersecurity to help manage data and providing efficient customer service.



## Services SBG

Participate in creating social well-being by focusing on developing and providing high-level security services that meet international standards, including airports, airline, office buildings, and various important places, as well as providing training and personnel development services that have been certified with standards from world-class organizations to produce personnel in working professionally through courses in line with international standards. This helps personnel to protect assets and build confidence in security to its fullest potential, increase the safety of people in society, including safety in public areas and the country's infrastructure, in order to raise the standard of quality of life. In addition, the Company also expanded the business to provide cleaning services, insect prevention, and extermination service, building system maintenance service and comprehensive and systematic building management to respond to the need to become a leader in the integrated service business as well and also help develop good health in society.



## Energy SBG

Aiming to strengthen the nation's energy security, the Company is therefore committed to being a leader in the engineering of high-voltage transmission systems and substations. The Company provides comprehensive services, including design, equipment procurement, and construction of electrical substations and transmission lines, installation, test, and maintenance of electrical power systems, with a SCADA electrical system control center to lead to a smart electrical grid system. Moreover, the Company is also committed to continuous development in seeking business opportunities related to alternative energy and renewable energy.





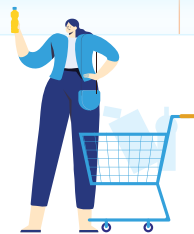
## Network Solutions SBG

Connecting every form of communication and supporting all security measures through comprehensive services: system planning, custom solution design and development, procurement, installation, and maintenance of telecommunications systems, digital network communication services, and the development of software systems and various applications aimed at elevating quality of life and societal security. This includes providing maintenance training services to provide customers and service users a quality work system that can be used continuously and efficiently. This includes providing engineering systems related to digital video and audio transmission and rail transportation systems, automation control technology, as well as control systems for machinery and equipment in power plants.



## Trading SBG

Find and deliver quality products to improve the quality of life of people in society, with experience and having been trusted by partners who own consumer products for a long time, the Trading SBG operates as a distributor, import, export and distribute of daily consumer products (Fast Moving Consumer Goods) by



providing end-to-end distribution services, including sales, marketing, inventory management, and logistics, through various channels such as wholesale, retail, convenience stores, hotels, and the food service groups. Additionally, the Company serves as a distributor for lubricant products.

Expanding revenue opportunities through the consumer goods sector, the Company operates Japanese restaurant “WaQ Yakniku”, offering authentic Japanese grilled and shabu-style cuisine, and Thai restaurant “Tamrub Guru”, known for its traditional Thai dishes celebrated for their rich flavors and delicious taste. Both restaurants also provide catering services for all types of social gatherings and special occasions.

In addition, the Company is also a product distributor, distributing products and serves as chemical consulting (Solutions Provider). This is done through identifying chemical products from domestic and abroad leading manufacturers with good quality, reasonable prices, and able to compete in the market including focusing on finding raw materials that are environmentally friendly and produced with new technology for offering to factories, industries and to be a part of the country’s industrial development.



## Special Projects and Other

Expanding business opportunities and meeting the needs of customers seeking specialized services or technologies. The Company focuses on studying and developing model



businesses, creating tailored solutions, and supporting customers across various areas. This approach aims to respond to customer needs, drive business opportunities, and strengthen the Company’s position, as follow:

1. Consulting, developing, and improving printing technology services, printing control software, anti-counterfeit printing system to be modern as well as maintenance and distribution of related printing consumables.
2. The business involves the sale of specialized electronic equipment related to security technology and defense technology that meets high-quality standards and requires specialized expertise. The Company offers services such as installation, maintenance, repairs, and after-sales support, selecting top-quality products from both international and domestic manufacturers.
3. Provides services for sourcing and installing educational equipment and various learning materials for government agencies, educational institutions, and local government organizations.
4. Providing, installing and selling products and pre-construction work equipment, including products for roofing, elevator work, landscape architecture and decoration, as well as offering construction solutions to customers in various industries.
5. Providing AI-powered Omnichannel communication systems to support sales efforts, covering both online and offline communication. This service helps analyze business data in-depth, leading to the enhancement of service quality and customer engagement.
6. Providing specialized knowledge about technology and innovative solutions to interested customers that are designed to meet the needs of each customer group.



# Governance for Sustainability

## Sustainability Management Policies and Goals (GRI 2-23, 2-24)

The Company recognizes the importance of sustainable development and creating long-term value for all stakeholders. Over 85 years, the Company has operated its business in accordance with the principles of good governance and has been socially and environmentally responsible by giving importance to building and maintaining confidence and trust among stakeholders in every sector economically, socially, and environmentally. The principles of corporate governance are an important basis for creating an ethical culture for all employees to adhere to. Even though we are faced with crises and the business environment that has changed and created an impact on our operations on many occasions. The Company has always been able to overcome obstacles and challenges through faith and commitment to achieving the Company's vision of being a "INSPIRED CHOICE FOR CUSTOMERS, BUSINESS PARTNERS AND INVESTORS."

The Board of Directors has resolved to approve the sustainability management policy to indicate the intention and commitment to develop a business that must consider economic, social and environmental dimensions in a concrete way. It also covers respect for human rights and treating all stakeholders in the Company's supply chain equally and fairly. This aims to reduce environmental and social impacts from business operations and adhering to the principles of corporate governance that focus on transparent and verifiable information disclosure. To achieve the goals of Sustainable Development (SDGs) of the United Nations Organization, the Company sets goals in accordance to guidelines for conducting business under the framework of sustainable development covered in 3 dimensions as follows;

### Economic Dimension



Being an organization that conducts business responsibly is done by offering quality products and services that meet customer needs at a reasonable price by emphasizing the benefits of customers at utmost importance. This includes creating a business model that allows the Company to grow together with trading partners, build trust and long-term relationships with customers, partners, and investors, including product development, services and innovation for the organization as well as improving business processes to be more efficient to create continuous growth.

### Social Dimension



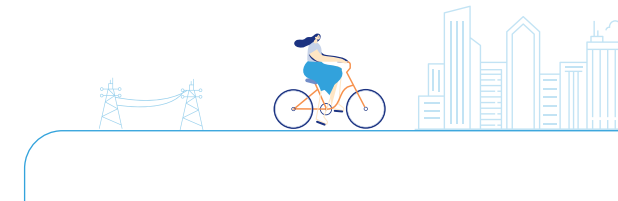
The Company places importance on creating a happy working society, caring for welfare along with developing the potential of the Company's personnel to be professional. This includes promoting and creating career opportunities for people with disabilities, acceptance of differences, and respect human rights as well as join in developing the surrounding communities to have a better quality of life and is socially responsible through projects and activities that benefit the public.

### Environmental Dimension



The Company is aware of participation and playing an important role in being responsible for the environment being committed to being an organization that cares for the environment promoting the reduction of natural resource, reducing energy consumption, and negative impacts on the environment by managing efficiently and complying with the law Environmental regulations and standards. This includes supporting activities and promoting employee participation in various projects related to environmental care on an ongoing basis.

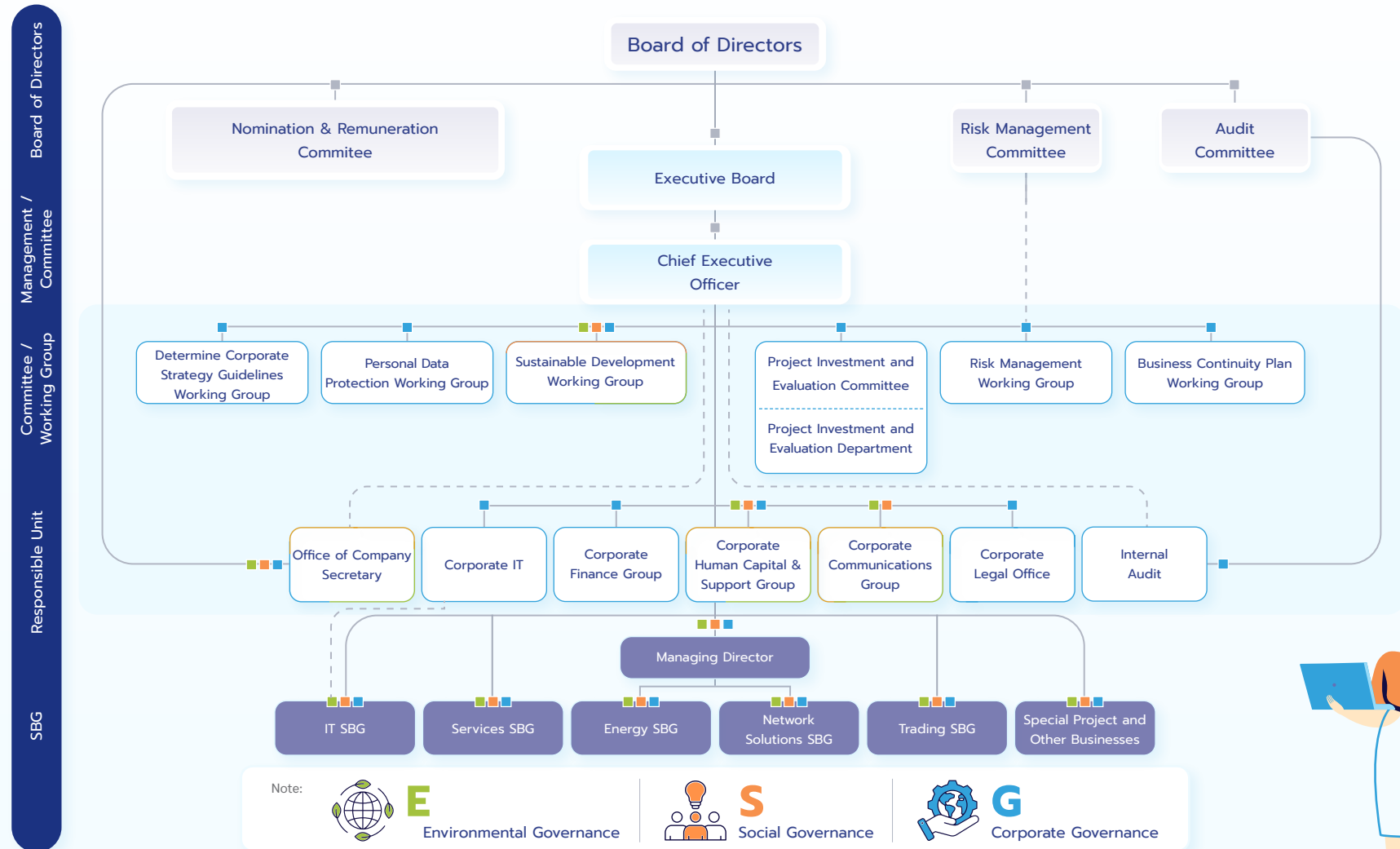
The Company has appointed a working group for sustainable development with its role in driving forward concrete policies, setting strategies and operational guidelines for the organization in accordance with the framework of sustainable development that is an international operating standard and can integrate various projects and activities in line with the overall policy and responsible for managing and overseeing environmental practices and resource utilization within the organization. This includes monitoring, supervising and regular report operating results directly to the Board of Directors. (GRI 2-13)





# Sustainability Governance Structure (GRI 2-9, 2-12)

The Company has appointed the Sustainable Development Working Group consisting of senior executives, representatives from supporting agencies, and related personnel. This includes action to push for concrete policy development, setting goals and plans to enable integration of projects and activities. This is aimed to be in line with the overall picture of the policy, manage the environment and use of resources within the organization, including monitoring, review the efficiency of operational processes and reporting performance results to the Board of Directors. This has been assigned to Sustainable Development Unit, Office of Company Secretary to take care and to be responsible for the budget, to support work, and to follow up on the progress of the Company's overall sustainability activities aiming to further disclose operational information and report according to international standards.



## Risk Management (GRI 2-25)

Amidst the rapid evolution of technology, shifting consumer preferences, and global economic volatility, the Company places a strong emphasis on comprehensive business risk analysis. This encompasses financial, operational, environmental, social, and corporate governance dimensions to formulate strategies for addressing potential impacts. The goal is to ensure business resilience and adaptability while also identifying new opportunities for Sustainable Growth. The Company has established a risk management framework through the implementation of a risk governance structure, a risk management policy, and annual risk management plans. Regular monitoring is conducted to ensure the effectiveness of the risk management process, positioning it as a key defense against emerging challenges.



## Risk Management Policy (GRI 2-25)

Throughout its longstanding operations, the Company has consistently prioritized effective risk management to ensure sustainable business growth, deliver value to shareholders, and contribute positively to society, the environment, and the economy in the long term. The Company recognizes that the core of its risk and crisis management strategy lies in establishing an effective risk management policy. This policy guides strategic direction and risk management practices to mitigate the likelihood and severity of risks across all areas of operation. The Risk Management Committee has formulated a policy that covers risk management processes and methodologies, including oversight and regular reviews to ensure efficiency and responsiveness to external risk factors.

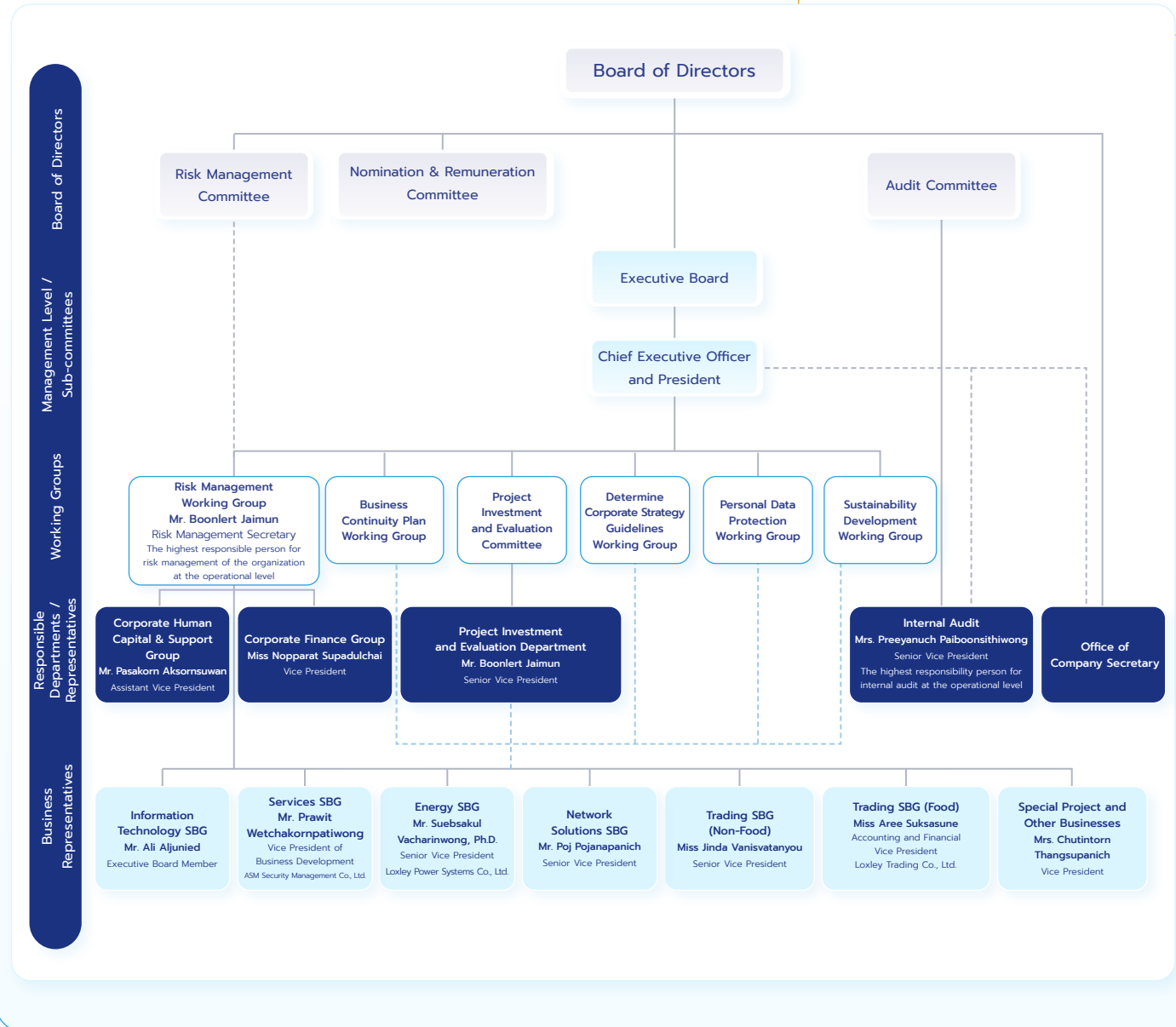
Additionally, the Company promotes widespread internal communication regarding risk management to foster organization-wide risk awareness. Risk management is positioned as a core strategic component for all departments, with clearly defined risk appetite levels and actionable, adaptable plans that are regularly reviewed and updated in response to changing conditions. Progress tracking and performance evaluations are implemented to ensure the risk management process aligns with the organization's policies, strategies, and goals, as well as regulatory requirements and the risk management standards recommended by the Securities and Exchange Commission and the Stock Exchange of Thailand. Ultimately, this approach helps mitigate potential obstacles to achieving organizational objectives and strengthens the foundation for long-term, Sustainable Growth.



## Risk Management Structure (GRI 2-25)

The Board of Directors has established a risk management structure that includes a committee and a working group composed of representatives from core business units and support functions. This structure ensures that the diverse nature of the business group is fully addressed. The roles and responsibilities of executives are clearly defined, including planning, implementing measures, and monitoring performance to ensure alignment between business activities and the Company's policies, goals, and strategies. This structure also supports the Company's ability to respond to rapidly evolving sustainability issues. Furthermore, the internal audit unit operates independently to review and evaluate the risk management process. The Company regularly reviews its risk management framework and policies to maintain readiness in adapting to new challenges. It also promotes internal communication to foster a risk management culture across all levels of operation.

In addition, to ensure careful decision-making regarding investments and project engagements, the Company has established a Project Investment and Evaluation Committee. This committee is responsible for reviewing all projects and investments initiated by the Company and its subsidiaries under its control. The goal is to ensure consistency with the Company's overall policies, objectives, and strategies, while also verifying that feasibility, cost-effectiveness, and comprehensive risk assessments have been thoroughly considered.





Departments	Role / Duty
Board of Directors	Establishes internal control, risk management, and regulation according to the corporate governance guidelines. Consider and approve the Company's risk management policies, goals, strategies and directions covering risks from climate change.
Risk Management Committee	Establish a system, provide risk management procedures, as well as supervise and review the risk management process on a regular basis. The committee shall also review risk management policies and frameworks to be proposed to the Board of Directors for approval, present risk management strategies and determine the risk appetite, support the drive for internal risk management, consider and approve corporate risk management plans, and to report the risks and the plans for management of risks that are material to and affect the business operations and significant recommendations to the Board of Directors.
Nomination & Remuneration Committee	Consider selecting the Company's directors to act as members in sub-committees, including selecting directors with knowledge and expertise in risk management in business group related to the Company's operations.
Audit Committee	Review the Company's internal control processes, internal audit systems and risk management processes to ensure they are appropriate and effective.
Executive Board	Operates and manages the Company's businesses according to the objectives, regulations, policies, rules, requirements, orders and resolutions of the Board of Directors meetings and the Company's shareholders meetings as well as supporting, inspecting and monitoring progress of risk management operations to keep risks within acceptable risk criteria.
Chief Executive Officer and President	Supervise the performance of the management team and take responsibility for compliance with the risk management policy set by the Board of Directors, covering the management of climate change risks.
Risk Management Working Group <ul style="list-style-type: none"><li>• Business Representatives</li><li>• Corporate Human Capital &amp; Support Group</li><li>• Corporate Finance Group</li></ul>	Assess operational risks and the impacts of external factors in order to identify risk issues, analyze their causes, define risk management strategies, monitor and report the results to the Risk Management Committee and other relevant departments on a quarterly basis, ensuring that risk management aligns with established policies. Additionally, it promotes internal communication within the organization and fosters a culture of risk management at every process of operations.
Business Continuity Plan Working Group	Assess risks, analyze potential business impacts, and develop a business continuity plan to manage risks in the event of emergencies that may affect the Company's business and operations. This also includes ensuring preparedness for continuous operations. The plan is to be presented to the Executive Board and regularly reviewed and updated as appropriate.
Project Investment and Evaluation Committee	Review and screen the Company's projects and investments, including those of subsidiaries under the Company's control, to ensure alignment with the Company's policies, goals, and strategies. The evaluation takes into account associated risks, acceptable factors, and return on investment to determine viability. These considerations serve as the basis for further review and approval by authorized personnel in accordance with the Company's regulations.
Determine Corporate Strategy Guidelines Working Group	Promote the determination of the organization's business strategy to lead to action plans at the corporate level (Corporate Strategy), business level (Business Strategy) and operational level (Operation Strategy). This includes monitoring the implementation of these strategies in a tangible manner and reporting the outcomes to the Executive Board and the Board of Directors.
Personal Data Protection Working Group	Supervise and ensure that each unit has consistent regulations in accordance with the Company's personal data protection policy framework, regulations in accordance with the Personal Data Protection Act B.E. 2562 and related announcements.
Sustainable Development Working Group	Promote the establishment of strategies and sustainable development goals aligned with ESG-related risks. This includes proposing relevant policies and operational guidelines, reviewing and defining the Company's sustainability direction and targets, and overseeing environmental management, internal resource utilization, and climate change risk management. Additionally, monitor performance, operational effectiveness, and stakeholder engagement, with results reported to the Executive Board and the Board of Directors.
Project Investment and Evaluation Department	Screening projects and investments of the Company and companies that the Company has control over to present to the Project Investment and Evaluation Committee for consideration.
Internal Audit	Oversee, audit, and review risk management to ensure alignment with Corporate Governance Principles and Business Code of Conduct. The Internal Audit Department operates independently from other units within the organizational structure to ensure that both the internal audit and risk management processes are effective, accurately reflect actual operations, minimize the risk of bias, and prevent conflicts of interest arising from the business priorities of other departments.
Office of Company Secretary	Provide guidance and support for conducting comprehensive risk assessments that cover ESG issues and climate change. Promote the implementation of activities and measures to reduce the likelihood of risks and mitigate potential ESG-related impacts. Additionally, monitor progress, evaluate outcomes, and report performance in accordance with relevant laws and regulations applicable to listed companies.

## Risk Management Framework (GRI 2-25)

To manage risk effectively and comprehensively - including risks related to operations, the environment, society, governance, and the economy - the Company applies the COSO Enterprise Risk Management - Integrated Framework (2017 Edition), or COSO ERM 2017, as well as the risk management standards recommended by the Securities and Exchange Commission and the Stock Exchange of Thailand, alongside other relevant international standards. This enables the Company to plan for potential risk factors that could impact operations or sustainability challenges while aligning risk management practices with its Sustainability Policies through a holistic approach. The goal is to ensure business continuity with minimal or acceptable impact and to achieve sustainable long-term growth.

The Risk Management Committee, together with the Risk Management Working Group, has defined the Company's risk management framework. This includes setting risk management strategies, identifying risk factors from each business unit, human resources and support functions, and financial management groups, risk management process. All processes are aligned with the Company's vision, mission, and objectives. The Company conducts regular meetings of the Risk Management Working Group and requires each unit to report its risk management results to the Risk Management Committee every quarter. These updates help to drive the Company's risk management initiatives, track progress on risk mitigation measures, and monitor performance based on established key risk indicators (KRIs). The overall risk management performance is also reported to the Board of Directors.



## Strategy Formulation (GRI 2-25)



### 1. Building an Organizational Culture in Risk Management (GRI 2-25)

To ensure the organization's risk management is effectively and concretely implemented, employees across all sectors play an important role in driving risk management activities. The Company has established a framework to promote a risk management culture throughout the organization, enabling employees to become aware of risks related to their operations. This begins with instilling a proactive risk management mindset among executives and employees at all levels, while encouraging executives to take a key leadership role in risk management, which is crucial to the organization's strategic risk planning. This is carried out through training and seminars, both internally within the Company and by sending employees to attend training with external agencies. Furthermore, the Company utilizes insights from actual events, past incidents, or near-miss events as case studies and promotes the integration of risk management concepts into all stages of

operations. This is done through brainstorming sessions to examine work processes and identify both internal and external risk factors to define key risk issues. Employees are also responsible for setting goals, strategies, plans, and risk response measures, with opportunities provided for them to freely express their opinions and share information. Risk management issues are also integrated into key performance indicators (KPIs) at both the organizational and departmental levels, applying to all personnel from the Board of Directors and executives to employees and risk owners, in addition to assigning responsibility to the project investment and evaluation department. This collaborative approach aims to improve the Company's operational and risk management practices more effectively, enabling the organization to adapt and continue operating appropriately amid changing circumstances.

Additionally, the Company has designated risk assessment as one of the critical steps in screening projects and investments before they are submitted for approval. There are also processes in place for tracking progress and evaluating the results of risk management. These processes are interconnected among the risk owners, the Risk Management Working Group, and the Risk Management Committee to ensure that risk management activities follow the established plans and achieve the intended objectives.

In terms of risk management communication, the Company transparently conveys significant risk issues and response measures to employees and stakeholders through various communication channels, such as the Company website, annual reports, sustainability reports, and internal meetings. This builds confidence and trust, and demonstrates accountability in risk management throughout the Company's value chain in a sustainable manner.

### 2. Establishing Risk Appetite Criteria

To ensure that risk management is conducted with quality, is measurable, and clearly reflects outcomes that are beneficial to business operations, the Company has established risk appetite criteria as a guideline for determining which risks it should prioritize for improvement and development. The details are as follows:

Risk Levels	Criteria	Description / Management
Low	Acceptable	Acceptable risk level without any further action
Medium		Acceptable risk level but must set measures to control and prevent the risk
High	Unacceptable	Unacceptable risk level must manage the risk to reduce it to an acceptable level
Very High		Unacceptable risk levels must be addressed immediately to reduce the risk to an acceptable level

### 3. Planning for Future Risk Management

As the world continues to develop in all aspects without pause, coupled with climate change caused by greenhouse gas emissions, the frequency and severity of natural disasters have increased continuously. Conducting business amid the current situation requires accelerated strategies to cope with both the positive and negative impacts of various factors. Therefore, risk management has become one of the Company's core business strategies for sustainable operations. The Company closely monitors situational developments, forecasts, and prepares to handle future risks by considering all possible scenarios that may arise. It consistently sets measures and adjusts risk management plans to align with the organization's long-term sustainability goals. In addition, the Company mandates discussions on business strategies with all relevant parties to build organizational resilience in response to current situations, including managing the diversity of the supply chain and reviewing plans to reduce redundancy in operations.

### 4. Risk Management Partnerships

To enhance business growth opportunities alongside communities and society amid various risk factors, the Company supports collaboration with partners, customers, business allies, surrounding communities and society, as well as educational institutions, government agencies, and private sector organizations. These collaborations aim to conduct both direct and indirect risk management activities. Examples include partnerships in product and service development, and collaboration in developing new technologies and innovations that address environmental and

sustainability issues. Such cooperation to benefit the community and society through joint efforts with these partners strengthens the risk management process throughout the supply chain in a systematic and effective manner. It also reflects a shared commitment and responsibility in addressing global challenges.

## Risk Management Process (GRI 2-25)

The Company has enhanced its organizational risk management through an 8-step risk management process to address strategic and business risks, management and operational risks, financial risks, regulatory risks, and environmental, social, or governance (ESG) risks. The Risk Management Working Group and Risk Owners are responsible for the implementation, with the details as follows:

#### 1 Risk Identification

Representatives from business group, human resources and organizational support groups, and financial management groups, under the operation of the Risk Management Working Group, conduct assessments of factors or events that may negatively impact the achievement of the organization's vision, mission, and goals, whether internal or external. The Company classifies the sources of risk into three categories: Risks from the Company's business processes, Risks from stakeholders in the business value chain, Risks from the environment and external factors beyond the Company's control.

#### 2 Risk Assessment and Analysis

The Risk Management Working Group analyzes the twelve key risk issues by categorizing them into five risk areas: Strategic and business risk, Management and operational risk, Financial risk, Regulatory risk, and Environmental, social, or governance (ESG) risk. They assess the potential impact if the Company does not implement risk control measures, evaluating both the likelihood of occurrence and the impact, severity, and damage. The risk levels are classified into four levels: Low, Moderate, High, Very High.

#### 3 Risk Prioritization

The results of the risk assessment are prioritized using a Materiality Matrix to provide the Risk Management Working Group and Risk Owners with a consistent guideline for setting control measures according to the same priority. In addition, criteria for determining acceptable risk levels and initial management approaches are jointly established.

#### 4 Key Risk Indicators (KRIs) Definition

Risk Owners and the Risk Management Working Group collaboratively define risk indicators and assign responsible persons to monitor the progress of measures and evaluate their effectiveness in responding to risks. The main objective is to reduce the likelihood of impacts and the severity of operational impacts and overall effects on sustainability goals, keeping them within acceptable thresholds or no longer classifying them as significant Company risks.

#### 5 Risk Response Strategy Implementation

The Company has established response strategies for significant risks arising in each issue, according to the severity that may affect business operations, reputation, and financial standing, as well as the frequency of risk impact occurrence. These strategies emphasize effective risk management aligned with the organization's vision, mission, and goals. The summary is as follows:





Risk Avoidance



Risk Reduction



Risk Transfer



Risk Acceptance



Reducing the Likelihood of Risk

## 6 Risk Monitoring and Evaluation

The Company mandates regular monitoring of progress and evaluation of risk reduction measures according to the chosen strategies, compared against the defined risk indicators, through quarterly Risk Management Working Group meetings.

## 7 Review and Improvement of Risk Management Approach

The Company acknowledges that organizational risk management is not a one-time activity but a process requiring time, ongoing review, adjustment, and development of response plans and measures. Therefore, the Risk Management Working Group, together with the Risk Management Committee, is tasked with reviewing risk management policies and processes, as well as continuously improving response strategies to enhance effectiveness and better align with the current risk landscape.

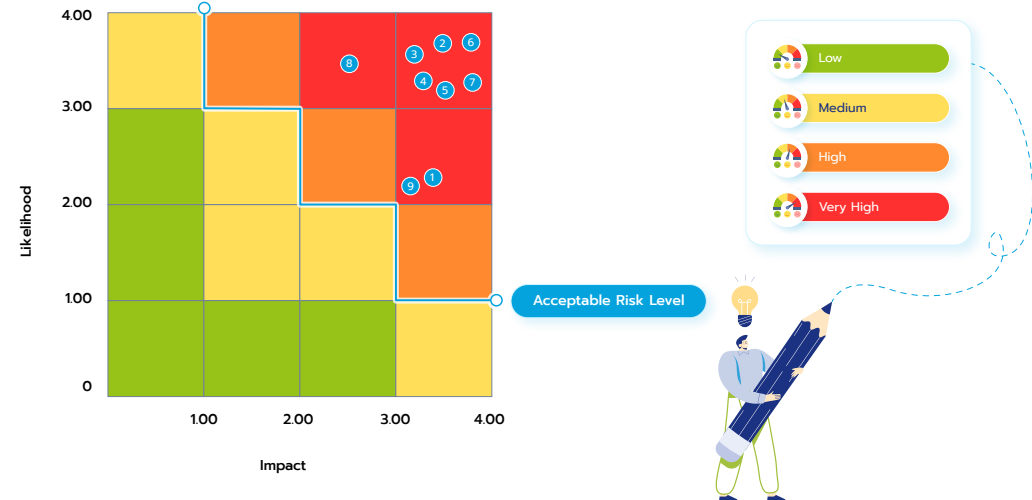
## 8 Risk Management Reporting

The Company requires the Risk Management Working Group to summarize the key points of risk management for each issue and report the risk management results to the Risk Management Committee quarterly, as well as regularly reporting the results to the Company's Board of Directors for acknowledgment.

# Business Risk Factors and Risk Management (GRI 2-25)

In 2024, the Company collected risk issues from business groups and support units, selecting key risk issues using acceptable risk criteria and grouping risk issues with similar causes or impacts to ensure effectiveness and efficiency in setting risk management measures. The key risk issues for 2024 were summarized as nine main issues and three newly emerged risks, as shown in the table.

## Key Risk Prioritization for 2024








## Risk Criteria

		Level 1	Level 2	Level 3	Level 4
Impact	Financial	$X < 10\%$ of target EBITDA	$10\% \leq X < 15\%$ of target EBITDA	$15\% \leq X < 20\%$ of target EBITDA	$X \geq 20\%$ of target EBITDA
	Probability	$X < 20\%$	$20\% \leq X < 40\%$	$40\% \leq X < 80\%$	$X \geq 80\%$
Likelihood	Frequency	Has occurred at least once in 4 years	Has occurred at least once in 2 years	Has occurred in every year	Has occurred at least 2 times a year



Key Risk Issues	Root Causes of Risk			Characteristics of Risk					Key Risk Indicators (KRIs)	Risk Targets 2024		Risk Management Results 2024
	Risks from the Company's Business Operations	Risks from Stakeholders in the Business Value Chain	Risks from the Environment and Uncontrollable External Factors	Strategic and Business Risks	Management and Operational Risks	Financial Risks	Regulatory Risks	Environmental, Social, and Governance (ESG) Risks				
1. Risk from uncertainty of revenues in the project business, which may deform the operating performance as planned		●	●	●	●	●			The Risk Index decreased from 2023.	Below 12.36 points	Reduce the variance between performance results and plans, or increase backlog volume to secure revenue for sustainable business operations	9.50 points
2. Risk from the project management which may not go as planned, either risk from cost management or project delays	●	●		●	●	●			The Risk Index decreased from 2023.	Below 16.00 points	Reduce impacts from project management that does not follow plans, in terms of results and action plans	16.00 points
3. Financial risk from foreign exchange volatility			●			●			The Risk Index decreased from 2023.	Below 16.00 points	Have measures to manage foreign exchange rate fluctuations and clear operational guidelines to reduce volatility	13.50 points
4. Risk from some subsidiaries having sources of funds that are not consistent with the business plan	●		●	●		●			The Risk Index decreased from 2023.	Below 16.00 points	Ensure business growth is sustainable, with funding sources and liquidity consistent with business growth	12.00 points
5. Risks from some departments with unclear core business issues	●			●	●				The Risk Index decreased from 2023.	Below 14.86 points	Ensure business units can sustainably return to profitability	14.29 points
6. Risks from technological changes that affect the business context	●		●	●	●				The Risk Index decreased from 2023.	Below 15.00 points	Enable units to adapt or transform their business to fit conditions caused by market changes due to Technology Disruption	15.00 points



Key Risk Issues	Root Causes of Risk			Characteristics of Risk					Key Risk Indicators (KRIs)	Risk Targets 2024		Risk Management Results 2024
	Risks from the Company's Business Operations	Risks from Stakeholders in the Business Value Chain	Risks from the Environment and Uncontrollable External Factors	Strategic and Business Risks	Management and Operational Risks	Financial Risks	Regulatory Risks	Environmental, Social, and Governance (ESG) Risks				
7. Risks from Trading SBG that still rely on niche products	●	●		●	●	●			The Risk Index decreased from 2023.	Below 16.00 points	Reduce reliance on any single product or partner that significantly affects revenue generation	 13.50 points
8. Risk from the Trading SBG which may affect the supply chain		●	●	●	●			●	The Risk Index decreased from 2023.	Below 12.00 points	Have measures to manage fluctuations in market supply and demand to reduce potential uncertainties	 9.00 points
9. Risk associated with personnel development plan which must be relevant to the business growth plan		●		●	●	●		●	The Risk Index decreased from 2023.	Below 12.69 points	Maintain continuous succession of employees in key positions and have development plans for existing employees aligned with business growth	 12.00 points
Emerging Risks												
10. Risk from Climate Change due to Greenhouse Gas Emission	●	●	●	●	●	●	●	●	The organization’s greenhouse gas emission reporting, certified by an external auditor, to create base year data.		 The organization’s greenhouse gas emission and absorption report results for the year 2024 have been certified by external auditors, with a total greenhouse gas emission volume of 1,855 tCO <sub>2</sub> e and set as the Company’s base year data.	
									Amount of greenhouse gas reduction from various activities	Equivalent to the number of trees used to absorb greenhouse gases of 3,000 trees.	 The total amount of greenhouse gas reduction from various activities is 68.21 tCO <sub>2</sub> e, equivalent to planting 7,581 trees. Details of greenhouse gas reduction measures can be found in section Coping with Climate Change, page 84.	



Key Risk Issues	Root Causes of Risk			Characteristics of Risk					Key Risk Indicators (KRIs)	Risk Targets 2024	Risk Management Results 2024
	Risks from the Company's Business Operations	Risks from Stakeholders in the Business Value Chain	Risks from the Environment and Uncontrollable External Factors	Strategic and Business Risks	Management and Operational Risks	Financial Risks	Regulatory Risks	Environmental, Social, and Governance (ESG) Risks			
11. Risks from Geopolitical Conflicts			●	●	●	●		●	Evaluate the results together with the Risk from the project management which may not go as planned, either risk from cost management or project delays		Manage the supply chain, especially critical tier-1 suppliers who are acting as producers and distributors of raw materials and equipment, balance inventory with customer supply and consumer demand, manage project costs and regularly assess project risks, including foreign exchange and business liquidity management, to mitigate impacts from these risks.
12. Risks from the Utilization of Artificial Intelligence (AI)	●			●	●	●		●	n/a	n/a	<ul style="list-style-type: none"><li>Establish data security measures, cybersecurity plans, including installing additional security equipment.</li><li>Communicate to all employees the IT security policy and procedures to maintain information security as guidelines for work processes, appropriate social media use, and cyberattack prevention through Company communication channels and internal training.</li><li>Implement cyber threat response plans, conduct penetration testing of equipment and IT systems, and prepare log monitoring reports to secure the network system against attack risks.</li></ul>

Details, explanation of possible impacts, risk management plans and performance can be read in the 2024 Annual Report in Section 2.2 Risk Factors on Business Operations of the Group and Risk Management (pages 72-75)

## Emerging Risks (GRI 2-25)

### Emerging Risks



**Risk from climate change** due to greenhouse gas emissions: Consumers are increasingly aware of environmental impacts and the concept of sustainability. Business partners have implemented control measures, management practices, or conditions as part of their business operations, which can affect the purchasing decisions of customers and partners, or may influence the Company's selection for projects, business opportunities, competitiveness, image, and reputation. It may also impact the Company's ability to generate future profits. Failure of measures to mitigate the effects of climate change may affect business continuity, disrupt the supply chain and transportation, impact employees' livelihoods and occupational health, and economic stability - potentially leading to severe financial damage.

### Risk Management

- Monitor the situation, assess risks and opportunities related to significant climate change impacts, including both Transition Risk and Physical Risk, in order to develop preventive measures and prepare for potential scenarios periodically.
- Provide organizational greenhouse gas emissions reporting to identify the amount of emissions generated from various organizational activities. This data can be used to effectively plan targeted reductions in emissions and minimize environmental impact. It also serves to communicate externally, meeting the demands of customers in the supply chain who seek environmentally responsible products or partners, and to prepare for compliance with future legal measures and regulations.
- Carry out environmental activities to support greenhouse gas emission reduction. The Company has set a target to reduce greenhouse gas emissions by 20% (compared to the base year) by 2030 by:
  - Increasing the proportion of renewable energy use and supporting renewable energy adoption by installing solar power generation systems (Solar Rooftop).
  - Reducing the amount of landfill waste, promoting efficient resource usage, and separating waste for recycling processes.



### Risk from Geopolitical Conflicts

Geopolitical conflicts may escalate into new dimensions of competition beyond warfare, such as competition or rivalry in technology, energy, or trade through various protectionist measures, leading to economic separation and shifts in global production chains, resource shortages, and labor displacement or shortages. Although the extent and severity of the impact on the group of companies may not be significant, there is a possibility that it could cause the Company's revenue to fall short of its targets.

- Establish strategies and response approaches to reduce impact, including efficient supply chain management, inventory management, project cost management, regular project risk assessment, as well as exchange rate management and business liquidity management.



### Risk from the Utilization of Artificial Intelligence (AI)

Currently, Artificial Intelligence (AI) is widely used in business operations for management and decision-making purposes, aiming to enhance work efficiency - particularly in complex tasks or those requiring large-scale data processing - while also providing speed, accuracy, cost reduction, minimized errors, and safety. AI is also used for personal work purposes, such as language translation, information search, synthesis, and data analysis.

- Include AI-related business risk issues in the organization's risk management planning.
- Comply with policies and practices for the use of information technology.
- Develop response and contingency plans for cyber threats and conduct risk assessments of equipment and information systems.

## Crisis Management (GRI 2-25)



The Company recognizes that its operations play a vital role in delivering quality products and services to end-users through clients from various agencies and industrial sectors within the country. Therefore, the Company continuously monitors emergencies, crisis situations, and risk factors that may disrupt its operations, and has implemented a Business Continuity Plan (BCP) that addresses responses to major risks which could cause business disruptions or hinder work operations. These include fire, natural disasters, terrorism, cyberattacks, epidemics, and infectious diseases. The plan is periodically reviewed and updated, with the latest version (V.03) issued on 13 June 2023. In 2024, the Company reviewed and updated the list of operational teams under the business continuity management plan to reflect the current organizational structure and responsible personnel. The main objectives are to provide guidance for maintaining operational continuity during a crisis and to ensure that internal departments are adequately prepared in advance to handle crisis or emergency events. This aims to minimize the impact of disruptions in operations or services, mitigate damages to an acceptable level, and build trust among employees, clients, and stakeholders that the Company is capable of responding to crises, continuing its operations, and consistently delivering quality products and services.



# Managing the Impact on Stakeholders in the Business Value Chain (GRI 2-6)

The Company values its Stakeholders as an operation in the service industry group and has an operational approach that responds to the expectations of Stakeholders throughout the entire Value Chain. This is illustrated in the figure below:



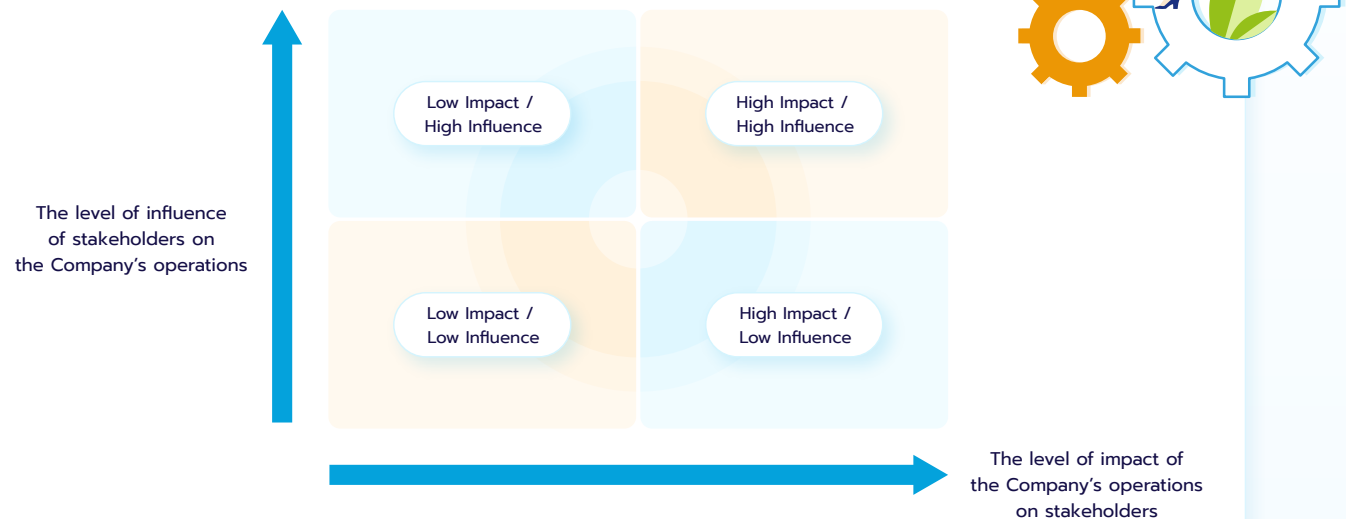
## Stakeholder Engagement (GRI 2-29)

The Company values its stakeholders in creating value and sustainability for business operations in the long run. Therefore, the Company recognizes and prioritizes the need to respond to stakeholders' expectations throughout the business value chain from upstream to downstream.

Therefore, to ensure that the Company acts and responds appropriately and fairly to the expectations of all stakeholder groups, the Company has identified the stakeholder groups and assessed their priorities by analyzing the impact of business activities across the entire value chain and the influence of stakeholders on the Company's operations. The Company refers to the AA1000 Stakeholder Engagement Standard (AA1000SES) principles and applies them to establish engagement approaches, treat stakeholders equally, and align actions with the expectations of each group. Additionally, the Company has defined policies and Business Code of Conduct to oversee operations.

## Stakeholder Analysis Process (GRI 2-29)

- Stakeholder identification by considering various factors** such as dependency, responsibility, influence, and other factors as appropriate. The Company classifies stakeholders into 10 groups: Customers, Trade partners, Debtors, Employees, Creditors / Lenders, Shareholders, Government agencies / Regulators, Competitors, Community and Society, Media and Analysts.
- Identifying the level of impact from the Company's operating activities on stakeholders** by assessing the economic, social and environmental impacts.
- Identifying the level of stakeholder influence** by assessing the influence of stakeholders on the acquisition or operation of the business, both financial, operational, regulatory, which may affect the reputation, image and strategy of the business.
- Grouping of stakeholders** by dividing stakeholders into 4 groups according to the level of impact of the Company's operations on stakeholders and the level of influence that stakeholders have on the Company.



- Stakeholder Prioritization** based on the Company's operational impact score on stakeholders and the level of influence that stakeholders have on the Company, the Company has prioritized stakeholders and identified appropriate engagement approaches for each stakeholder group.

In 2024, the Company will be able to summarize the issues of expectations and operational guidelines to meet the expectations of the stakeholder groups in order of importance, Customers, Trade partners, Debtors, Employees, Creditors / Lenders, Shareholders, Government agencies / Regulators, Competitors, Community and Society, Media and Analysts, as follows:

Stakeholder	Expectation	Fulfilling expectations /Action taken in 2024	Communication Channel
 <b>1. Customers</b>	<ul style="list-style-type: none"> <li>• Receive products that meets their needs and expectations in value provided. Quality suitable for the price.</li> <li>• Receive accurate product and service information.</li> <li>• Receive timely and effective assistance and solutions.</li> <li>• Receive good after-sales service.</li> <li>• Affairs conducted under good business ethic practices, maintain customer confidentiality and comply with the agreement fairly.</li> <li>• Monitoring technological changes to introduce new products and services.</li> <li>• The knowledge and abilities of the Company's employees in providing services to build confidence in customers.</li> <li>• Increasing the publicity and dissemination of the organization's activities to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand customer needs and expectations and provide products and services that meet customers' needs in both quality and pricing.</li> <li>• Conducting inspections and ensuring the quality of products and services.</li> <li>• Organize meetings, training and prepare user manuals for effective technology transfer. And to receive customer feedback so that the Company can recommend suitable products to the customers.</li> <li>• Offer products and services that are up-to-date with new technology and market demands.</li> <li>• Cooperate with corporate customers to co-develop products and goods.</li> <li>• Offer channels for reporting complaints and other faults that are readily available to customers.</li> <li>• Prepare information protection policies and improve internal practices to ensure confidentiality of personal information.</li> <li>• Surveying customer opinions and satisfaction to gather data for service improvement and development.</li> <li>• Continuous Employee Training and Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Company website</li> <li>• Annual reports</li> <li>• Sales representatives, Project managers</li> <li>• Joint meetings</li> <li>• Team-building events</li> </ul>
 <b>2. Trade partners</b>	<ul style="list-style-type: none"> <li>• Operate business with good business ethic practices and adhering to agreements and treating each other fairly.</li> <li>• Long term business partnership.</li> <li>• Collaboration with partners in co-creating innovations together.</li> <li>• Adhering to the standards of partners for sustainable development throughout the business chain, such as safety and occupational health standards, labor rights and human rights, ESG (Environmental, Social, and Governance) standards etc.</li> <li>• Announcement of environmental ESG policy and engaging in activities to reduce greenhouse gas emissions, as well as other ESG-related activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain good working relationships in the long term, both with domestic and international partners.</li> <li>• Regularly participate in business meetings with partners.</li> <li>• Expand on cooperation and co-development of products and services to create further business opportunities.</li> <li>• Develop procurement policies and Suppliers' Code of Conduct for partners as a code of conduct. Additionally, communicate and disseminate information to ensure that partners are informed.</li> <li>• Survey the opinions and expectations of partners to review and improve policies and operational guidelines.</li> <li>• Carry out ESG activities according to the Company's plan and coordinate with partners to expand collaboration and build alliances for sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Partner meetings</li> <li>• Networking meetings and conventions</li> <li>• Project managers</li> <li>• Company website</li> <li>• Annual reports and Sustainability report</li> <li>• Surveying the expectations of stakeholders to identify key sustainability issues</li> <li>• Supplier Site Visits</li> </ul>



Stakeholder	Expectation	Fulfilling expectations /Action taken in 2024	Communication Channel
 <b>3. Debtors</b>	<ul style="list-style-type: none"> <li>Compromise and relief on account of the economic situation.</li> </ul>	<ul style="list-style-type: none"> <li>Hold negotiations as appropriate and make decisions on a case-by-case basis.</li> <li>Take legal action in cases which do not fit the criteria for relief.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Project managers</li> </ul>
 <b>4. Employees</b>	<ul style="list-style-type: none"> <li>Appropriate remuneration and welfare.</li> <li>Job stability and opportunity for growth.</li> <li>Development of knowledge and capabilities for their role that is adapted to business changes.</li> <li>Safe and good occupational health and safety policies, and a good working environment.</li> <li>Equality in advancement opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Set business unit goals and personal KPI to align with the missions and goals of the organization.</li> <li>Quarterly performance reviews and encourage communication between employees and managers on performance and expectations.</li> <li>Established an Individual Development Plan (IDP) for all employees.</li> <li>Develop individual capabilities by providing both internal and external training courses. These are held both as in-person seminars and online courses. Encourage employees to take professional certification exams in areas such as IT and other specialized technical skills.</li> <li>Develop leadership skills in management positions by implementing development guidelines and training courses for each management level. Aim to have managers be exemplary role models and leaders that can lead the team to success according to the goals and missions of the business unit and organization.</li> <li>Promote and encourage employees at all levels to participate in sustainability training to instill concepts, build knowledge, and apply them across all business processes by participating in the ESG DNA Knowledge Program on sustainability offered by the Stock Exchange of Thailand through e-learning.</li> <li>Review of safety, occupational health and working environment policies. Providing knowledge about safety at work communication of safety information, the procurement and installation of additional automated external defibrillators (AEDs), and provide personal safety equipment according to the suitability of the work.</li> <li>Using data from employee engagement surveys to improve benefits to support satisfaction, build engagement, and enhance employee performance. In 2024, The Company has announced the policy granting employees the right to take leave on their birthday (Birthday Leave) and the improvement of the medical benefits policy.</li> <li>Organize employee activities on various occasions to build good interpersonal relationships in the workplace and to create a positive working environment.</li> <li>Promoting diversity, equality and difference of employee through related policies and internal communications.</li> </ul>	<ul style="list-style-type: none"> <li>Email, LINE messenger group, Intranet, Google Site and other social media platforms</li> <li>Human Resource Information System (HRIS)</li> <li>Digital Signage and other internal communication channels</li> <li>Employee Engagement Survey by external consulting company</li> <li>Evaluating employee satisfaction with various activities</li> <li>Channels for reporting safety and occupational health information</li> </ul>

Stakeholder	Expectation	Fulfilling expectations /Action taken in 2024	Communication Channel
 <b>5. Creditors / Lenders</b>	<ul style="list-style-type: none"> <li>Comply with conditions in the agreement.</li> <li>Transparency in business operations.</li> </ul>	<ul style="list-style-type: none"> <li>The Company ensures that the conditions are complied with.</li> <li>Notify partners of conditions related procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Project managers</li> <li>Company website</li> <li>Annual reports</li> </ul>
 <b>6. Shareholders</b>	<ul style="list-style-type: none"> <li>Respect for shareholder rights and equal treatment for all shareholders.</li> <li>Good business performance and a growth trend for the Company.</li> <li>A good corporate governance.</li> <li>Appropriate dividend payment.</li> <li>Accurate and timely communication of Company information.</li> </ul>	<ul style="list-style-type: none"> <li>Organize the Annual General Shareholder Meeting to report on the operation results and its development in various area.</li> <li>Report relevant information according to schedule and when events have occurred through the Stock Exchange of Thailand's website so that all shareholders and stakeholders have equal and timely access to information.</li> <li>Provide channels for communicating with Company, such as the Company website or annual reports.</li> <li>Annually review adequacy of Corporate Governance Policy and follow up on results.</li> <li>Set and review risk management, and crisis management procedures to prevent, correct or minimize effects of unseen events that may occur.</li> <li>Prepare and publish the 2024 annual sustainability report and update the website on the topic of sustainability development.</li> </ul>	<ul style="list-style-type: none"> <li>Shareholder meetings</li> <li>Company website</li> <li>Annual reports</li> <li>Channels for receiving complaints</li> </ul>
 <b>7. Government agencies / Regulators</b>	<ul style="list-style-type: none"> <li>Operate business in compliance with the law and regulations.</li> <li>Cooperate with authorities providing pertinent information to be used for further development.</li> <li>Release of relevant business information according to law and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with relevant law and regulations.</li> <li>Cooperate with and provide feedback as well as information that may be useful to regulators and government agencies when requested.</li> <li>Organize / participate in seminars to gather feedback and exchange information.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, forums and academic seminars</li> <li>Reports of business operation</li> </ul>
 <b>8. Competitors</b>	<ul style="list-style-type: none"> <li>Follow fair and transparent competition framework and regulations.</li> <li>Do not infringe on intellectual properties or attempt to collect confidential information.</li> </ul>	<ul style="list-style-type: none"> <li>Follow good business ethics and comply with competition frameworks and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Company website</li> <li>Annual reports</li> <li>Cooperation activities between business groups</li> </ul>

Stakeholder	Expectation	Fulfilling expectations /Action taken in 2024	Communication Channel
 <b>9. Community and Society</b>	<ul style="list-style-type: none"> <li>• Provide assistance to the community and society.</li> <li>• Provide continuous support for athletes with disabilities.</li> <li>• Operate in a manner that takes the environment into consideration.</li> <li>• Cleanliness and safety in the workplace area.</li> </ul>	<ul style="list-style-type: none"> <li>• Organize activities that are beneficial to Klong Toei nearby communities. Provide support to agencies, foundations, and other organizations to support sustainable development.</li> <li>• Organize the Loxley-ASM Sport Hero project which has continuously supported athletes with disabilities.</li> <li>• Operating a business that considers environmental impacts and advocates for energy conservation for sustainability, such as investing in alternative energy businesses, promoting reduced electricity and water usage within the organization, and utilizing renewable energy sources.</li> <li>• Join the Care the Bear project to raise awareness and change the behavior of employees towards reduction of greenhouse gas emissions. Joined the Care the Whale project to reduce greenhouse gas emissions through waste management and separation. Both projects were initiated and supported by the Stock Exchange of Thailand.</li> <li>• Put great effort in implementing waste management practices and projects. Campaigns were made to educate employees on waste separation. Separate waste bins were provided for different types of waste, including hazardous waste, recyclable waste, general and organic waste. Collected plastic were sent for recycling and to an up-cycling development process to reduce the amount of waste sent to landfills, which is one of the causes of greenhouse gas emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Site community visits through social activities</li> <li>• Conducting stakeholder expectation surveys to identify key sustainability issues</li> </ul>
 <b>10. Media and Analysts</b>	<ul style="list-style-type: none"> <li>• Release financial and operation results correctly and transparently.</li> <li>• Fast, accessible and reliable channel for communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide channels to communicate information and updates from the Company, such as Facebook, annual reports and public press releases.</li> <li>• Set up an investor relations unit that is responsible for dissemination of information.</li> <li>• Organize “Opportunity Day” activities.</li> <li>• Hold interviews, executive press release and publication of public updates and press releases.</li> </ul>	<ul style="list-style-type: none"> <li>• Company website</li> <li>• Annual reports</li> <li>• Communication channels for the public: press conferences, newspaper articles, executive interviews, ‘opportunity day’</li> <li>• Information from the Stock Exchange of Thailand</li> </ul>

## Assessment of Key Material Sustainability Issues for the Business (GRI 2-13, GRI 3-1)

In 2024, the Company enhanced its process for evaluating key sustainability issues to be more clearly defined, based on the Materiality Assessment guidelines of the Global Reporting Initiative (GRI) standard. This globally recognized sustainability reporting framework provides clear and tangible indicators. The assessment includes analysis of positive and negative impacts arising from or potentially arising from business operations on stakeholders. It evaluates the severity, scope, and likelihood of these impacts across environmental, social, governance, and economic dimensions in order to establish preventive, mitigative, and remedial measures. The assessment also considers governance, environmental, and social issues that various stakeholder groups expect or are concerned about. The results of the sustainability materiality assessment are reviewed annually by the Sustainability Working Group, the Executive Board, and the Board of Directors.

### Steps for Assessing Key Material Sustainability Issues (GRI 3-1)

- Identifying Sustainability Topics:** Consider various factors relevant to the Company's business operations through brainstorming, management surveys across business units, stakeholder expectations and interests gathered from stakeholder engagement, and comparison with the master list of topics derived from legal requirements, key topics from similar industries, national and global sustainability trends, and international concerns.
- Identifying Impacts on the Company:** Assess the severity, scope, and likelihood of occurrence for each sustainability issue.

#### Identification of Key Sustainability Issues and Their Impact on the Company

Key Sustainability Issues	Significant of Impact							Influence on external Stakeholders	Degree of Interesting from Stakeholders
	IT	Energy	Network Solutions	Services	Trading	Special Projects	Support		
Corporate Governance	●	●	●	●	●	●	●	●	● 1
Cybersecurity and Information Security	●	●	●	●	●	●	●	●	● 2
Risk and Crisis Management	●	●	●	●	●	●	●	●	● 3
Human Resource Management and Employee Training	●	●	●	●	●	●	●	●	● 4
Labor Operations and Practices	●	●	●	●	●	●	●	●	● 5
Safety and Occupational Health in the Value Chain	●	●	●	●	●	●	●	●	● 6
Environmental Policy and Management System	●	●	●	●	●	●	●	●	● 7
Efficient Resource Management	●	●	●	●	●	●	●	●	● 8
Coping with Climate Change	●	●	●	●	●	●	●	●	● 9
Community Engagement	●	●	●	●	●	●	●	●	● 10

● Low expectations or already doing well

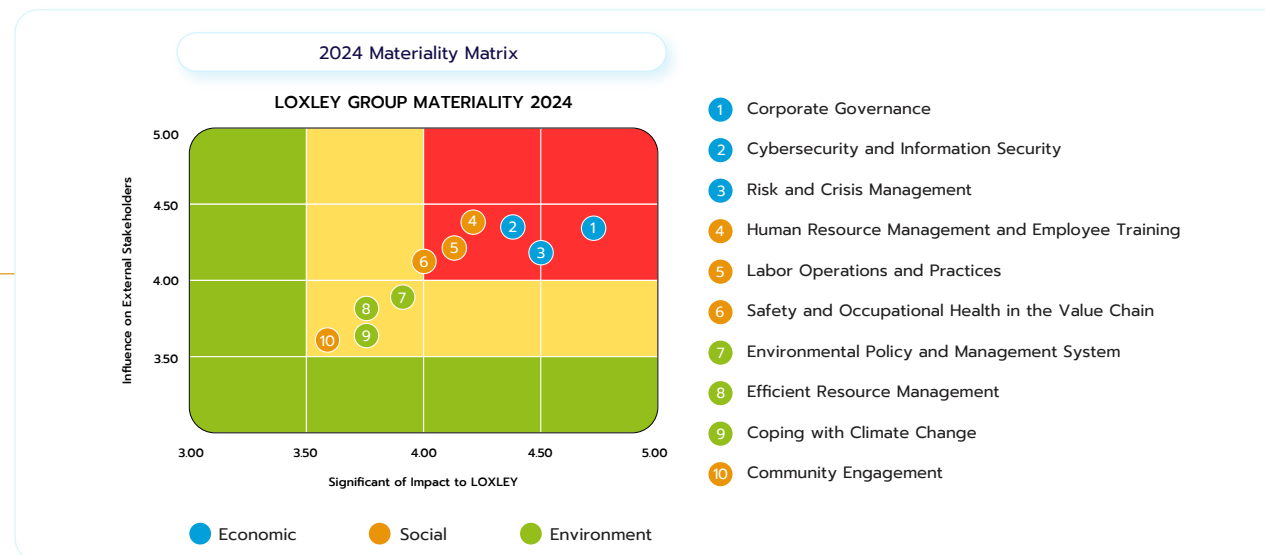
● Moderate

● High expectation or need improvement

- 3. Identify issues that stakeholders care about:** Define the impact scope on stakeholders for each issue, evaluate the level of stakeholder expectations, and determine which issues stakeholders are most concerned about.

Key Sustainability Issues	Scope of Impact on Stakeholders									
	Employees	Shareholders	Customers	Trade partners	Creditors / Lenders	Debtors	Government agencies / Regulators	Media and Analysts	Community and Society	Competitors
Corporate Governance	/	/	/	/	/	/	/	/		/
Cybersecurity and Information Security	/		/	/	/		/			
Risk and Crisis Management	/	/		/	/		/			
Human Resource Management and Employee Training	/									
Labor Operations and Practices	/			/			/			
Safety and Occupational Health in the Value Chain	/			/						
Community Engagement		/							/	
Coping with Climate Change	/	/		/			/			
Efficient Resource Management				/						

- 4. Prioritizing Key Sustainability Issues:** Use quantitative data from the Company's impact assessments and stakeholder expectations - both internal and external - to classify sustainability topics into three levels: high, medium, and low. Then, use a Materiality Matrix where the vertical axis (Y) represents the level of stakeholder expectations, and the horizontal axis (X) represents the significance of the impact on the Company to prioritize sustainability issues.



Based on the assessment of material sustainability issues, six issues have been identified as highly significant. These are as follows: Corporate Governance, Cybersecurity and Information Security, Risk and Crisis Management, Human Resource Management and Employee Training, Labor Operations and Practices, and Safety and Occupational Health in the Value Chain. The four issues of moderate importance are: Environmental Policy and Management System, Efficient Resource Management, Coping with Climate change, and Community Engagement.

The Company has evaluated the identified material issues to determine their level of significance for decision-making and to guide its sustainability management approach. These issues have been integrated into the Company's strategic planning and business operations. They are also used to set targets for performance evaluation and monitoring across seven key areas, which are as follows: Corporate Governance, Cybersecurity and Information Security, Risk and Crisis Management, Human Resource Management and Employee Training, Labor Operations and Practices, and Safety and Occupational Health in the Value Chain, and Coping with Climate Change. The performance results shall be regularly monitored and reported to the Sustainable Development Working Group, the Executives Board, and the Board of Directors. Additionally, the identified sustainability issues shall be reviewed, evaluated, and updated annually to support the formulation of the Company's core sustainability strategy. The Sustainable Development Working Group and the Office of Company Secretary are assigned as the primary responsible units, working in collaboration with relevant business units and departments.



In 2024, the Company has identified a total of seven key sustainability issues as follows: <sup>(GRI 3-2)</sup>

	Sustainability Dimension	Key Issues
	Economic Dimension	<ol style="list-style-type: none"> <li>1. Corporate Governance: good government principles, and corporate governance policy and procedures to ensure that the Company will operate in compliance with the law and adhere to all relevant regulations and policies and would be able to perform work to generate sustainable returns and achieve long-term growth.</li> <li>2. Cybersecurity and Information security: information security system and privacy.</li> <li>3. Risk and Crisis Management: risk management resulted by the Company's operation, change of laws and rules, credit risk, image risk, as well as the assessment of emerging risks which may take effect to the business operation.</li> </ol>
	Environment Dimension	<ol style="list-style-type: none"> <li>4. Coping with Climate Change: effort to reduce and prevent the emission of greenhouse gases by the organization, adaptation and measures taken to respond to the effect of the climate change.</li> </ol>
	Social Dimension	<ol style="list-style-type: none"> <li>5. Human Resource Management and Employee Training: guideline used by the organization in the human resource management to attain the organization's goals, development of talent employees, and personnel replacement.</li> <li>6. Labor Operations and Practices: Treating employees by paying respect to diversity, equitable opportunity, no discrimination, fair compensation, and mechanism and channel of accepting labor complaints.</li> <li>7. Safety and Occupational Health in the value chain: care for well-being of employees, customers, suppliers, and environment throughout every step of the production and delivery of products and services.</li> </ol>

The Company determines the operating guideline that is consistent with significant and urgent issues, and, then, integrates them to the Company's business operation in 2024. The Board of Directors' Meeting No. 1/2024 resolved to consider and approve the following key issues and corporate sustainability performance targets for 2024:

- 1 Good corporate governance and creating sustainability in business operations as well as develop innovation new products and services.
- 2 Risk management in accordance with the established risk management framework through monitoring and reporting results according to the risk management structure.
- 3 Labor rights operations and practices according to human rights principles and employee potential development as well as creating replacement personnel according to the succession plan to achieve the organization's goals.
- 4 Environmental management, reduce resource use and adapt to cope with climate change.

This is done by assigning the Sustainable Development Working Group and the Office of Company Secretary as the main responsible unit continuing to collaborate with business units and related parties.



## LOXLEY Sustainability in Focus (GRI 3-3)

In 2024, the Company has outlined its operational approaches and sustainability goals to ensure that sustainability activities are aligned and can meet stakeholders' expectations while driving the organization towards future sustainability. These goals are set at the organizational level under the responsibility of the CEO and key responsible departments, as well as at the departmental level. The goals are as follows:

No.	Materiality	Development Guidelines	2024 Goals	2025 Goals	Long-term Goals	2024 Performance	Operation Progress	Responsible Person	Supporting SDGs	Disclosure according to GRI	More details
1	Corporate Governance	• Good corporate governance and creating sustainability in business operations	• Achieving a 5-Star Corporate Governance Quality Assessment Score	• Achieving a 5-Star Corporate Governance Quality Assessment Score	Review and develop the quality of corporate governance regularly by maintaining / upgrading the quality of corporate governance through external assessment standards, including:  Achieving a 5-Star Corporate Governance Quality Assessment Score • Achieving 100 Points in Shareholders' Meeting Quality Score • Passed the criteria for FTSE Russell ESG Scores in 2026 • Disclosure in accordance with IFRS S1, S2 in 2030	• Achieving a 5-Star		Office of Company Secretary		GRI 2 GRI 3-3 GRI 201-1 GRI 205 GRI 207	Page 39 More details
			• Achieving 100 scores in Shareholders' Meeting Quality Score	• Achieving 100 Points in Shareholders' Meeting Quality Score		• 100 full Scores					
			• Passed the criteria for SET ESG Rating	• Passed the criteria for SET ESG Rating		• Passed at "A Level"					
			• The percentage of revenue generated from innovations and achieve an average Balanced Scorecard rating of level 3 or higher			• The percentage of revenue generated from innovations are 5% and achieve an average Balanced Scorecard rating of level 3.02		Determine Corporate Strategy Guidelines Working Group			



No.	Materiality	Development Guidelines	2024 Goals	2025 Goals	Long-term Goals	2024 Performance	Operation Progress	Responsible Person	Supporting SDGs	Disclosure according to GRI	More details
2	Cybersecurity and Information Security	• Developing the capacity to prepare for and respond to cyber threats (IT System Resilience and Verification)	• Zero complaints and incidents related to information system security and customer data	• Zero complaints and incidents related to information system security and customer data • Zero Ransomware Attacks • Zero Software Piracy • Recovery from Network Infrastructure Loss within 1 Hour		• 0 No complaints and incidents related to information system security and customer data		Corporate IT		GRI 2 GRI 3-3 GRI 418	Page 44 More details
			• Testing and risk assessment of equipment and information systems (Penetration Test)			• Completed according to plan					
			• Preparation of Log Monitoring reports to ensure the safety of the network system from the risk of attack			• Completed according to plan					
3	Risk and Crisis Management	• Providing a risk management plan and process • Communication and Cultivation of Risk Management Culture	• Quarterly track and report risk management results	• Quarterly track and report risk management results		• Risk management result is monitored on a quarterly basis and reported to the Board of Directors three times		Risk Management Committee, and Risk Management Working Group		GRI 2 GRI 3-3 GRI 404-2	Page 49 More details
			• Conduct Risk Management Training sessions at least 1 time for annually	• Conduct Risk Management Training sessions at least 1 time for annually		• Organized a training session on “Legal Consideration In Contract Management” for directors, executives, project managers and related staff 1 time					
			• the Risk Index in high-risk categories decrease from 2023	• the Risk Index in high-risk categories decrease from 2024		• The overall risk score was 10.73, decreased from 13.25 in December 2023					





No.	Materiality	Development Guidelines	2024 Goals	2025 Goals	Long-term Goals	2024 Performance	Operation Progress	Responsible Person	Supporting SDGs	Disclosure according to GRI	More details
4	Human Resource Management and Employee Training	<ul style="list-style-type: none"><li>Developing employees' knowledge and capabilities to support business expansion and respond to ongoing changes</li><li>Build a talent pipeline and enhance employee potential</li></ul>	<ul style="list-style-type: none"><li>Identify successors and completely determine the IDP of all departments in Loxley PLC.</li></ul>	<ul style="list-style-type: none"><li>Monitor the progress of succession planning to ensure full coverage for all key positions</li></ul>		<ul style="list-style-type: none"><li>Succession plans have been developed for 35 key positions, with successors identified for 15 positions, representing 42.86%</li></ul>		Corporate Human Capital	 	GRI 3-3 GRI 404	Page 61 More details
			<ul style="list-style-type: none"><li>80% of employees in support functions have been provided with individual development plans within their departments, and implementation has proceeded according to plan</li></ul>			<ul style="list-style-type: none"><li>100%</li></ul>					
			<ul style="list-style-type: none"><li>The number of employee training and development is more than 18 hours per person per year</li></ul>	<ul style="list-style-type: none"><li>The number of employee training and development is more than 20 hours per person per year</li></ul>		<ul style="list-style-type: none"><li>22.06 hours per person per year</li></ul>					
5	Labor Operations and Practices	<ul style="list-style-type: none"><li>Implement policies that adhere to human rights principles, manage diversity and accept individual differences</li><li>Building Employee Engagement (Employee Engagement Survey)</li></ul>	<ul style="list-style-type: none"><li>Zero Human Rights Violations</li></ul>	<ul style="list-style-type: none"><li>Zero cases of human rights violations or labor disputes</li></ul>	<ul style="list-style-type: none"><li>Zero cases of human rights violations or labor disputes</li></ul>	<ul style="list-style-type: none"><li>Zero</li></ul>		Corporate Human Capital	   	GRI 3-3 GRI 201-3 GRI 401 GRI 402 GRI 405 GRI 406 GRI 408	Page 66 More details
			<ul style="list-style-type: none"><li>Self-Assessment and review of Human Rights Due Diligence across all dimensions and fully prepare all relevant documentation</li></ul>	<ul style="list-style-type: none"><li>Development of a risk management plan addressing human rights issues</li></ul>		<ul style="list-style-type: none"><li>Comprehensive Human Rights Due Diligence (HRDD) has been completed as planned</li></ul>					
			<ul style="list-style-type: none"><li>Response rate from Employee Engagement Survey above 70%</li></ul>			<ul style="list-style-type: none"><li>96%</li></ul>					
			<ul style="list-style-type: none"><li>Achieve Employee Engagement Survey scores above level 3</li></ul>			<ul style="list-style-type: none"><li>4.94 scores out of 6</li></ul>					



No.	Materiality	Development Guidelines	2024 Goals	2025 Goals	Long-term Goals	2024 Performance	Operation Progress	Responsible Person	Supporting SDGs	Disclosure according to GRI	More details
6	Safety and Occupational Health in the Value Chain	Caring for the well-being of employees, customers, partners, and the environment	Zero fatal workplace accidents involving employees	Zero fatal workplace accidents involving employees	Zero fatal workplace accidents involving employees	Zero		Corporate Human Capital, and Occupational Safety and Health Committee	 	GRI 2 GRI 3-3 GRI 403 GRI 414 GRI 416	Page 75 More details
			Zero incidents of work-related injuries resulting in more than one day off			2 times					
			Zero employees injured in the workplace to the extent of taking more than one day off			2 people					
			Lost Time Injury Frequency Rate (LTIFR) not exceeding 2%, with a downward trend each year (measured as number of cases per 1,000,000 working hours)	Lost Time Injury Frequency Rate (LTIFR) not exceeding 2% (measured as number of cases per 1,000,000 working hours)	Lost Time Injury Frequency Rate (LTIFR) not exceeding 2%, with a downward trend each year (measured as number of cases per 1,000,000 working hours)	1.93%					
7	Coping with Climate Change	Aim to reduce and prevent organizational greenhouse gas emissions	Preparation and reporting of Loxley Plc.'s greenhouse gas emissions data for Scope 1, 2, and 3, to establish the Company's baseline year data	Reduce greenhouse gas emissions by 10% from the base year	Reduce greenhouse gas emissions by 20% compared to the base year data in 2030	Total GHG Emissions: 2,269 tCO <sub>2</sub> e, consisting of: - Scope1: 536 tCO <sub>2</sub> e - Scope2: 1,319 tCO <sub>2</sub> e - Scope3: 414 tCO <sub>2</sub> e		Sustainability Development Working Group	 	GRI 3-3 GRI 201-2 GRI 302 GRI 303-5 GRI 305 GRI 306	Page 84 More details
			The amount of greenhouse gas emissions reduced from various activities is 27 tCO <sub>2</sub> e			68.23 tCO <sub>2</sub> e					



Achieved



Not achieved



# 02

## Sustainable Business Operation Strategy

Growth with Stability	38
Growth with Expertise	60
Growth with Sustainability	83





## Growth with Stability

The Company prioritizes building and maintaining confidence and trust among stakeholders in business, society and the environment through governance and management based on principles of good corporate governance and code of conduct. The Company believes that conducting business under these principles will be beneficial and help establish a strong, stable and sustainable foundation for long-term business growth, consistent with the Company's business philosophy.

The Company is committed to operating with integrity, code of conduct and transparency, while also ensuring the efficiency of mechanisms for monitoring, auditing and overseeing business activities to comply with laws, regulations, standards and related practices effectively. Therefore, the Company has implemented corporate governance policies and code of conduct as operational guidelines for everyone to follow, which are published on the website under the corporate governance section and reviewed annually. Additionally, the Company identifies and manages comprehensive risks, regularly analyzing governance-related risk issues to monitor, control, and manage various risks to acceptable levels without negatively impacting the overall business.



# Corporate Governance

Standards: GRI 2 / GRI 3-3 / GRI 201-1 / GRI 205 / GRI 207



## Organizational Importance and Commitment

Corporate governance based on the principles of good governance includes policies and effective oversight processes to establish a solid foundation for ethical and transparent business operations. This helps to build trust among stakeholders and promotes long-term sustainable growth.



## Opportunities and Impact

Good corporate governance is a critical driving factor for organizational sustainability in terms of strategy, operations, and stakeholder relationships. Transparent, ethical, and auditable management reduces legal and reputational risks and provides opportunities to build confidence among investors, customers, partners, and society at large.



## Goals and Performance

### ESG Performance Indicators and Targets

Received an excellent rating (5 stars) from a survey project to monitor and measure the development of corporate governance or corporate governance of Thai listed companies which is operated by Thai Institute of Directors (IOD) with the support of the Stock Exchange of Thailand and Office of the SEC

Achieving 100 scores in quality of the 2024 Annual General Meeting of Shareholders by the Thai Investors Association

Passed the criteria for SET ESG Rating

The percentage of revenue generated from innovations and achieve an average Balanced Scorecard rating of level 3 or higher

### 2024 Performance Results

An excellent rating (5 stars)

100 full Scores

Passed SET ESG Rating at "A Level"

The percentage of revenue generated from innovations are 5% and achieve an average Balanced Scorecard rating of level 3.02

## Strategy



- Establish policies and practices regarding corporate governance to be consistent with. It is the same direction throughout the organization.
- Review the adequacy of the corporate governance structure and policy to be consistent with the changes. Suitable for the Company's business strategy and challenges that arise regularly.
- Communicate and create understanding with employees, trade partners, and business partners. To realize the importance and comply with corporate governance policies, code of conduct, and various guidelines.

## Management Approaches



- Supervise and monitor compliance with Corporate Governance Policies and Business Code of Conduct.
- Regularly review the adequacy and appropriateness of the structure and Corporate Governance Policy at least once a year, and develop and improve various policies to be consistent with the changes and business practices.
- Enhance the internal control system and manage risks effectively.
- Communicate, disseminate, and organize training on Corporate Governance Policies, and related Code of Conduct to employees, business partners, to adhere to and act in the same way.

## Key Developments



- **Evaluation from external agencies**
  - Received a full score of 100 points from the assessment of the quality of the 2024 Annual General Meeting of Shareholders from the Thai Investors Association.
  - Received an "Excellent" rating from a survey project to monitor and measure corporate governance development. Thai listed companies for the year 2024 from the Thai Institute of Directors Association.
  - Received a SET ESG Rating 2024 at "A Level" for sustainable stocks from the Stock Exchange of Thailand.
- **Training of new employees**
  - Organize orientation for new employees, by communicating code of conduct and guidelines for Corporate Governance issues. There are 68 people, or 83.95% of new employees who have passed orientation.
- **Review and revision of the No Gift Policy** to prevent potential risks arising from transactions that may lead to corruption in the course of business operations.
- **Monitoring compliance with the Business Code of Conduct and Corporate Governance Policy**
  - In 2024, the Company had no complaints through the whistleblowing system regarding inappropriate behavior of directors, executives, and employees or contrary to the Company's Business Code of Conduct.

## Activities in 2024



### 1. Compliance with Business Code of Conduct and Corporate Governance Practices

The Company has established policies and practices on corporate governance, which include guidelines for stakeholder engagement and organizational governance practices. These guidelines serve as a standard for behavior and practices for directors, executives and employees, supporting responsible decision-making by the management. The Board, as the overseer of the Company's governance framework, is responsible for ensuring these guidelines are implemented organization wide.

Beyond ensuring internal compliance with the corporate governance manual, the Company also encourages its partners and business allies throughout the value chain to study and adopt these governance and Business Code of Conduct guidelines as a framework for their operations. This represents a step towards mutual sustainable development through cooperation.

The Company has structured its Board of Directors to oversee governance based on responsibility. The Board of Directors comprises individuals with diverse knowledge, skills and experience, irrespective of gender, race, nationality, or age, which benefits the Company's operations. The Board of Directors play a crucial role in overseeing the Company's operations, including decision-making, strategic advice, direction setting and governance, to ensure that the Company's operations align with its vision, mission, business strategies and sustainability goals. Furthermore, the Company provides orientation for new directors, ongoing director development and regular Board evaluations to enhance governance efficiency to develop efficiency in overseeing and operational effectiveness of the Company's Board of Directors. To adhere to standard and accepted practices, the Board of Directors regularly reviews the adequacy of the Company's Corporate Governance Policies. These policies are established in accordance with the Principles of Good Corporate Governance for Listed Companies 2017 by the Securities and Exchange Commission, as well as related rules, regulations and practices both domestically and internationally. The Company transparently discloses significant governance information, including structure, processes, performance indicators and governance outcomes, to ensure stakeholders are aware of the Company's commitment to conducting business honestly, ethically and responsibly.

## Responsibilities of the Board of Directors

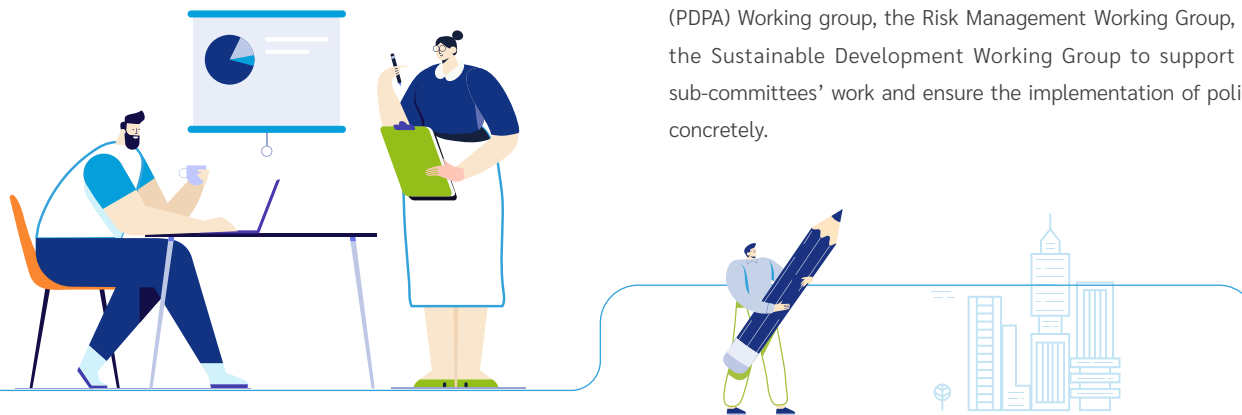
The Board of Directors is responsible for and plays a crucial role in the governance of the Company for its maximum benefit. The Board is accountable to shareholders and all stakeholders, demonstrating the Company's commitment to conducting business with integrity, transparency and accountability. The Company has structured its Board to include individuals with diverse professional skills, knowledge, experience and specialized expertise that benefit the operations of the Company and its subsidiaries. This ensures that strategic advice, governance, and decision-making are independent, comprehensive and consider the interests of all shareholders and stakeholders equally. However, The Board of Directors has significant roles and responsibilities in overseeing and performing duties in accordance with the law, the Company's objectives, regulations and shareholder resolutions to safeguard the Company's interests. The Board sets the direction for operations, oversees and ensures that an adequate and appropriate internal control system is in place, and accurate and auditable financial reporting is conducted. The Board also establishes sub-committees to study details and screen the Board's work more efficiently. These sub-committees include the Audit Committee, the Nomination and Remuneration Committee, and the Project Investment and Evaluation Committee. Additionally, the Company has established working groups such as the Project Investment and Evaluation Committee, the Personal Data Protection (PDPA) Working group, the Risk Management Working Group, and the Sustainable Development Working Group to support the sub-committees' work and ensure the implementation of policies concretely.

The Company mandates regular Board meetings at least once every 3 months and no less than 6 times per year. Additional special meetings may be convened to consider urgent matters. Main meeting agendas are set in advance to discuss significant issues affecting the Company's operations, such as reviewing the adequacy of Corporate Governance Policies and business conduct guidelines, risk management plans, financial reports and performance and evaluating the Company's performance against sustainability benchmarks. This facilitates the adjustment of governance structures, strategies and business plans to align with sustainable development goals. Additionally, the Company organizes meetings between independent directors and non-executive directors without management present, allowing for independent discussion and recommendations.

In 2024, the Board of Directors held 7 meetings with an overall attendance rate of 91.67%. 2 meeting was held between independent directors and non-executive directors without management present.

## Executive Compensation and Performance Evaluation

The Nomination and Remuneration Committee jointly determines the structure of executive compensation, including short-term and long-term monetary compensation, as well as other non-monetary benefits. This structure aligns with the Company's strategies and goals, comparable to similar-sized companies within the same industry. Factors considered include appropriateness, experience, duties, scope of responsibilities and performance that benefits the organization, sufficient to motivate executives to achieve business and sustainable development goals effectively. Compensation is reviewed regularly.



The Company conducts annual performance evaluations for senior executives to inform compensation decisions, motivating management to meet business objectives, goals, strategies and long-term corporate benefits. The Company applies the Performance Management System and Balance Scorecards to measure performance across various indicators, including environmental, social and governance aspects, in line with the organization's strategy.

## Stakeholder Engagement

The Company recognizes that operating a business sustainably requires prioritizing all stakeholders and effectively responding to the diverse expectations across the business value chain. The Company's corporate governance framework emphasizes active stakeholder engagement by maintaining relationships and connections with shareholders, employees, partners, customers, and the communities where the Company operates. The Company has developed engagement guidelines through dialogues and complaint mechanisms to facilitate receiving stakeholder feedback. This ensures that stakeholders' interests are considered and integrated into the Company's decision-making processes.

Additionally, the Company has expanded its collaboration with non-governmental organizations (NGOs), foundations, associations, other non-profit entities like The Mirror Foundation and Duang Prateep Foundation, educational institutions and government agencies. This is to support, fund various projects and activities, and promote communication channels through discussions. These efforts are aimed at gaining crucial insights for directing collaborative efforts, building trust and enabling the Company to formulate strategic plans that meet stakeholder expectations and align with sustainability challenges and goals.

## 2. Results of Monitoring Compliance with the Code of Conduct

Monitoring Issues	Number of Complaints / Incidents in 2024	Corrective Action Status
Complaint reporting via channels	0	0
Personal data violation	0	0
Copyright violation, intellectual property	1	✔ 1
Windows end of support	9	✔ 9
Information system security	4	✔ 4
Use of internal information	0	0
Conflict of interest	0	0
Privacy policy violation	0	0

✔ Resolved

From monitoring compliance with the policy on copyright / intellectual property rights, it was found that in 2024, there was 1 incident involving software copyright infringement. The Company conducted an investigation, uninstalled the software, and took disciplinary action in accordance with the Company's work regulations. To prevent such issues in the future, the Company plans to improve its computer usage procedures. Employees are not permitted to install software without prior authorization.

## 3. Transparent Disclosure and Reporting

Transparency is the foundation of corporate governance and building trust with stakeholders. The Company is committed to disclosing and reporting accurate, clear, complete, transparent and timely information. This encompasses performance in various aspects of sustainability as required by regulatory agencies, presented in Sustainability Reports, annual information statements / Annual Reports (Form 56-1 One Report) and information disclosure through the Company's website and the Stock Exchange of Thailand's channels. The information disclosed includes an overview, the connection to corporate strategy and key details about the Company's environmental, social and economic impacts on stakeholders, in line with both Thai and international standards and best practices.





Additionally, the Company has established an investor relations unit to act as an intermediary for communication between the Company, shareholders, investors and stakeholders, providing accurate updates on the Company's operations and information. This unit also promotes stakeholder engagement through various Company channels to understand expectations and receive feedback on operations and the effectiveness of driving the business towards sustainability. This is an important channel for collecting in-depth stakeholder opinions to consider, analyze and continuously improve performance.

## 4. Tax Management Operations (GRI 207)

The Company has a policy to conduct its business and organize its operations in compliance with accounting standards, tax laws, and relevant regulations. All activities are carried out with transparency and accountability. The Company manages its tax structure in accordance with applicable laws and regulations and strictly adheres to the conditions and requirements for utilizing tax benefits appropriately. Taxes are paid in full within the required deadlines, with all procedures conducted transparently and subject to verification. In 2024, the Company and its subsidiaries pay taxes to the government for national administration and development, which is an investment in social and economic development as a whole, with a

total value of **100 million Baht**.



### 2024 Consolidated Financial Statements



#### Profit before income tax expense

Equals **202** Million Baht



#### Tax effect of income and expenses that are not taxable income or not deductible in determining taxable profit, net and others

Equals **60** Million Baht



#### Income tax using the Thai corporation

tax rate **20%**

Equals **40** Million Baht



#### Total

tax rate **50%**

Equals **100** Million Baht



## 5. Anti-Corruption and Bribery (GRI 205-2, GRI 205-3)

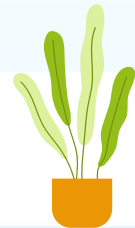
The Company has announced an Anti-Corruption Policy to guide the conduct of personnel at all levels, in conjunction with its Corporate Governance Policies and existing Business Code of Conduct. The Company continuously educates employees on the policy and practices related to anti-corruption, as well as relevant laws, regulations, and other associated policies. All employees have access to these policies via internal communication channels and the Company website. New employees are informed of the Anti-Corruption Policy and practices through the new employee orientation program.

In 2024, the Company revised its "No Gift Policy" to mitigate potential risks associated with transactions that may lead to corruption during operations. The Company also requests cooperation from business partners, affiliates, and related parties in adhering to this policy.

The Company has monitored compliance with the corporate governance manual, particularly in the areas of insider information misuse, conflict of interest prevention, and anti-corruption. It has established channels for whistleblowing and complaint reporting. In 2024, there were no violations of the Anti-Corruption Policy and no complaints regarding inappropriate behavior or conduct against the Company's Business Code of Conduct involving directors, executives, or employees.

# Cybersecurity and Information Security

Standards: GRI 2 / GRI 3-3 / GRI 418



## Organizational Importance and Commitment

Today, data and technology are vital to driving business. The Company recognizes that cybersecurity and information protection are critical factors affecting stakeholder trust and the creation of a transparent and secure society. Effective cyber risk management not only protects data and reduces business risks but also plays a key role in enhancing long-term competitiveness, building trust among customers, investors, and business partners, while also supporting innovation and Sustainable Growth in future.



## Opportunities and Impact

The increasing growth of digital technology and the use of big data have heightened the risks of cybersecurity threats and data breaches. Impacts include legal and financial consequences from violations that may lead to fines and recovery costs, damage to the Company's credibility and image in the event of data leaks or privacy violations - which could erode trust among customers, investors, and partners - and disruption to business operations that may affect revenue. Additionally, these issues may cause the Company to lose business opportunities. On the other hand,

efficient cybersecurity management presents significant opportunities for organizational development, including the chance to enhance competitiveness, develop technological innovations, create new services and products, and strengthen a credible and ethical organizational image. This reduces long-term risks and increases organizational resilience in facing new threats.



## Goals and Performance

### ESG Performance Indicators and Targets

Number of complaints or incidents regarding security of information systems and customer information is zero

Testing and risk assessment of equipment and information systems (Penetration Test)

Preparation of Log Monitoring reports to ensure the safety of the network system from the risk of attack

### 2024 Performance Results

0

No complaints regarding security of information systems and customer information

Completed according to plan

Completed according to plan



## Strategy

- Integrate information system and cybersecurity risks into enterprise-wide risk management.
- Establish a security management process for the information technology system that is consistent with the Information Security Policy.
- Enhance knowledge, understanding, and awareness for employees at all levels.



## Management Approaches

- Establish policies and procedures for maintaining information security and supervise compliance throughout the organization.
- Develop information security systems.
- Check, analyze, and assess the risk of being attacked and regularly leads to blocking access to networks and information systems.



## Key Developments

- Enhancing Preparedness and Responsiveness to Cyber Threats. (IT System Resilience and Verification)
- Developing a testing plan to assess the risks of IT equipment and systems. (Penetration Test)
- Preparing log Monitoring Reports to ensure network security against potential attacks.

## Activities in 2024

Digital technology plays a crucial role in business operations to enhance employee efficiency, facilitate customers or service users, and also represents a significant business opportunity. The Company's information system has thus become a central repository for critical business data. Electronic devices, software, and internet networks connected to the Company's information system are prioritized for regular inspection, maintenance and updates to remain efficient and modern. This reduces the risk of damage which can lead to commercial losses and increased costs.

In IT Infrastructure and Network Projects, cybersecurity and the protection of customer information are critical factors that directly impact the confidence and success of the projects. The Company places special importance on securing customer data and network systems through strict and systematic measures. This includes designing and developing networks with the highest security standards, applying international standards in the development of IT infrastructure and customer networks, proposing control measures and guidelines for access to data and systems, conducting regular Penetration Testing and Vulnerability Assessments to reduce risks from emerging threats, and establishing a cyber incident response team to ensure network system reliability and support customers' business operations.

In terms of internal measures and operations, the Company has established an Information Security Policy and procedures for using computer systems and networks, providing a framework for secure access to and use of Company information. This aligns with Corporate Governance Policies and complies with relevant laws such as the Computer Crime Act, Electronic Transactions Act, Cybersecurity Act, Personal Data Protection Act B.E. 2562 (2019), and other national and international security standards. These measures ensure that the Company's stakeholders can trust that personal and business data are securely protected.

Moreover, the Company has appointed a Personal Data Protection Working Group and a Data Protection Officer to assess risks, monitor and supervise compliance with the policy by employees and other stakeholders accessing the Company's information systems. This team also reviews and evaluates the effectiveness of operational procedures to ensure continuous compliance with laws, regulations and standards.

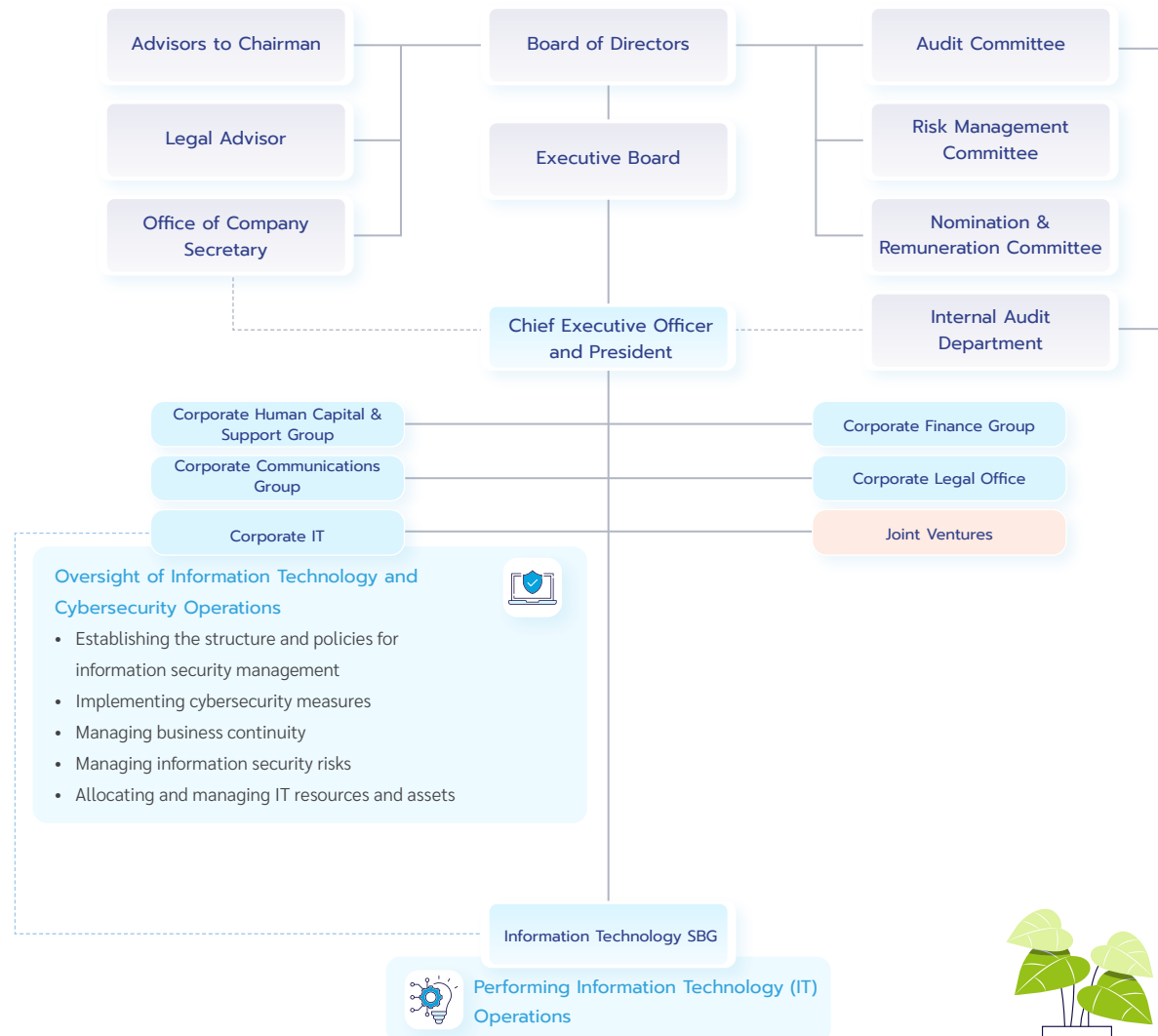


## 1. Information Technology and Cybersecurity Governance Structure

The Company recognizes the importance of information technology (IT) for business success and has developed an IT security governance framework. This framework clearly delineates roles and responsibilities, continuously assesses risks and establishes mechanisms to monitor and respond to potential cyber threats systematically. The aim is to ensure robust checks and balances to protect information and IT systems' security, confidentiality and availability, thereby safeguarding the Company's digital assets from all forms of cyber threats. This governance aligns with relevant regulations, standards and practices to build stakeholder trust and enhance business efficiency.



### Information Technology and Cybersecurity Governance Structure



Roles and responsibilities have been defined for all relevant parties involved in overseeing and executing information security duties. These serve as guidelines for the collaborative prevention of information technology and cybersecurity risks, as follows:

Role	Duty
 Supervisor Level	<ul style="list-style-type: none"> <li>Explain and ensure that employees comply with the Company's Information Security Policies, regulations, operational frameworks, procedures, and processes.</li> </ul>
 Staff Level	<ul style="list-style-type: none"> <li>Study, understand, and strictly follow the Company's Information Security Policies, regulations, and procedures, and notify the Company upon observing any actions that may pose information security risks.</li> </ul>
 Staff Level who have duties related to external persons	<ul style="list-style-type: none"> <li>Communicate policies and regulations to external parties working within the Company's IT systems, and require them to sign a non-disclosure agreement (NDA).</li> <li>Monitor, supervise, and audit the work of external parties.</li> <li>Report to supervisors upon identifying any actions that may compromise the Company's information security.</li> </ul>

## 2. Protection Against Threats to Systems and Information

The Company is committed to maintaining the highest standards in information and cybersecurity by implementing proactive measures to protect digital infrastructure, data, and stakeholders' information. This includes ensuring the confidentiality, integrity, and availability of data, information systems, and the Company's digital assets.

### Approach for Implementation

#### 1. Risk Assessment:

The Company conducts risk assessments by analyzing the types of relevant threats and evaluating the impact of each type in order to prioritize and reduce risks effectively. This process supports effective planning and risk management.

#### 2. Use of Security Technologies:

The Company selects and applies various technologies to prevent threats, such as installing up-to-date antivirus and malware protection, using data encryption technologies, identity verification systems, as well as implementing data backup and having a ready-to-use Disaster Recovery Plan in case of emergencies.

#### 3. Access Control Management:

This involves strictly defining access rights to prevent unauthorized access, along with regularly monitoring and auditing system and data access.



#### 4. Monitoring & Incident Response:

Threat detection and abnormal behavior analysis are used to identify potential threats. The Company also establishes an Incident Response Plan and conducts drills to ensure immediate response capabilities when incidents occur.

#### 5. Training & Review:




The Company continuously trains employees on cybersecurity measures and updates its security policies to stay ahead of emerging threats.



## Operations in Compliance with International Standards

The Company's cybersecurity measures are aligned with industry best practices and international standards, particularly in the information technology business segment, which is directly involved in providing computer network system services, software development, applications and comprehensive information technology solutions, the Company places importance on establishing IT infrastructure and data security management systems. It has been certified according to ISO 27001 standards since 2014, which is a security standard for IT management and personal data protection of all relevant parties. Due to the strict security measures implemented by the Company and its subsidiaries, there were no complaints regarding information system or customer data security incidents, and no significant issues related to information security breaches were reported in the past year. Furthermore, there were no financial losses resulting from such information security breaches.

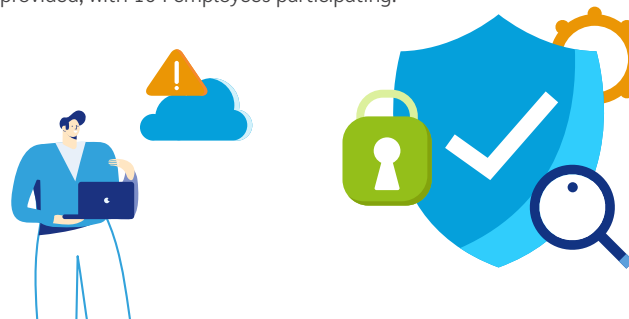
From monitoring the results of information system security, the following important events were found:

Incident    The following significant events	
	Cyberattacks 4 times
	Software copyright infringement 1 times
	Use of end-of-support software (Windows end of support) 9 times

The aforementioned cybersecurity incident had only a minor impact on the Company's internal internet network usage. The Company conducted an investigation into the incident and uninstalled the software in accordance with the Company's work regulations. To prevent such issues in the future, the Company plans to improve its computer usage protocols by prohibiting employees from installing software without prior authorization.

## Cybersecurity Awareness Training and Culture Building

The Company has established an Information Security Policy and security regulations that all employees must follow. New employees receive documentation outlining these practices and are trained on these policies. Additionally, regular communication and alerts regarding cybersecurity threats are shared via email and internal communication channels. The Company also continuously organizes training sessions on information technology and system usage to foster a culture of cybersecurity awareness within the organization. In 2024, the Company sent employees to attend the IT VISION 2024: Sustainable Tech seminar organized by the Stock Exchange of Thailand and conducted internal training sessions to develop technological knowledge through the use of Digital Solutions. These efforts aim to reduce risks and negative impacts while enhancing employees' computer skills. A total of 4 courses were provided, with 104 employees participating.



## Reporting and Complaints

The Company provides channels for employees to report suspicious behaviors related to threats through IT Support via phone and online channels. Additionally, employees seeking more information about the personal data protection policy can contact:

<https://www.loxley.co.th/en/privacy-notice>

## 3. Cyber Threat Response Measures

The Company emphasizes readiness and effective response to cyber threats through systematic planning. Key components include having a clear incident response plan, regular testing and simulations, and inter-team coordination to ensure rapid threat management and minimize potential impact. Response procedures are in place for actual incidents, including drills and simulated scenarios to assess vulnerabilities, system capability, and the responsiveness of responsible departments. Results from these exercises are used to improve response processes and mitigate risks. This also includes updating operational manuals and maintaining an incident reporting process. Moreover, the Company has a Business Continuity Plan and Disaster Recovery Plan in place to ensure swift and effective responses to emergencies.



# Risk and Crisis Management

Standards: GRI 2 / GRI 3-3 / GRI 404-2



## Organizational Importance and Commitment

Systematic risk management and crisis preparedness are key components of business stability and long-term sustainable operations. The Company places importance on establishing an appropriate risk management structure to analyze and assess risks comprehensively, including the assessment of emerging risks, to formulate risk management plans for dealing with crises and to ensure a timely response to unexpected events, thereby minimizing the potential impact on stakeholders.



## Opportunities and Impact

Systematic risk and crisis management serve as essential mechanisms for preventing and mitigating the impact of unexpected events - both financial impacts and effects on the Company's image, credibility, and strategic decision-making. It also presents an opportunity to develop the organization's resilience and ability to adapt effectively to changing environments, thereby enhancing competitiveness and operational efficiency - crucial factors for achieving sustainable growth.



## Goals and Performance

### ESG Performance Indicators and Targets

The overall Risk Index decreased compared to 2023

Conduct Risk Management Training sessions at least 1 time for annually

Quarterly track and report risk management results

### 2024 Performance Results

The overall Risk Index is **10.73** decreased from 13.25 in December 2023

Organized a training session on "Legal Consideration In Contract Management" for directors. There were **120** participants in the training

Risk management result is monitored on a quarterly basis and reported to the Board of Directors **3** times





## Strategy



- Define clear structure, roles, and responsibilities in risk management from the organizational level, business level, and operational level.
- Provide risk management methods, as well as supervise and review the risk management process regularly to be consistent with the changing situation and consistent with generally accepted risk management standards.
- Push risk management to be one of the main strategies of each agency by setting risk management measures to be at an acceptable level with a clear operational plan. This includes continuous monitoring of practice plans that are reviewed and adjusted according to changing situations and being able to measure progress and evaluate results.
- Push for risk management communication throughout the entire unit to make everyone see the importance of risk management and can increase risk awareness on a wide scale, and promote the development of a risk management culture within the organization.

## Key Developments



- The results of risk management for the year 2024 show an overall decrease in the risk score compared to 2023.
- A workshop on “Legal Consideration In Contract Management” was conducted to promote a risk management culture and as part of the operational plan for risk management.

## Activities in 2024

Efficient and effective risk and crisis management are crucial components for organizations to foster operational flexibility, mitigate potential impacts and ensure business sustainability. The Company regularly reviews and establishes risk and crisis management plans, as well as monitors and evaluates the implementation of these plans to ensure sustainable practices are followed to appropriately manage and mitigate potential risks. Key outcomes for the year 2024 can be summarized as follows:

1. Units under the coordination of the Risk Management Working Group operated in line with the framework and methods of risk management to identify risks, assess risks, and develop their own unit’s risk management plans. They also defined Key Risk Indicators (KRIs) to present to their respective executives before compiling significant risk issues and management plans to report to the Risk Management Committee and the Board of Directors for consideration.
2. Reviewed risk management and monitored quarterly performance against set targets and indicators, and summarized annual risk management results, including planning risk management strategies for the following year.

3. The Risk Management Working Group and related departments proceeded in accordance with the risk management process framework, identifying risk issues and risk management plans for 2024, overseeing implementation, and continuously tracking results to report quarterly to the Risk Management Committee and periodically to the Board of Directors.
4. Organized a practical training workshop on the topic “Legal Consideration in Contract Management” to enhance understanding and raise awareness of necessary contract management practices, including key legal risks that could arise in contract administration. The training aimed to help participants apply this knowledge to prevent and reduce risks in project management. Approximately 120 participants joined, including Company directors, members of the Risk Management Committee, the Risk Management Working Group, executives, and other relevant personnel.



## Management Approaches



- Manage risks throughout the organization according to COSO guidelines to effectively reduce the opportunities and impacts of risks that occur.
- Analyze the severity level and prioritize risk issues to prepare operational plans, establish measures for risk management, and key risk indicators (KRIs), as well as monitor performance to report to the Risk Management Committee and the Board of Directors.





# Supply Chain Management

Standards: GRI 2 / GRI 3-3 / GRI 308 / GRI 408 / GRI 414



## Organizational Importance and Commitment

The Company emphasizes building a sustainable collaborative network throughout the supply chain. The management approach focuses on driving business success while simultaneously reducing social and environmental impacts and enhancing stakeholder engagement across all areas.



## Opportunities and Impact

Effective supply chain management is a key factor influencing operations, helping to increase profit efficiency and enhance competitiveness, while also creating business opportunities and supporting organizational sustainability. However, poor supply chain management can cause environmental, social, and economic impacts, leading to business disruptions, legal violations, fines, operational losses, and reputational damage. Therefore, careful supply chain planning and management are crucial factors for the organization's long-term sustainability.



## Activities in 2024

The Company implements supply chain management measures from upstream to downstream to prevent potential impacts that may affect the delivery of products and services to consumers. The details can be summarized as follows:

### 1. Procurement Policy

The Company has established a Procurement Policy to ensure that purchasing and procurement activities are carried out appropriately and efficiently and to be the guidelines for employees and relevant parties. The purchasing and procurement are conducted fairly, transparently, and verifiably under a sustainability strategy to build trust among stakeholders and foster long-term relationships in line with the business's sustainable development approach.

- ✔ Consider the qualities of products and services, value for money including quality, price, quantity, delivery, service, and other conditions for the Company's maximum benefit.
- ✔ Emphasize business ethics by not exploiting suppliers and treating all suppliers fairly and equally.
- ✔ Strictly comply with relevant standards, regulations, and laws.
- ✔ Take into account environmental factors and impacts, social responsibility, good governance, and corporate governance.
- ✔ Select and evaluate suppliers based on their financial stability and reliability.
- ✔ Support continuous development and collaboration with suppliers.

In addition, the Company also considers supply chain management in terms of economic circulation by establishing guidelines for setting fair payment periods for partners to ensure they have sufficient financial liquidity and can continue their business operations. The Company also promotes transparency in the procurement process and aligns it with its contract management principles. The Company sets the payment period and / or compensation to partners within 60 to 120 days after the acceptance or delivery and receipt of complete supporting documents for payment from the partners. Payments are made via check and electronic fund transfer on the 28<sup>th</sup> of every month. If this date falls on a holiday, payment is made on the next working day. However, the payment period may vary depending on when partners submit documents, the accuracy and completeness of those documents as specified in the conditions, and other factors considered appropriate. Nevertheless, the Company has communicated its payment procedures to all partners to ensure that business operations are conducted fairly. In cases where the Company is unable to comply with the specified practices and timelines, it will promptly explain the situation to the relevant partners. For the 2024 fiscal year, the Company's actual average payment period was 63.67 days, which complies with the designated payment timeframe and / or compensation period for partners.

## 2. Risk Assessment from Supplier Operations

The Company places importance on effective supply chain management by implementing policies for quality procurement processes, both for central procurement and project-specific procurement. This is achieved through supplier evaluations to ensure that partners have the capability to deliver quality products and services that meet the specified criteria, quantities, timelines, and

delivery procedures as defined by the Company. In addition, partners must comply with labor laws, environmental laws, and relevant quality management system standards.

### Procedures and Guidelines for Supplier Selection and Evaluation

#### 1. Preliminary Qualification Screening:

Communicate clear and sufficient details of product and service requirements to all qualified suppliers for the current procurement cycle to encourage fair and equal commercial competition. Then proceed to verify the basic qualifications of suppliers wishing to participate in bidding, such as business licenses, verifiable business establishments, personnel, resources, equipment, machinery, products and services, credible financial status, appropriate business history, and reliable performance references.

#### 2. Risk Assessment:

Analyze and assess supplier risks in terms of quality, price, delivery, warranty, various conditions, capability to comply with the Terms of Reference (TOR), and relevant laws. This includes key sustainability operations such as occupational safety and health policies, quality management systems (e.g. ISO 9001, ISO 14001), workplace safety, social, environmental, and governance (ESG) measures. The above risk assessment is applied as a criterion for selecting current and new suppliers in procurement.

#### 3. Submission of Documents

for New Supplier Registration

#### 4. Signing the Suppliers' Code of Conduct:

The Company encourages all new suppliers to sign and acknowledge compliance with the Suppliers' Code of Conduct to confirm their commitment to human rights, labor, anti-corruption, and environmental care. In 2024, the Company reviewed the Suppliers' Code of Conduct per the Board of Directors' resolution No. 5/2024 held on 10 October 2024 to improve guidelines on intellectual property rights, labor, and human rights sections to align with comprehensive human rights status audits and complaint whistleblowing to guide the partners of a business group and to support them in applying it as a guideline for collaboration. Furthermore, the Company is supporting partners to apply it as a guideline for organizational management according to suitability. The Suppliers' Code of Conduct aims to standardize business operation processes between a group of companies and its partners, aligned with responsibility and sustainable growth throughout the business value chain. This represents a step towards cooperation aimed at developing businesses while fostering sustainable societal and environmental development. Explore the Suppliers' Code of Conduct of Loxley Group at <https://www.loxley.co.th/storage/document/cg/suppliers-code-of-conduct-en.pdf>

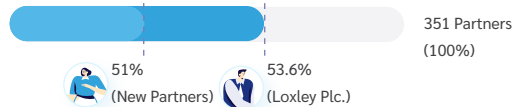


A total of **351** suppliers have signed the acknowledgment.



**188** of them are suppliers of Loxley Plc.

This represents 51% of new suppliers who have signed the Suppliers' Code of Conduct.



Additionally, the Company monitors compliance with the Suppliers' Code of Conduct of suppliers who have signed through on-site ESG audits and meetings with key suppliers according to criteria and practices specified in the Suppliers' Code of Conduct. This covers environmental, social, economic, and corporate governance issues, providing recommendations for improvements. Details of the monitoring results are presented under the supplier performance evaluation section.

## 5. Vendor and Supplier Registration in the System



## 6. Analysis and Prioritization of Business - Critical Suppliers:

Compile a list of suppliers with transactions in 2024 to categorize suppliers based on the nature and significance of goods and services to the Company's operations, manufacturer or distributor status, volume and monetary value of purchases, continuity of orders, and ease or difficulty of sourcing substitute goods and services from other suppliers. Then prioritize suppliers to prepare for risk assessment implementation. Supplier Operations can be classified into five groups as follows:

- **Tier 1 suppliers:** Suppliers who provide products or services directly to the Company.
- **Non-Tier 1 suppliers:** Suppliers who provide products or services to the Company's direct suppliers or to the next tier in the supply chain.
- **Critical Tier 1 suppliers:** Suppliers with high order volumes, continuous orders, and whose products and services are important to the Company's business operations or are difficult to substitute with other suppliers. There are 21 such suppliers.
- **Critical Non-Tier 1 suppliers:** Manufacturers or service providers critical to the Company's business operations and difficult to replace by other manufacturers or service providers, who sell to agents that are the Company's direct suppliers or to the next tier in the supply chain. There are 10 such suppliers.
- **Sustainability High-Risk Suppliers:** Suppliers assessed with a level 4 risk in environmental, social, and governance (ESG) factors, whose operations tend to potentially cause negative impacts on the Company.

Note: 2024 Procurement data of Loxley Plc.

## 7. Supplier Performance Evaluation:

The Company places importance on developing and enhancing sustainability throughout the entire supply chain. It is currently developing a Supply Chain Sustainability Assurance Program to integrate environmental, social, and governance (ESG) practices systematically and sustainably into the procurement process to strengthen the supply chain. The focus is on ensuring that the Company's suppliers operate according to social responsibility principles and comply with the standards set by the Company. The approach and steps for developing the supplier sustainability assurance system are as follows:

### Supplier Performance Evaluation



**01 Risk assessment of suppliers based on business type and operational area**



**02 Establishment of criteria for evaluating suppliers' sustainability performance**



**03 Assessment based on procurement qualifications**



**04 On-site ESG audits at the operational sites**



**05 Regular monitoring, assessment, and updating of supplier information**



**06 Advising and developing supplier capabilities**

## 1. Risk assessment of suppliers

based on business type and operational area

## 2. Establishing criteria for evaluating suppliers' sustainability performance (Sustainability Criteria)

### Criteria for Selecting Suppliers for Risk Assessment




The Company develops a risk assessment plan for suppliers to manage risks that may negatively impact the Company's operations and reputation. This begins by prioritizing suppliers for assessment using two appropriate methods as follows:

- **Assessment based on procurement qualifications**
  - **Suppliers required to be assessed:** Critical direct suppliers involved as part of the operations or project deliveries of the Company, such as manufacturers or main equipment distributors for those projects, contractors, and various service providers.
- **On-site sustainability audit (On-site ESG Audit)**
  - **Suppliers required to be assessed:** Critical direct suppliers who have signed the Suppliers' Code of Conduct or provide various services within the Company's key operational sites, such as major subcontractors of projects, security and cleaning service providers, who have a procurement qualification assessment score of level 3 or higher.

Additionally, the Company is currently developing a Self-assessment Questionnaire to be used as a tool to verify compliance with the Suppliers' Code of Conduct and preliminarily assess ESG operational risks from suppliers. The assessment results will be used to screen suppliers required to undergo on-site sustainability audits (On-site ESG Audit) in the future.

### Risk Factors Considered

The Company defines risk factors that may arise from supplier operations by integrating practices specified in the Suppliers' Code of Conduct, stakeholder expectations, overall procurement requirements of customers, and current risk factor trends related to the supplier's industry. These are used to monitor compliance with the Suppliers' Code of Conduct, assessment based on procurement qualifications, and on-site sustainability audits (On-site ESG Audit), summarized as follows:

 Environment Factor	 Social Factor	 Economy and Corporate Governance Factor
<ul style="list-style-type: none"> <li>• Compliance with environmental laws and standards</li> <li>• Energy consumption</li> <li>• Pollution management</li> <li>• Environmental impact from production processes and services</li> <li>• Climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with labor laws and human rights</li> <li>• Occupational health and safety</li> <li>• Fair and equal treatment of workers</li> <li>• Prohibition of forced labor and child labor</li> <li>• Employee compensation and benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Confidentiality</li> <li>• Intellectual property rights</li> <li>• Anti-corruption</li> <li>• Conflict of interest</li> <li>• Fair competition</li> <li>• Quality and delivery of product and service</li> </ul>

### Risk Assessment Criteria

To enable clearer identification of the level of negative impact in risk assessment from suppliers, the Company considers each risk factor in terms of severity of impact, scope of impact, and likelihood of risk occurrence to prioritize risk issues that require remediation as follows:

Risk Level	Action Guidelines
Level 1	Acceptable Risk Monitor and evaluate performance according to the regular assessment schedule.
Level 2	
Level 3	Unacceptable Risk Conduct an on-site ESG audit at the supplier's operational site and monitor the improvement progress according to the defined timeline.
Level 4	
	Conduct an on-site ESG audit at the supplier's operational site, prioritizing these suppliers for immediate evaluation, and closely monitor their improvement progress.

### 3. Assessment Based on Procurement Qualifications

Conduct assessments of critical direct suppliers by submitting evaluation forms, which include a list of documents used for assessment. This is referenced against the Suppliers' Code of Conduct and the Terms of Reference (TOR) for the project work scope to collect documents, qualification evidence, and operational information from suppliers to support assessment according to risk factors and risk assessment criteria. The assessment results are then reported to the suppliers to collaboratively establish development and improvement plans and to monitor progress.

### 4. On-site ESG Audit at the Operational Sites

The Company assigns the project manager in each business unit to be responsible for conducting sustainability audits of critical direct suppliers working within the project sites or operational locations under the Company's responsibility, according to specified risk factors and evaluation criteria.

The results from monitoring compliance with the Suppliers' Code of Conduct, evaluation based on procurement qualifications, and on-site ESG audits of Critical Tier-1 suppliers in 2024 can be summarized as follows:



**8 suppliers**

were monitored for compliance with the Suppliers' Code of Conduct.



**19 suppliers**

were required to undergo on-site ESG audits.



**19 suppliers**

were assessed for ESG risks, covering environmental, social, economic, and corporate governance aspects representing 10.11% of all suppliers in 2024.



**19 suppliers**

completed the on-site ESG audits. representing 100% of the suppliers required to undergo assessment.



**2 suppliers**

were found to have risk-related issues.



#### Risk Issues Arising from Suppliers



##### Environmental Dimension



- Risk from climate change



##### Social Dimension



- Risks related to employee health, safety, and occupational health
- Risk from non-compliance with human rights policies



##### Economic and Corporate Governance Dimension



- Delayed or failed delivery due to changes in regulations

### 5. Regular Monitoring, Assessment, and Updating of Supplier Information

The Company collaborates with suppliers who receive a risk assessment score of level 3 or higher to plan development, improvement, and follow-up of operations to manage all four risk issues according to the criteria. This aims to reduce supplier risk levels to an acceptable range by requesting suppliers to set plans, indicators, and timelines for development, as well as to carry out activities or projects to jointly manage arising risks, including:

- Hold joint consultations with suppliers and clients, especially in significant projects under the supervision of the Company and its subsidiaries, to ensure that business processes and operational procedures are in line with ethical standards, moral policies, environmental considerations and reduce significant risk impacts from procurement activities.
- Develop joint employee training between suppliers and customers to enhance knowledge and develop employee potential.
- Promote cooperation in innovation, environmentally friendly products and services, and help develop society.
- Survey and assess the expectations of customers, suppliers and stakeholders for review, establishment policy and practice to manage and decrease significant risk impacts from Company procurement activities. The Company is in the process of developing an audit plan and evaluating the risks of partners related to business operations to create a sustainable value chain.

### 6. Advising and Developing Supplier Capabilities to Raise Sustainability Standards Together

Through these processes, the Company believes it can effectively manage risks in the supply chain, promote sustainable business operations, and build strong long-term relationships with suppliers.

### 3. Network of Partnerships for Sustainability

With the vision of becoming “Inspired Choice for customers, Business Partners and Investors,” the Company is committed to strengthening the business value chain by offering and developing new products and services that meet the evolving needs of customers and rapidly changing technologies. The Company emphasizes fostering innovation among employees to enhance operational processes, improve business efficiency, and increase competitiveness setting innovation as a key objective for each unit. It also supports the development of business, social, and environmental innovations under its Sustainability Management Policy, which aims to create products and services that are safe for consumers and environmentally friendly, while promoting efficient resource usage and environmental stewardship. These efforts are integrated into the Company’s strategic business direction and are further reinforced by pursuing long-term collaborations with business partners whose products and technologies are recognized nationally and internationally. This collaboration aims to continuously deliver value to customers and users while developing offerings that respond to emerging business opportunities in changing markets driven by shifting customer behavior and social expectations ultimately supporting the Company’s long-term sustainable growth.



### 1. The innovation “LOX CONS Heat Shield fiberglass insulation”

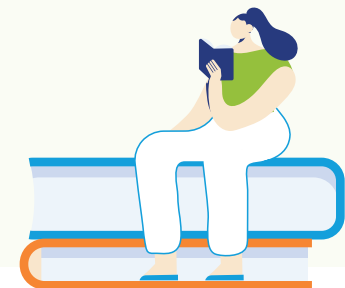
#### “A new choice that is safe and environmentally friendly”

Produced from recycled glass fragments processed into glass fibers and reusing waste glass fibers from the production process. These are combined with a bio-based adhesive made from fructose, free from formaldehyde, to reduce long-term health impacts for users. The product meets the industrial product standard TIS 486-2527, has received the Green Label certification from the Thailand Environment Institute, and complies with international ASTM standards and building regulations, suitable for installation in residential homes, commercial buildings, and industrial factories. It helps keep homes cool, saves energy, and reduces noise disturbance.

The LOX CONS Heat Shield fiberglass insulation is one of the products resulting from a collaboration with our business partner, Microfiber Industries Co., Ltd. This partnership aims to achieve balanced business growth through environmentally friendly products.

Business Value	Social Value	Environmental Value
<ul style="list-style-type: none"> <li>Develop product quality to increase sales opportunities and generate revenue for the Company</li> <li>Increase the proportion of White Fiber Insulation product proposals in 3 projects, accounting for 50% of the total 6 projects with similar work types</li> <li>Promote the Company’s image and reputation in innovation development for the environment and society</li> <li>It is projected that in 2025, revenue will grow by approximately 1% from the LOX CONS product group</li> </ul>	<ul style="list-style-type: none"> <li>Create alternative products for consumers to choose environmentally friendly and health-safe products</li> <li>Provide a safe and healthy working environment for users in more than 3 buildings</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the amount of glass waste and production scraps sent to landfill</li> <li>Increase the value of glass waste and production scraps from Fiberglass Insulation products through recycling processes</li> <li>Reduce greenhouse gas emissions</li> </ul>

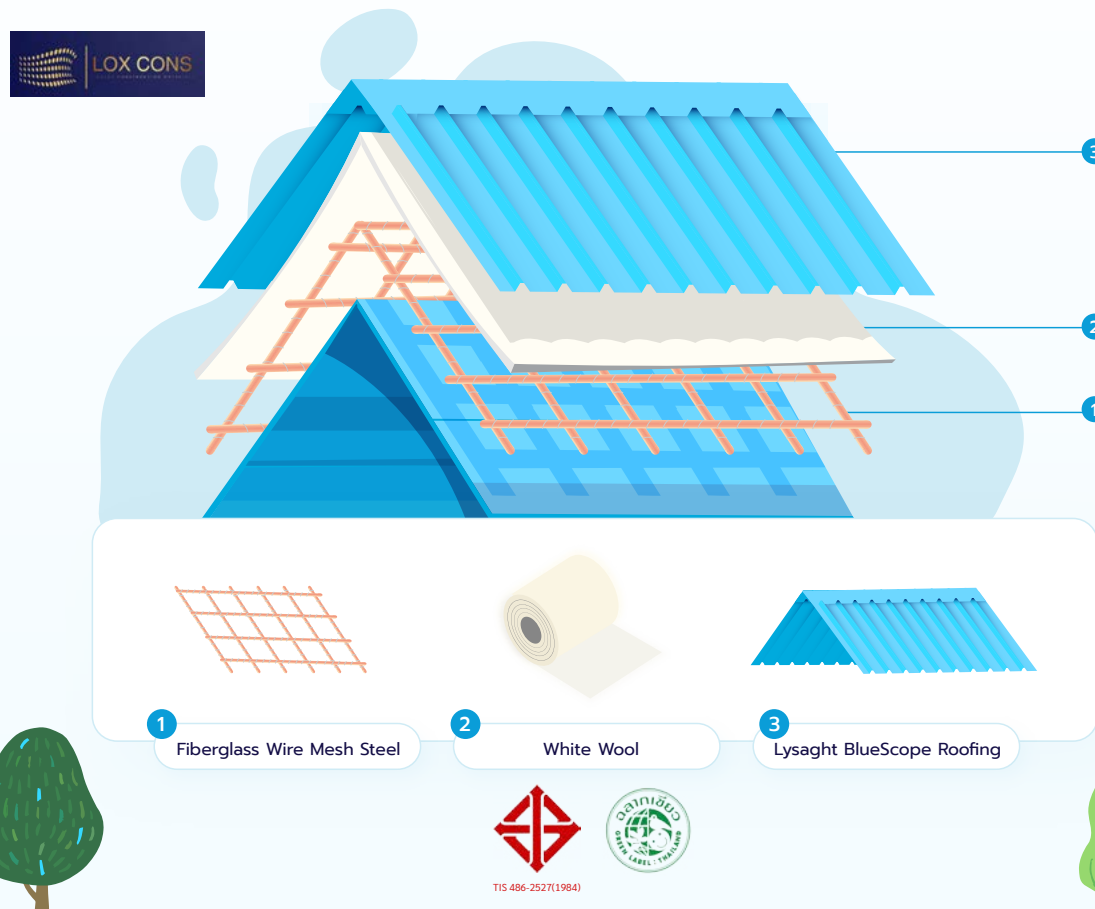
\* These projects are currently underway with expected delivery in 2025, and revenue from these products is anticipated to be reflected in subsequent years.





## 2. Innovation: “Fiberglass Wire Mesh Steel”

Fiberglass mesh (GFRP rebar) for reinforcing roof structures is made from fiberglass strands and resin, formed in a manner similar to rope-making. It resembles deformed steel bars tied together in a mesh and is an innovation designed to replace the use of cold drawn steel wire. It has outstanding properties, including the ability to bear high loads, high tensile strength, lightweight design for easy handling and installation, non-conductivity, reduced risk of steel rust - a primary factor that weakens structural strength - and a lower risk of health hazards for users. It is suitable for structural work exposed to moisture, chemicals, and outdoor conditions. It will be launched in 2025 as a roofing structural solution under the supervision of the Construction Product Division, Special Projects Business, in collaboration with GFRP Kings Co., Ltd., a manufacturer of fiberglass reinforcement materials for construction under the widely recognized King’s Bar brand that has been accepted in the international construction industry for many decades.



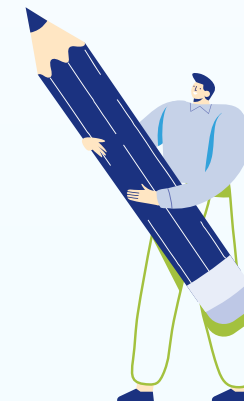
## 4. Service Quality Management Framework

To ensure that project delivery processes, and the delivery of goods and services to customers, are of quality, comply with specified conditions, and meet customer requirements - while also building consumer confidence - the Company has established a service quality management framework. This framework aligns with the Company’s mission to provide **the best choices for customers with products and services that meet their needs, prioritizing customer benefits,** and continuously developing personnel capabilities to build expertise and lead in a diverse range of businesses.

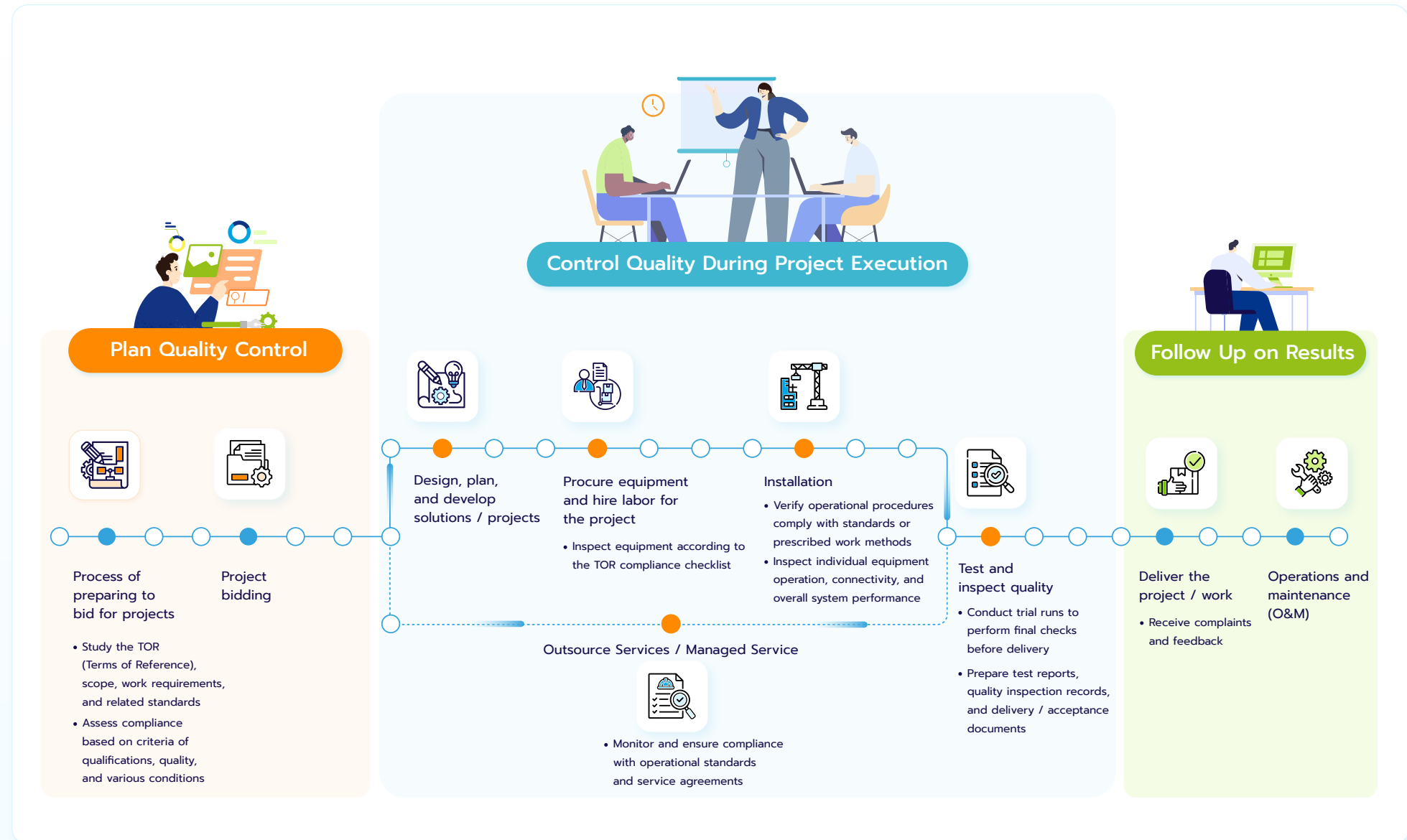
### Service Quality Control Objectives



- Deliver products and services that comply with customer requirements, considering user satisfaction and managing budgets efficiently

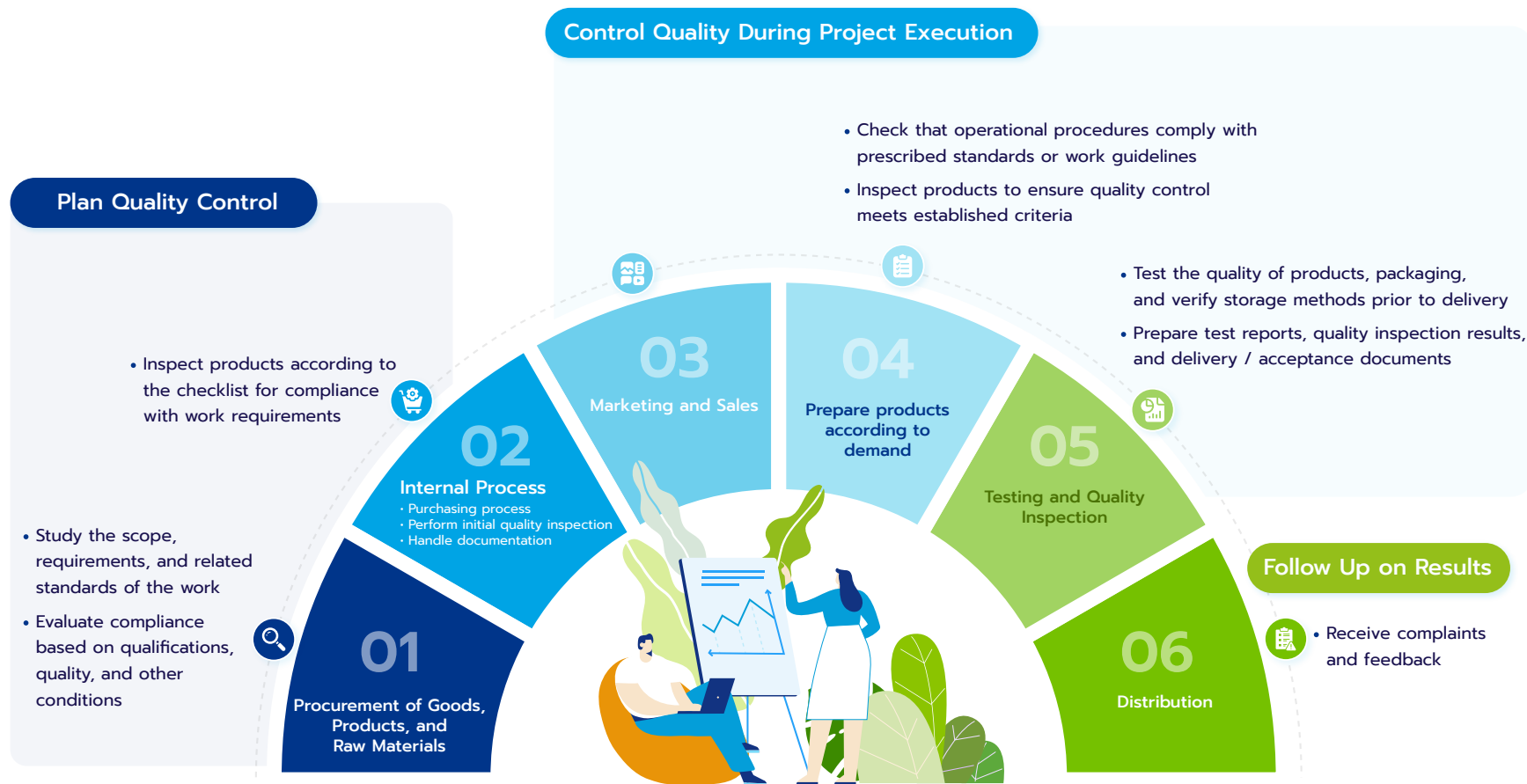


## Step and Guidelines for Quality Management of Service Delivery in Project-Based Work Groups





## Steps and Guidelines for Quality Management of Service Delivery in the Nature of Product Distribution and Trading Work





## Growth with Expertise

The Company is aware that human resources are vital factors in business operations and are essential assets to lead the organization towards continuous growth and stability. Caring for and treating employees and labor fairly and equitably, respecting human rights and treating labor equally are highly emphasized by the Company to empower employees to demonstrate their full potential, to work together happily and drive the organization to achieve its goals successfully.

The Company has established guidelines for employee and labor practices in its Business Code of Conduct, as a guide for the fair treatment of the Company's personnel and free from discrimination starting from recruitment, employment, career development and advancement to retirement. Providing appropriate compensation, benefits and welfare in accordance with labor laws, as well as promoting the development of knowledge and skills that support career advancement to enhance employee performance and promoting understanding of the continuous ethical practices. Additionally, providing channels for complaints, listening to feedback and suggestions for development and improvement of labor management for greater efficiency.



# Human Resource Management and Employee Training

Standards: GRI 3-3 / GRI 404



## Organizational Importance and Commitment

The Company recognizes “human resources” as a key factor driving sustainable long-term growth economically, socially, and environmentally. Systematic development and care of employees is therefore a critical ongoing mission for the organization, aiming to become a learning organization ready to face change.

### • Promote Lifelong Learning

The Company supports employee learning at all levels through internal and external training programs, and self-learning via online media, covering technical skills, specialized knowledge, leadership development, and digital skills to prepare and develop employees’ potential for future changes.

### • Equal Opportunities and Access to Learning

The Company promotes equal opportunities and accessible learning for all employee groups to create equal chances for career growth.

### • Continuous Evaluation and Improvement

Training outcomes are monitored and evaluated to ensure employees possess the necessary knowledge and skills required for their roles, aligned with individual employee development plans and capability mapping for key positions. This knowledge is practically applied to meet business goals and used as input for employees’ career path development.



## Opportunities and Impact

Human resource management and employee training deem the important tools to root the corporate sustainability. The opportunities deriving from investment in employees would boost up competitiveness and work efficiency, build learning culture, provoke innovation development, and partially help create the positive workplace environment. However, the employee development needs some budget, and has the risk of losing certain qualified personnel. Therefore, the Company establishes an appropriate human resource management guideline, and plans for the personnel replacement, especially for certain key positions of the organization.



## Goals and Performance

### ESG Performance Indicators and Targets

The number of employee training and development is more than 18 hours per person per year

80% of employees in support functions have been provided with individual development plans within their departments, and implementation has proceeded according to plan

Identify successors and completely determine the IDP of all departments in Loxley Plc.

### 2024 Performance Results

22.06 hours per person per year

100%

Succession plans have been developed for 35 key positions, with successors identified for 15 positions, representing 42.86%

## Strategy



- Develop knowledge, expertise, and abilities of employees to support business expansion and respond to changes that occur in a timely manner.
- Develop Leadership Competency and plan leadership development in line with the plan for creating replacement personnel.
- Take care of employees thoroughly to create a happy working atmosphere.



## Management Approaches

- Prepare courses and activities that support employees to learn and develop themselves. Both training courses and learning activities within the organization and sending employees to receive training at outside institutions.
- Identify the core competencies required of the organization and each job position. To provide guidelines for the development of personnel and employees at all levels.
- Provide individual employee development plans and support blended learning 70-20-10 as well as create a learning culture in the organization.



## Key Developments



- Organize training and development of employees according to the Leadership Development Program in various courses. According to level and job position. In 2024, there are 41 employees at the supervisory level who have undergone training.
- Organize training and development of employees to increase their knowledge and develop their potential, a total of 79 courses, with an average number of training hours and activities to develop knowledge of 22.06 hours per person per year. Accounting for a total of 10,163 hours of work, the budget was used for training and development of employees totaling 4,128,583 Baht.
- Develop a Capability Mapping to identify the necessary capabilities required to achieve business goals or operate efficiently. This serves as a basis for succession planning and defining development plans for personnel in key positions.

## Activities in 2024

The Company recognizes the importance of employees as a key intangible asset. The ability to attract knowledgeable and capable individuals whose attributes align with the organizational culture, as well as to retain and nurture talented personnel, is essential to the organization's success. Therefore, the Company focuses on attracting and retaining high-potential individuals to grow together with the organization.



## 1. Human Resource Management (HRM)

Human Resource Management (HRM) is a concept covering the systematic management for all persons in an organization, starting from the recruitment process, the performance evaluation, up to the retention of smart people in the organization with an aim at enabling the personnel to create value and to grow up along with the business.

The Company recognizes the importance of “human” as an invaluable asset and main resource to drive the corporate growth, especially in the Company's context covering the business diversity with different business types and operating models. Due to this diversity, the HRM must be highly flexible and changeable, depending on specific characteristics of each business line.

The decentralized HRM has been used by the Company in order that the Company's subsidiaries or business units could apply such main policy to their HRM models appropriately and relevantly in their specific contexts. Meanwhile, the HRM has been designed to support an integration of knowledge, skills, and strength of personnel in each group so that they can help and support each other efficiently. This means not only serves the specific demand of each business in the organization, but also creates work collaboration in diversity, which is the key foundation of the corporate sustainable development.

## 2. Human Resource Development (HRD)

The Company gives precedence to the Human Resource Development (HRD) as a key factor of the sustainable organization. The Company believes that investment in HRD not only helps boost the individual

capability for higher working efficiency, but also enhances the good working environment which promotes work learning, provokes efficient co-working, and creates attachment between employees and organization.

The corporate culture focusing on continual learning is an important basis enabling an organization to develop its innovations, to be flexible for adaptability for changes, and to upgrade abilities in confronting and coping with various risks, which are essential corporate characteristics at the present era. The corporate culture is also an important factor to attract, influence, and retain the qualified personnel to grow up with the organization.

The Company provided the training needs analysis for the employees which are assessed by the overall corporate strategy and goals, necessity based on job description, key responsibility of each business line, tendency of business changes, together with other information about capabilities necessary for key job positions, succession plan, and individual development plan obtained from the performance evaluation. The Company promoted the personnel development through various methods by direct and indirect learning models in various ways, e.g., arrangement of training, seminar, and specific training courses helped by external lecturers or experts to give new knowledge and viewpoints, delegation to employees to attend training or seminar courses held by external institutions, arrangement of indirect learning for leadership improvement through the mentoring program, new leader preparation program, self-learning via online media and digital knowledge sources, work rotation, and performance review and feedback to promote the individual development through observations and continuous recommendations, etc.

The Company sets up the employee competence development as an important sustainability target. In 2024, the total of 79 training programs have been arranged to improve the employees' working skills and competence whereas 20 out of them were the internal training programs arranged via online and on-site. The employees were also delegated to attend other external institutions in 59 programs. The average employee training hours or knowledge development activities were 22.06 hours per person per year, which was higher than the target hours at 18 hours per person per year or it accounted for the employees' working hours for 10,163 hours. The budget spent for the employee training and development totaled 4,128,583 Baht. Such employee training and development helped shift the employees' skills, knowledge, and competence. What they have learnt could be applied to their actual working, and gave more benefits and value to the organization.

The Company has also encouraged its subsidiaries to establish the "Personnel Nurturing Center" to support the training and potential development of their employees who have worked in the information technology line or any related lines. The Center is also an apprenticeship area for students from several universities that are the Company's alliances. This Center encourages the employees to initiate, create, and develop various business innovations for public and environment, and to improve their working through the Internal Hackathon activity, which is the forum allowing the employees to present their technological innovations, to have knowledge sharing between departments, and to have skill development through e-Learning system. In 2024, there were the total of 420 employees attending the skill development courses and receiving the certificate from the Security Awareness program. In addition, 4 social and environmental innovations were created, which included e-Sign system, e-Form

system, e-Stamp system, and inter Active e-Learning system. In this regard, 2 innovations could be further developed to be the business innovations, that is, e-Sign system and e-Stamp system.

In 2025, the Company plans to improve the Personnel Nurturing Center to be the sustainable learning space. The Center was renamed to "PCC Evolution Space" The learning management direction was also revised by setting up the PCC Innovation Awards to arouse the systematic thinking methods and innovation development, which create value to the organization, public, and environment.

### 3. Key Employee Sustainability Development Program

The Company is committed to promote and cultivate the environmental, social, and governance (ESG) concept in its personnel at all levels through the employee development for continual sustainability program. The program aims at arousing awareness and recognition of roles, duties, and responsibilities in driving the organization to have long-term sustainability, at giving knowledge and understanding as affected by sustainability to the business, at communicating about and supporting the corporate culture in sustainability, and at driving the organization to enjoy the strong growth with social responsibility and preparedness in confronting various challenges in the future. In 2024, the Company has spent the budget for the employee competence development in respect with sustainability in the

total of **138,681.58 Baht.**



From the aforesaid budget, the Company has arranged certain training and seminar courses, including “Loxley and Steps Towards Sustainability” seminar organized for the Company’s directors, executive directors, senior executives, representatives of each business line assigned to be in charge of sustainability and reporting on greenhouse gas emissions, the Working Group for Sustainable Development, the Risk Management Working Group, the Determine Corporate Strategy Guidelines Working Group for Corporate Strategy Setting, and any related persons. This program aimed at communicating about the sustainability policy, presenting the Company’s commitment to sustainability, providing knowledge and understanding in various environmental measures affecting the preparedness of the Group of Companies, acknowledging the Company’s progress and target in sustainability, and assessing business risks and effects from environmental measures and climate change. The program was attended by 69 persons. The program helped arouse awareness, create good knowledge and understanding, and communicate internally to root the sustainable corporate culture. Such seminar also joined with Care the Bear program initiated by the Stock Exchange of Thailand, which could reduce the greenhouse gases in the amount of 0.78 tCO<sub>2</sub>e.

The Company also participated in the ESG DNA program, which is the sustainability knowledge series in E-Learning form as initiated by the Stock Exchange of Thailand. This program was attended by 381 executives and employees of the Company, representing 97% of total employees applying for participating in the program. Such seminar gave the fundamental knowledge and understanding about sustainability to all executives and employees so they, consequently, could communicate for the same understanding, make the working on sustainability successful as targeted, and disclose any related information under standard criteria completely. This activity also pushed the Company to receive 3 sustainability awards and evaluations: The 2024 Outstanding Employment Promotion Award

for Persons with Disabilities, receipt of the 5-star CGR scores for the year 2024, and the 2024 SET ESG Rating - A Level.

The Company has regularly encouraged the employees to attend other training and seminar courses relating to the environment and sustainability held by other external agencies, organizations, and institutions to monitor movements, and to share ideas that could be applied in planning for the Company’s sustainability.

## 4. Human Capital Returns on Investment (HCROI)

Human Capital Returns on Investment (HCROI) is an important indicator used to measure tangible value from investment in human resources by a company, except the existing financial indicators. In 2024, the Company set up certain indicators, and carried out the quantitative data collection to assess the HCROI of the Company, which included the employee turnover, corporate commitment scores, and operating profit margin to employee benefits expenses.

In 2024, the Company’s turnover rate accounted for 10.36%, which decreased from the year 2023 when the turnover rate was at 10.88%. The corporate commitment scores were 4.94 from 6 full scores whereas the corporate commitment scores in the section of the development opportunities and career path were 4.64 (the Company has the policy of assessing the corporate commitment in every 2 years). The Company always uses this quantitative data when making decision on its business operation guideline and investment in human resources.

## 5. Performance Evaluation for Employees

The performance evaluation procedure of the Company is designed to be relevant to the sustainability target through the Performance Management System (PMS) which defines the precise and transparent criteria, procedure, and indicators. The performance evaluation covers the individual achievements, and the involvement in attaining the corporate target in sustainability. The determination of targets and indicators of each department must be linked to the corporate implementation strategy in 4 aspects namely; financial perspective, customer perspective, operational perspective, and capabilities perspective, which must be in line with the Company’s present operating performance (short term) and strategy plan to be undertaken in the long term to reach the established targets sustainably including business expansion, profit growth, continuous operating efficiency improvement, operating performance relating to sustainable development, etc.




**KPIs evaluation are conducted for Management Level and Regular Employees at 100% Excluding Contracted Employees.**



## 6. Employee Engagement

The Company conducts an Employee Engagement Survey every 2 years by external organizations for transparency and credibility. The survey is designed to assess the level of employee engagement both overall and at the departmental level including various factors affecting organizational engagement such as confidence in organizational operations and leadership, opportunities for development and career advancement, compensation and benefits, support and encouragement for participation, work environment and atmosphere, internal and organizational communication, among others. The survey results are analyzed and evaluated based on age groups, gender, job characteristics and length of employment to efficiently develop and align management systems with the needs of each employee group. The survey results are communicated to management and responsible units for the improvement of employee engagement strategies and presentation to the Company's Board of Directors.

In 2024, the corporate commitment scores were 4.94 from 6 full scores with the response rate at 96%. The evaluation result pointed out 3 indicators for improvement namely; compensation, task significance, and autonomy. The Company took such result to improve certain matters relating to employee welfare, compensation structure, salary increase criteria, especially in the group of low-income employees, communications to widen the employees' awareness of the corporate achievements so that they would be aware of the jobs they have done in wider contexts and felt proud of. The training course was also arranged for supervisors to improve their leadership, to make them realize and understand their leadership roles, to understand how to use management tools, and to manage human resources to meet success as targeted by each department.

## 7. Labor Practices and Labor Relations

The Company practices towards labor with fairness and equality, adhering strictly to labor laws and relevant regulations regarding labor practices. All employees are entitled to protection from hazardous work, risky conditions and practices that are unjust, such as no child labor, no forced labor, non-discriminatory, inappropriate or dangerous job types or working hours, humane care and provide fair compensation. The Company establishes an Occupational Safety, Health and Working Environmental Committee (OSH) to drive workplace safety initiatives forward, creating a safe working environment for everyone entering the establishment. Additionally, a welfare committee is formed to oversee employee well-being, provide suggestions and negotiate with management to collectively find constructive solutions to issues.

## 8. Health and Wellbeing of Employees

The Company recognizes the importance of employee health and well-being and is committed to promoting workplace health and safety. It aims to create a positive environment that supports good health and reduces the risk of work-related injuries. In addition, the Company promotes employee well-being through staff-oriented activities and continuously supports recreational programs. The Company also fosters knowledge about physical and mental health, workplace safety, and work-life balance, enabling employees to take care of their own health and contribute to a safe and pleasant working environment for everyone.





# Labor Operations and Practices

Standards: GRI 3-3 / GRI 201-3 / GRI 401 / GRI 402 / GRI 405 / GRI 406 / GRI 408



## Organizational Importance and Commitment

Human resource is an important asset for corporate growth and success in the long term. Investment in human resource by creating a happy workplace, paying respect to employees' rights, promoting acceptance and respect to each other, and giving support and collaboration between working teams helps employees have work motivation and contributions, which would further boost their work efficiency and competitiveness.



## Goals and Performance

### ESG Performance Indicators and Targets

Zero Human Rights Violations

Self-Assessment and review of Human Rights  
Due Diligence across all dimensions

Response rate from Employee  
Engagement Survey above 70%

Achieve Employee Engagement  
Survey scores above level 3

### 2024 Performance Results

Zero Human Rights Violations  
(0)

Comprehensive Human Rights Due Diligence (HRDD)  
across all dimensions

Response rate from Employee  
Engagement Survey is 96%

Achieve Employee Engagement Survey scores  
above 4.94 scores



## Opportunities and Impact

Respect and compliance with labor rights help create the business image. This helps create the acceptance in term of compliance with law and promotion of employee rights, be trusted by stakeholders, attract and retain the capable personnel in the Company, have work satisfaction that takes effect to the corporate commitment, and reduction of turnover rate and expenses for training new employees. The violation or non-compliance with the principles of labor rights may cause dissatisfaction and internal conflicts, legal risks, impaired business reputation and no confidence in the long term.



## Strategy



- Carry out personnel policies that adhere to Human Rights Principles, manage diversity, and accept individual differences.
- Add value Develop further participatory projects based on the principles of respect for Human Rights. Create opportunities and equality in society.



## Management Approaches

- Carry out legal actions, policies, and Human Rights guidelines. Diversity management and accept individual differences.
- Support social activities to create opportunities and equality.
- Promote and support the Employee Engagement.



## Key Developments

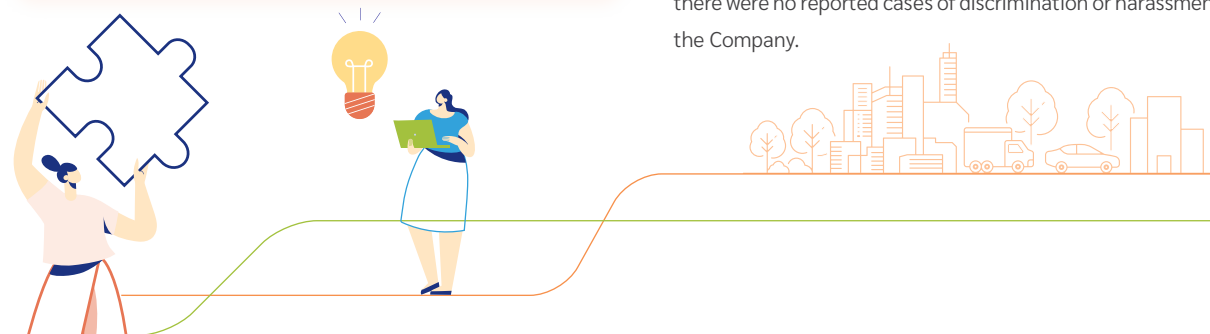
- Notifying the Human Rights Policy which establishes the principles and implementation guideline to ensure that all employees as well as subsidiaries, associated companies in which the Company has interest and controls their operations, together with suppliers, business alliances, and contractors under control of the Company would receive fair treatment, prestige, and respect, and comply with this policy.
- Indicating human right risks and significant issues to set up preventive measures, and to mitigate potential impacts, and to carry out the human resource due diligence.

- Carrying out in accordance with the safety and occupational health work plan.
- Conducting the corporate commitment survey by engaging an external independent consultant. The overall corporate commitment scores were 4.94 from 6 full scores with the response rate at 96%.
- Communicating the Supplier's Code of Conduct and Good Practice Guideline with important suppliers and new suppliers. In this regard, 351 suppliers of the Company signed for acknowledgement whereas 51% of them were new suppliers of Loxley PLC.
- Support people with disabilities - carrying out Loxley-ASM Sport Hero activities for the 13<sup>th</sup> year, supporting employment, and supporting disabled athletes to receive opportunities and equality in society.
- Support social activities- carrying out activities with the community both in the form of organizing social activities with schools and communities, donating items, Company products for the public benefit, and donating leftover items to be put to good use.
- Evaluation from outside agencies- selected as an organization that promotes employment of people with disabilities for the year 2024, "Excellent level" at the International Day of Persons with Disabilities 2024 from the Department of Promotion and Development of the Quality of Life of Persons with Disabilities. Ministry of Social Development and Human Security.

## Activities in 2024

The Company fosters awareness of respecting Human Rights and treating workers equally and fairly, without discrimination and harassment in any form consistently. It promotes creating a work environment that honors mutual respect, embraces diversity and fosters happy coexistence, leading to a culture of respect for differences and inclusivity, enabling employees to understand their own and others' rights, including opening opportunities for expressing opinions, providing useful suggestions, filing complaints and reporting incidents through established channels. Additionally, it actively participates in creating a safer working environment.

The Company places great importance on creating a positive work environment and encouraging employee participation. Initiatives related to Human Rights, the promotion of equal opportunity, and employee-focused activities help mitigate legal risks and enhance the Company's image in attracting and retaining talented personnel. These efforts also contribute to boosting employee morale, participation, and work efficiency, ultimately fostering long-term organizational engagement. The Company has established and publicly disclosed its Human Rights and Equality Management Policy to communicate its commitment to minimizing the impact of such issues. This includes cultivating a corporate culture that respects Human Rights, promotes equality, embraces diversity, and refuses to tolerate any form of abuse or harassment. As a result, In 2024, there were no reported cases of discrimination or harassment within the Company.



## Appointment of Welfare Committee in the Workplace <sup>(GRI 2-30)</sup>

The Company organizes a Welfare Committee in the Workplace in accordance with Section 96 of the Labor Protection Act B.E. 2541 (1998), specifying the duties as follows:

1. Engage in discussions with the employer to arrange welfare benefits for employees.
2. Provide consultation and recommendations to the employer regarding the arrangement of employee welfare.
3. Monitor, supervise, and oversee the welfare benefits provided by the employer to employees.
4. Propose opinions and guidelines for beneficial employee welfare arrangements to the Labor Welfare Committee.

The Welfare Committee in the Workplace shall hold office for a term of 2 years, with meetings and recommendations scheduled every 3-4 months, except in urgent cases where negotiations can be conducted as appropriate. The current committee's term of office is from 1 February 2025, to 31 January 2027.

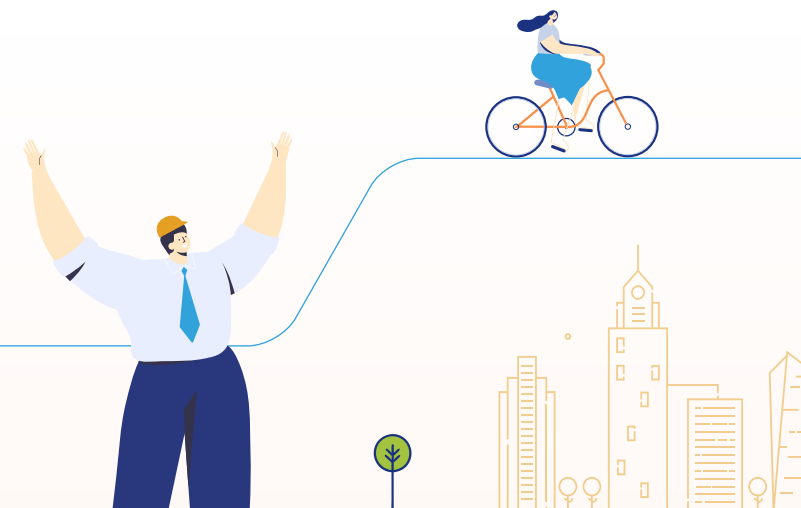
## 1. Human Rights Policy

The Company is committed to operating within the scope of Human Rights and labor practices according to the principles of the United Nations Business and Human Rights and relevant laws, treating all parties fairly based on human dignity. It does not discriminate and treats employees and labor fairly, providing appropriate compensation and benefits no less than labor laws require. It also supports the employment of disabled individuals to create opportunities, jobs and improve quality of life. Additionally, it implements policies and measures to protect personal data, create a safe and private environment for employees and customers, as the Company understands that its operations and decisions may impact individual rights, community rights, and other stakeholders throughout the value chain. Therefore, the Company respects and promotes Human Rights throughout the organization, including in its business operations and partnerships with equality and fairness. The Company's commitment covers the following principles:

- The Company adheres to employee rights, paying compensation and benefits in accordance with the law and job positions without discrimination. It promotes freedom of association, treats labor fairly and does not engage in human trafficking, forced labor, child labor, or discrimination.
- The Company provides a safe and healthy work environment free from all forms of harassment and unauthorized benefits-seeking.
- The Company encourages its suppliers to adhere to Human Rights Principles and practices, including those related to labor rights, non-discrimination and workplace safety.

- The Company conducts a comprehensive Human Rights Due Diligence process to assess and manage Human Rights risks within its supply chain, working with suppliers to promote ethical practices and address issues that arise.
- The Company promotes Human Rights Principles, labor rights and ethical business practices globally in line with international standards.
- The Company engages in cooperation consistent with its commitment to Human Rights issues, working with various agencies to address challenges and opportunities in respecting the dignity and rights of all individuals.

These principles are integrated into the Company's policies, practices and decision-making processes in its operations with partners, business associates and subsidiaries to emphasize its commitment to respecting and promoting Human Rights in all business activities, products and services throughout the value chain to continuously enhance efficiency.



## 2. Human Rights Due Diligence Process

In 2024, the Company began to carry out the human rights due diligence to indicate human rights risks, and to prevent human rights impact possibly arising out in the Company's working space. This procedure consists of the system and targets as follows:



**1 Providing and notifying the Human Rights** as the policy-based obligation for confidence in the business operation which pays respect to human rights. The practice guideline was also established for further compliance by the Company's board members, executives, and employees at all levels.

**2 Identifying important risks and issues relating to human rights** by identifying the related human rights issues from reviewing human rights problems occurring in other similar businesses and from analysis by various media. In this regard, human rights issues that have occurred or might occur were described. These issues covered the forced labor, human trafficking, freedom of association, rights to collective bargaining, fair compensation, discrimination, and all types of harassment, as well as the groups being affected.

**3 To assess the risks level, chance, and impact possibly affecting human rights.** Human rights risks were assessed by considering the impact severity, and chance of human rights violation caused by the Company's business operation. The human rights risks highly and very highly ranked were considered while the Company's present management guideline were revised simultaneously so that they were consistent to such human rights risk assessment results.

**4 To formulate preventive measures to mitigate potential negative impact, and remedy mechanism.** These measures would be used as the guideline to reduce and push impacts to the low or acceptable level under the following remedy forms:

- **Monetary compensation form** by taking account of laws, regulations of the Company, and appropriateness.
- **Non-monetary compensation** such as apologizing, giving assistance after being victimized.

Determining the remedy mechanism for each event may be different, depending on the cause and impacts occurred, and through the conciliation procedure. The Company would grant the right to the impacted persons to join the negotiations based on human rights principles.

**5 To monitor and review human rights** for further improvement, and reporting it to the Company's Management before disclosing it to the public.


### The Human Rights Due Diligence





- 01 Providing and notifying the human rights**
- 02 Identifying important risks and issues relating to human rights**
- 03 To assess the risk level, chance, and impact possibly affecting human rights**
- 04 To formulate preventive measures to mitigate potential negative impact, and remedy mechanism**
- 05 To monitor and review human rights**



## Human Rights Due Diligence Results in 2024

The Company carried out the Human Rights Due Diligence in self-assessment form (HRDD Self-Assessment). The HRDD scope was defined comprehensively to cover all related business activities and stakeholders, e.g., employee, supplier, and community, etc. The issues relating to human rights, preventive measures, risk control, remedy guideline, remedy mechanism, and risk management results of the Company were summarized below.

Key Human Rights Risk Issues	Causes of Risk Issues	Stakeholders	Preventive and Risk Control Measures	Remedial Actions	Healing Mechanisms	Risk Management Outcomes
Labor Practices						
Recognition of Freedom of Association and Protection of the Right to Collective Bargaining	Internal Organizational Management Process	 Employee	<ul style="list-style-type: none"> <li>Notifying the Human Rights Policy in which the practice guideline is specified. By this policy, the employees are entitled to form a group to peacefully negotiate for their benefits and employment conditions under procedures of the Labor Relations Act and other related labor laws.</li> <li>Setting up the Welfare Committee in the Workplace as the representative to communicate between employees and the Company. The members of the Welfare Committee are elected by the Company's employees.</li> <li>Arranging meetings for mutual discussion and suggestions between the Welfare Committee in the Workplace, the Employee Club, and Company representatives on every 3-4 months.</li> <li>Carrying out the corporate commitment assessment for employees in every 2 years to find out their opinions and concerns about joint working in the organization. The assessment result shall be further used to improve the human resource management system.</li> </ul>	<ul style="list-style-type: none"> <li>Inspecting the operating procedure to find out the causes. The Company's representative(s) shall be appointed to jointly negotiate with the Welfare Committee in the Workplace as the employee representative(s) to reconcile and find out the resolution together based on laws and fairness of both parties.</li> <li>Stipulating preventive measures to avoid any recurring event.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with legal requirements</li> <li>Compensation provided in both monetary and non-monetary forms</li> </ul>	No incidents or complaints related to this issue were reported

Key Human Rights Risk Issues	Causes of Risk Issues	Stakeholders	Preventive and Risk Control Measures	Remedial Actions	Healing Mechanisms	Risk Management Outcomes
Elimination of Child Labor and the Worst Forms of Child Labor (GRI 408-1)	Internal Organizational Management Process	 Employee	<ul style="list-style-type: none"> <li>Ensure legal compliance by setting the minimum age of Company employees in the recruitment and employment policy at no less than 18 years old.</li> </ul>	<ul style="list-style-type: none"> <li>Consider termination of employment in cases where document forgery is discovered for the purpose of gaining employment.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor negative impacts resulting from operations on the Company, such as health-related consequences</li> </ul>	No incidents or complaints related to this issue were reported
	Business Value Chain	 Partner	<ul style="list-style-type: none"> <li>Communicating and making suppliers understand, through their signing in the Suppliers' Code of Conduct, to comply with labor law and human rights principles stringently, and to give consent to the Company to inspect the suppliers' operations.</li> <li>Carrying out the On-site ESG Audit, which covered the issue relating to the use of child labor, for key suppliers who entered to work in any area under the Company's responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate cessation of work duties.</li> <li>Review and improve partner assessment processes to prevent recurrence.</li> </ul>		
Elimination of Discrimination in Employment and Occupation	Internal Organizational Management Process	 Employee	<ul style="list-style-type: none"> <li>Notifying the Human Rights Policy specifying the practice guideline which encourages the fair employment, no discrimination whereas the honor and human dignity of all employees would be respected regardless of race, nationality, ethnic, religion, sex, language, age, color, or any social status.</li> <li>Supporting and permitting every employee to raise opinions, and to mutually make decisions throughout the working process.</li> <li>Arranging the employee activities in which every employee would be involved thoroughly and equally.</li> </ul>	<ul style="list-style-type: none"> <li>Review operational processes to identify root causes, establish corrective actions, and implement measures to prevent recurrence.</li> <li>Reassess employment decisions to reach a fair and appropriate conclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Provide non-monetary compensation, such as a formal apology</li> <li>Offer the opportunity to participate in the recruitment process again</li> </ul>	No incidents or complaints related to this issue were reported
	Business Value Chain	 Partner	<ul style="list-style-type: none"> <li>Implementing the fair procurement policy by selecting suppliers from appropriate qualifications of each work based on equality, starting from disclosing the detailed procurement criteria to every supplier tendering the price equitably.</li> </ul>			

Key Human Rights Risk Issues	Causes of Risk Issues	Stakeholders	Preventive and Risk Control Measures	Remedial Actions	Healing Mechanisms	Risk Management Outcomes
<b>Human Rights</b>						
Protection of Personal Rights and Personal Data	Internal Organizational Management Process	 Employee	<ul style="list-style-type: none"> <li>• Notifying the Personal Data Protection Policy and privacy notice, and the information technology security policy, which prevent the leakage of personal data.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyzing reasons or working steps, which may have risks from the violation of personal rights and personal data, in order to place certain preventive measures and recurring events.</li> <li>• In case of violating personal rights and data on the information system, carrying out remedies to close the data leakage as quickly as possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with applicable laws</li> <li>• Provide compensation in both monetary and non-monetary forms, as appropriate to the circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Zero incidents of human rights violations</li> <li>• Zero complaints or incidents related to information system security and customer data breaches</li> </ul>
	Business Value Chain	 Partner	<ul style="list-style-type: none"> <li>• Carrying out the personal data collection as required by law, or informing or asking for consent from data subjects for such personal data collection.</li> <li>• Monitoring and inspecting the cyberattack.</li> <li>• Being cautious in performing duties in every working procedure to prevent any risks possibly causing the human rights violation in the business operation.</li> <li>• Revising the risk policy and assessment regularly.</li> </ul>			
Protection of the Right to Benefit from Intellectual Property	Business Value Chain	 Partner	<ul style="list-style-type: none"> <li>• Notifying the policy on non-infringement of intellectual property / copyright by defining that the executives and employees must care for and protect the intellectual property of the Company, and pay respect to and do not infringe any intellectual property of other persons.</li> <li>• Providing a system to inspect the installation and use of copyrighted software in working.</li> </ul>	<ul style="list-style-type: none"> <li>• Investigating incidents, and taking actions in accordance with the Company's work regulations or as required by law.</li> <li>• Planning for revising the quality procedure for use of computer to prevent recurring events.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide compensation in both monetary and non-monetary forms, as appropriate to the circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• One incident of software copyright infringement was reported. The Company has completed corrective actions and implemented appropriate remediation measures.</li> </ul>

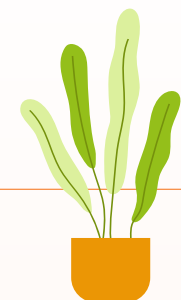
Key Human Rights Risk Issues	Causes of Risk Issues	Stakeholders	Preventive and Risk Control Measures	Remedial Actions	Healing Mechanisms	Risk Management Outcomes
Protection of the Rights of Persons with Disabilities	Internal Organizational Management Process	 Employee	<ul style="list-style-type: none"> <li>• Complying with laws stringently.</li> <li>• Promoting the employment of persons with disabilities under Section 33 and Section 35 of the Act on the Promotion and Development of the Quality of Life of Persons with Disabilities.</li> <li>• No discrimination in nomination, appointment, and career development.</li> <li>• Promoting the good attitude in cohabitation with fairness and no discrimination.</li> <li>• Providing social activities arranged by persons with disabilities for their self-esteem.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze root causes to develop appropriate corrective actions and preventive measures</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with applicable laws</li> <li>• Provide compensation in both monetary and non-monetary forms, as appropriate to the circumstances</li> </ul>	No incidents or complaints related to this issue were reported

The Company determines that the key risks associated with human rights shall be monitored and revised every year through the human rights due diligence with an aim at monitoring, assessing, and establishing the measures to make those risks stay at the acceptable level. The results of human right risk management shall be reported to the Sustainable Development Working Group so that it would further shape the human right direction.

### 3. Promoting Equal Opportunity in Careers

The Company is committed to operating with policies that comply fully with laws, rules and regulations related to social management. Including respecting Human Rights for everyone throughout the business value chain. Examples include: managing in a way that provides equality and fairness to all personnel, supporting the development and improvement of employees' capabilities and quality of life through various training courses in both work and life related areas and providing welfare and safety for employees.

With regards to respecting Human Rights Principles, the Company respects and treats all stakeholders fairly on the basis of human dignity without discrimination of origin, race, skin color, age, gender, etc. The Company treats all employees and workers fairly; providing appropriate compensation and welfare benefits according to labor laws. In addition, the Company supports employment for people with disabilities, helping to provide opportunities to create careers and better lives. Lastly, the Company has set measures to protect the personal information to ensure the security and privacy of personnel. A summary of the operational guidelines can be found below:





Subject	Guideline	Implementation and Management
1. Transparent recruitment process	An emphasis on transparency when recruiting new employees to the Company.	The Company has appointed the Final Interview Committee for selecting suitable personnel based on their qualifications and suitability and consists of qualified senior members from various departments.
2. Comply with labor laws and government policies	Employment is based on labor laws, guidelines and policies from the government.	Employment is according to labor laws with compensation appropriate to the role, education and qualifications. Overtime pays for extended working hours is provided and employees are given more annual holidays than stipulated by labor laws. Adjustments of the minimum wages are done according to the Wages Committee. Lastly, the Company cooperates with the government in implementing various guidelines and policies.
3. Uphold Human Rights, equality and fairness principles	Employment is based on awareness of Human Rights equality, fairness and without discrimination.	Employ people without discrimination based on age, gender, race, nationality or religion.
4. Employment of people with disabilities	Employment is based on Human Rights and dignity - on the fundamental rights and equality of each individual. To this end, employment aims to improve and support career and quality of life for people with disabilities.	People with disabilities are employed at the Company - fulfilling the target number set by the law. In addition, the Company implements the Loxley-ASM Sport Hero to support the employment of athletes with disabilities and provide them with a stable source of income. This is in order to promote opportunities within society for people with disabilities, equality with other employees in the workplace, and also to encourage their continued participation in the national athletic teams. In 2024, Loxley-ASM Sport Hero employed a total of 55 people with disabilities. Of these, 5 worked in various departments of the Company, and 50 worked across the group. The budget allocated to support the employment of people with disabilities amounted to 9,308,700 Baht.
5. Confidentiality of employees' personal information	Ensure confidentiality and protect employees' personal information for their security, privacy and benefit.	Announcement: Personal Data Protection Policy and Privacy Notice for Employees and Personnel of Loxley Public Company Limited for compliance with the Personal Data Protection Act 2019. This is to set standards for maintaining security of personal data, and proper usage according to the purposes where consent was agreed with the owner of the data.
6. Equality and fairness in termination of work	Put focus on building understanding. Follow principles of equality and fairness when termination of work is necessary due to economic situations, the loss incurred or Company necessity.	Early Retirement Program and Voluntary Resignation Program which has financial support for employees. The amount is not less than the amount stipulated in labor law. The Company offers training and education on tax management and also offers alternative roles in the Company or with its business partners.

In addition, as part of the community and society, the Company has policies aiming to contribute to the surroundings. This is done through continuously supporting various projects and activities that create shared values between the Company and the communities such as, community development, education, sports and public health services. This creates a shared happiness within the society and also fulfills part of the Company's goal as part of its sustainable development goals.

To promote opportunity and equality in society, the Company has consistently supported athletes with disabilities through the "Loxley-ASM Sport Hero" program. This includes funding for training equipment and travel expenses for both domestic and international competitions. Additionally, the Company has employed athletes with disabilities as full-time staff. In 2024, the Loxley Group employed 55 athletes with disabilities. This initiative not only supports employment opportunities and improves the quality of life for these athletes, but also encourages them to use their athletic potential to bring recognition to themselves and the country. Furthermore, it serves as an inspiration for underprivileged individuals in society.

# Safety and Occupational Health in the Value Chain

Standards: GRI 2 / GRI 3-3 / GRI 403 / GRI 414 / GRI 416



## Organizational Importance and Commitment

Occupational Health and Safety (OHS) is a critical issue throughout the business value chain. The Company is committed to enhancing the well-being of its employees and stakeholders by implementing and maintaining comprehensive occupational health and safety standards across all business operations. This includes regular risk assessments related to safety and health, provision of necessary safety equipment, ongoing monitoring of safety measures, and continuous training programs. These efforts ensure that everyone within the value chain operates in a safe and healthy environment and in full compliance with relevant laws, regulations, policies, practices, and safety standards.



## Opportunities and Impact

The Company is committed to promote and retain safety and occupational health standards in the value chain of its businesses to enable all employees and suppliers of the Company to work in the safety workplace and to have good health. This would help boost their work efficiency, promote the corporate image, make the business sustainable in the long term, and reduce the risk from loss of life and properties.



## Goals and Performance

### ESG Performance Indicators and Targets

Zero fatal workplace accidents involving employees

Zero incidents of work-related injuries resulting in more than one day off

Zero employees injured in the workplace to the extent of taking more than one day off

Lost Time Injury Frequency Rate (LTIFR) not exceeding 2%, with a downward trend each year (measured as number of cases per 1,000,000 working hours)

### 2024 Performance Results

0

2

2

1.93

## Strategy



- Ensuring the Well-being, Health, and Safety of Employees, Customers, Partners, and the Environment.



## Management Approaches

- Comply with laws and regulations related to safety, occupational health and the environment.
- Provide necessary equipment for work safety. Take care of the working environment to be safe for the life and property of the Company's personnel and beneficial to work.
- Improve the working environment both physical and biological.
- Training and Education on Safety and Occupational Health.
- Prioritizes safety at every stage of the business value chain by implementing safety reporting and inspection procedures.



## Key Developments

- Provide safety and occupational health training, as well as other legally required courses, to committees, working groups, and relevant personnel. The Company also conducts joint safety and occupational health activities with partners and subcontractors under its responsibility, while strictly evaluating and monitoring compliance with safety measures.
- Promote a safety culture by continuously communicating news and information about safety and occupational health to employees.

- Revising and notifying the implementation of measures and working procedure in case of any risks deriving from the pandemic, and communicating details about safety and occupational health to the Company's employees from time to time for example; publicizing things to do relating to any pandemic situation announced by the World Health Organization (WHO) as an emergency, or reporting any situation from the Ministry of Public Health specifying the practice guideline for the prevention of disease contact and transmission, as well as monitoring of symptoms and treatment methods through the Company's public relation channels by the Occupational Safety, Health and Environment Committee (OSH). In 2024, the Company's employees have been communicated about health care and practice to mitigate some risks from Mpox and COVID-19, etc.

## Activities in 2024

### 1. Occupational Health and Safety Management (GRI 403-1, GRI 403-2)

The Company acknowledges the importance of safety, occupational health and environmental conditions in the workplace for employees, business partners, contractors and stakeholders, which are integral to business operations and social responsibility. The Company aims to develop systems for managing safety, occupational health and environmental conditions in compliance with both Thai and international laws, regulations, and standards to ensure that employees can work safely, efficiently and continuously improve under the principles of good corporate governance and Business Code of Conduct, including fostering awareness and instilling a

culture of safety in the workplace for everyone. Superiors at all levels are expected to serve as good examples, supporters, promote awareness and ensure that employees fulfill their responsibilities with constant regard for safety.

Additionally, the Company emphasizes the supervision and enforcement of employees, business partners, contractors and visitors' compliance with strict safety and occupational health regulations, as well as monitoring, overseeing and evaluating the implementation of policies to continuously improve effectiveness in line with safety standards.

### Disclosure of Occupational Health and Safety Information

The Company collects and analyzes occupational health and safety (OHS) indicator data, including other important information such as employee and contractor fatalities and lost time injuries frequency rate, to assess the severity and frequency of workplace incidents by continuously tracking these indicators. This data is then used to consider and improve overall occupational health and safety management effectiveness and transparently disclosed information.



## 2. Safety and Occupational Health Training (GRI 403-5)

In 2024, the Company and its subsidiaries organized training on safety and occupational health as follows:

**Course**  
**Safety, Occupational Health, and Working Environment for Regular Employees and New Hires under the Occupational Safety and Health Act B.E. 2554 (2011)**

Length of training **6** hours

**Organized by:** Pinthong Group Management and Consultants Company Limited (P.M.C.)

Participants **38** persons

**Course**  
**Work safety officer at supervisor level**

Length of training **12** hours

**Organized by:** Pinthong Group Management and Consultants Company Limited (P.M.C.)

Participants **20** persons

**Course**  
**Fire evacuation training**

Length of training **3** hours

**Organized by:** Safety and Health at Work Promotion Association (Thailand) Under Her Royal Highness Princess Maha Chakri Sirindhorn Patronage

Participants **213** persons

**Course**  
**Basic Firefighting**

Length of training **6** hours

**Organized by:** Safety and Health at Work Promotion Association (Thailand) Under Her Royal Highness Princess Maha Chakri Sirindhorn Patronage

Participants **41** persons

**Course**  
**CPR & AED Basic Life Support**

Length of training **3** hours

**Organized by:** Alcotec International Co., Ltd.

Participants **20** persons



## 3. Employee Health Promotion

(GRI 403-3, GRI 403-4, GRI 403-6, GRI 403-7)

The Company recognizes the importance of employee health, safety, and well-being as a key driver in achieving business goals. Regular dialogues are held with employees through the employee club and the Welfare Committee both of which include employee representatives to discuss welfare, benefits, and regulatory or policy changes that may impact staff. These platforms allow employees to voice their opinions and provide feedback to management. In addition to wages and standard compensation, the Company offers a variety of welfare and special benefits to employees. These include creating an inclusive work environment with access to wellness gardens and fitness facilities, promoting opportunities for career development and growth, supporting work-life balance through flexible scheduling options, allocating budgets and providing aid for employees affected by disasters, and offering scholarship programs for employees' children.

In addition, in 2024, the Occupational Health, Safety, and Environmental Committee (OHS&E Committee) conducted an assessment of hygiene, safety, and workplace environmental risks. The assessment focused on operational procedures performed by at-risk employee groups. The results of the risk assessment, along with the corresponding preventive and risk mitigation measures, can be summarized as follows:



### Risk Issues Associated with Health, Safety and Workplace Environment of Employees

### Measures to Prevent and Reduce Risk



#### Inhaling Dust

- Finding out machines, devices, and working steps which might cause dust in any working areas for further repairs or improvement of working steps or preparation for safety equipment.
- Setting up preventive measures, or reducing the density of dust occurred.
- Proposing to the Safety and Occupational Health Committee or SMR to determine that the dust mask would be the Personal Protective Equipment (PPE) for such risk jobs.
- Providing the health check-up by the pulmonary function test to employees working in any areas risky from dust to monitor their health.



#### Burns and Fire

- Training the employees for their working skills, proper use of supporting equipment, and accident prevention before first starting their jobs.
- Checking the complete functioning of supporting equipment before running through various evaluation forms.



#### Loud Noise

- Arranging the safety patrol to find out any machines, equipment, or activities possibly causing the noise pollution before formulating the remedy measures.
- Determining ear plugs to be the Protective Personal Equipment (PPE) for employees working in the activities where noise could not be reduced.
- Providing the annual health check-up to employees for their hearing to monitor and assess the impact.



## 4. Safety Inspection of Contractors

(GRI 403-4, GRI 403-7)

The Company gave precedence to safety and health of every worker, as well as contractor, and employee of each supplier. In this regard, the safety management guideline was formulated systematically to prevent any accidents, and to mitigate work risks. The Company also determined the inspection measures for safety of contractors, especially projects under care and responsibility of the Company, which consist of the following steps:

- **Assessing risks relating to safety and occupation health of the project:** To determine appropriate working measures.
- **Selecting contractors:** The Company took into account the contractors' safety capability, preparedness for safety equipment, working profile, safety training, and other related supporting documents, e.g., ISO 54001, document relating to the registration of safety offices, or any other related certificates, etc.
- **Pre-employment training:** To arrange the pre-employment training to give information about safety and environment before starting the operations so that the contractors understand all policy and standards of the Company, as well as specific rules and regulations of any working place.
- **Inspection and monitoring:** To regularly carry out the safety inspection in any working place of contractors in forms of the scheduled inspection, risk assessment, and monitoring for remedies whenever the defect is found.



- **Performance evaluation:** To carry out the performance evaluation for contractors from time to time, and to prepare the safety report which is relevant to the safety work plan and other requirements.
- **Participation and communications:** To encourage contractors and suppliers to take part in safety activities such as monthly safety meeting, arrangement of campaigns, and hearing to improve the safety management continuously.

This is to ensure that the contractors' working would be in line with safety standards established, and the sustainability goal in caring for all stakeholders thoroughly.

In 2024, the safety officers for project operations in collaboration with the Occupational Safety, Health and Environment Committee (OSH) assessed the safety and occupational health risks of the contractors working in major projects of the Company. The preventive measures were formulated to mitigate potential risks as summarized below.



### Risk Issues Associated with Health, Safety and Workplace Environment of Contractors



#### Accidents caused by the contractors' specific working skills and expertise irrelevant to their responsible works

### Measures to Prevent and Reduce Risk

- The safety officer checked the license or working skills certificate for specific positions with high risk before giving permission to work in such area.
- The supervisor or work controller observed the work performance closely. If any contractor performed works improperly, the supervisor or work controller would instruct to cease operation immediately, and report this to the safety officer or project supervisor who would inform the contractor to revise operating skills before going back to perform work again or rotating the contractor.



#### Electrocution and falls from height

- Preparing the evaluation form for readiness of machines and supporting equipment by classifying the evaluation checklist by risk factors. This evaluation would be done before running such machines and supporting equipment.
- If any incomplete part of machines and supporting equipment was found, it would be reported to the technician for repairs.
- Clarifying, giving information before starting the work, or rearranging the training for work safety in particular jobs in order to refresh right working methods, and to have awareness in performing work by mainly considering the safety.



#### Fatigue from working outdoor for long

- Allocating operating hours to fit to the job characteristics, operating area, and climate.
- Preparing facilities to reduce fatigue from working.
- Preparing first-aid equipment sufficiently and relevantly to most symptoms of workers.

# Community Engagement

Standards: GRI 3-3 / GRI 201-1 / GRI 413



## Organizational Importance and Commitment

Doing various activities for the community, volunteer activities, activities that promote and stimulate the growth of the community economy.

The Company values the creation of good and sustainable relations with communities where the Company has operated the business. The Company realizes that its operations, direct or indirect, took effect to local communities in terms of economic, social, or environmental aspects. As a result, the Company is committed to operate the business with responsibility while it also creates value for surrounding communities and the public, as well as any business alliances and stakeholders for mutual growth, which would be the important foundation for the Company's long-term stability and sustainability.



## Opportunities and Impact

The Company focuses on assessing and managing potential impacts, and on seeking opportunities to enrich the communities and the society in the long term, which will help support its business operation, and be trusted by its stakeholders.

## Strategy

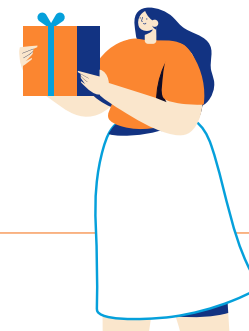


- Take care of the surrounding community and society and focus on delivering value back to society by leveraging the resources and expertise of the organization and employees.
- Support cooperation and participation of employees, related partners to create value create benefits for society.



## Management Approaches

- Explore community expectations to carry out useful activities to help improve quality of life as well as the well-being of the surrounding community.
- Continuously carry out social activities.



## Key Developments



- Implementation of the "Strong Community Project 2024," the project focuses on supporting the work of committees, children, and youth in the Pinang Market community, emphasizing participatory community development to foster self-reliance.
- Organize learning support activities to create opportunities for educational access, including the "Move for Life" program, which promotes physical skills, cognitive and emotional development, and social skills. The program also incorporates education on waste separation for schools within the community.
- In collaboration with volunteer networks, organize seven social impact projects under the initiative "Pay the Love Forward" to spread inspiration.
- Blood donation activities.
- Support budget and items, donating leftover items to government agencies, private organizations, foundations, and various institutions.





## The Format of Support



The amount of money **19,283,356.10** Baht

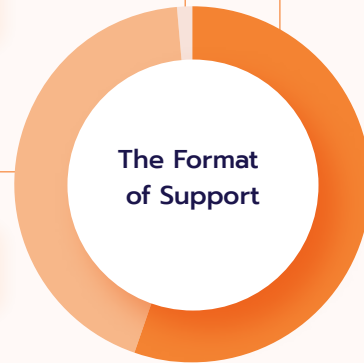
100%

**Goods and services**  
**1.12%**

The amount of money  
**215,035.50** Baht

**Support in the form  
of money**  
**43.68%**

The amount of money  
**8,422,821.65** Baht



**Social activities**  
**55.21%**

The amount of money  
**10,645,498.95** Baht

The amount of blood received from  
donations and usable is **214** units

Number of activities to help  
the community: **56** times



## Activities in 2024

The Company conducts its business with a commitment to the community and society in line with the organization's mission to "Develop the potential of employees, coupled with creating a happy work environment, conducting business responsibly, growing together with the community and society" under the Corporate Governance Principles and Business Code of Conduct. It focuses on proactive initiatives and delivering value back to society by leveraging the organization's resources and expertise to provide assistance, support and develop both short and long-term significant projects, as well as mitigating negative impacts from business activities on the community. This is to meet societal needs in elevating quality of life, addressing social issues and empowering communities to be self-reliant.

In the year 2024, the Sustainable Development Working Group reviewed and established guidelines for the organization's Corporate Social Responsibility (CSR) to align with the Company's strategies, key issues and sustainability goals, with an emphasis on social investment and commercial initiatives to support vulnerable and disadvantaged groups through community projects focusing on building relationships with community, creating opportunities for access to and development of education, and strengthening community resilience. The Company aims to develop and sustain a safe and quality life for society.

## 1. “Strong Community 2024” Program

Loxley Public Company Limited has joined hands with the Pinang Market Community to organize “Strong Community 2024” program for the second consecutive year. The program aims at the participatory community development based on community living, as driven by the working of the Child and Community Committee there. Under this program, it is expected that the community would have self-reliance, join hands in working, and share the community experience to other communities. This program helps develop the community and youth potential simultaneously. The learning opportunity and good relations would arise out through various activities, e.g., Seeing Through Fire Activity, Dream Community Activity, Sweets Council Activity, etc.

### Sustainability Objectives and Indicators of the “Strong Community 2024” Project

#### Performance Measurement



##### 1. Community Capacity

Community committees and youth groups play a key role in driving community activities. They have the capacity to work systematically, think, design activities according to objectives, plan, implement and address specific issues.



##### 2. Workforce Capacity

Workers refers to the community committee members and youth groups who have learned and developed their work capabilities through hands-on experience. They are able to manage tasks, expand the scope of activities, and serve as role models by sharing their experiences with other communities.



##### 3. Intra-community Relationships

Members of the Pinang Market community have a designated space for gathering, engaging in joint activities, and building relationships among community members.

## 2. Loxley-ASM Sport Hero Program

The Company has joined hands, over 13 years, with ASM Security Management Company Limited, a security service provider for office buildings of the Company, organized the program supporting the disabled athletes under the supervision of The Association of the Physically Handicapped of Thailand (under the Royal Patronage) by subsidizing the procurement of sports equipment used in any sports competition, and the traveling to join various local and international sports competitions of disabled athletes. Also, some disabled athletes have been engaged to be the Company’s employees, which helped create their career and chance of happy working with general people in the society. The Company has monitored the program operations from time to time, and has been involved in improving the operations to heal some social problems under the Company’s corporate strategy, and to manage the community relations continuously.

### Social Value

#### Output (Results from Operations):

- Number of persons with disabilities participating in and receiving support from the project: 55 individuals.

#### Outcome (Results from the Project):

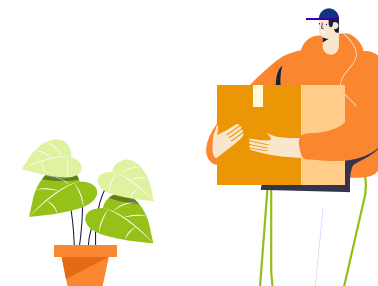
- Created career opportunities for 55 persons with disabilities.
- Generated income for persons with disabilities totaling 9,308,700 Baht.
- Expanded into 7 social projects that inspire youth through the stories and experiences of persons with disabilities.

### Economic Value

The assessed risk level of negative social impacts on the community from the Company’s operations in 2025 is 1.04 points, a decrease of 2.42 points from 3.46 in 2024.

## 3. Used Material Donation Activities

The Company collects donations of unused desk calendars to create teaching materials for visually impaired students at the Bangkok School for the Blind. In 2024, the Company donated a total of 234 kilograms of desk calendars through the Foundation for the Blind in Thailand under the Royal Patronage. Additionally, UHT beverage cartons were donated to Wat Chak Daeng to be upcycled into roofs or student desks.





## Growth with Sustainability

The Company is committed to developing and operating business with integrity, transparency, accountability and giving equal importance to all groups of stakeholders in accordance with the principles of good corporate governance and conduct business according to the guidelines of sustainable development to ensure business growth and well-being of the ecosystem and economy.

Loxley places importance on caring for the environment and managing natural resources responsibly and efficiently throughout the value chain, and supports the use of alternative energy to meet the needs of present and future generations. This is done by laying down good practices for reducing the ecological footprint, reducing greenhouse gas emissions, and dealing with climate change.



# Coping with Climate Change

Standards: GRI 3-3 / GRI 201-2 / GRI 302-4 / GRI 303 / GRI 305 / GRI 306



## Organizational Importance and Commitment

Climate change is one of urgent issues broadly affecting the economic, social, and environmental system, especially business and production sectors that may confront some risks from natural disaster, uncertainty of resources, and changes in national and international policies. The Company realized the importance of this problem, and inserted it as a key issue when setting up the corporate strategy and operating guideline so that the Company could manage any potential risks deriving from such climate change in terms of adaptation and mitigation of greenhouse gas emissions. Consequently, the Company would have fewer risks, and have better flexibility in its business operation in the long term.



## Opportunities and Impact

The Company has carried out the risk assessment and business opportunities deriving from the climate change in order to obtain the important information for the strategy planning and business decision-making, which would make the Company's business operation continue and sustainable, and generate competitiveness in the era when the low-carbon society is the main trend.

### Risks (GRI 201-2)

Risk Issues	Risk Types				Impacts	Implementation Guidelines
	Strategic Risk	Operational Risk	Financial Risk	Regulatory Risk		
1. Increased project cost volatility due to shortages of raw materials and certain types of equipment, as well as flood conditions.		✓	✓		Impact on financial cost management, transportation of raw materials, and project delivery.	<ul style="list-style-type: none"> <li>Comprehensive project cost estimation and provisioning for project cost contingencies.</li> <li>Sourcing alternative suppliers or substitute products.</li> </ul>
2. Cost impacts from technological changes affecting the supply chain, such as product obsolescence, scarcity of spare parts, or changes in specific product features.		✓	✓		Impact on sales planning, project management, and contract administration.	<ul style="list-style-type: none"> <li>Effective project management.</li> <li>Sourcing alternative suppliers or substitute products.</li> <li>Communicating comparable product features to build customer confidence.</li> </ul>

Risk Issues	Risk Types				Impacts	Implementation Guidelines
	Strategic Risk	Operational Risk	Financial Risk	Regulatory Risk		
3. Rising business costs from the transition to a low-carbon society, including compensation for damages caused by greenhouse gas emissions, new legislative trends, and regulatory changes.	✓	✓	✓	✓	Impact on operational processes, which must consider reducing or controlling greenhouse gas emissions in order to minimize the cost burden associated with compensating for the damage caused by such emissions.	<ul style="list-style-type: none"> <li>Monitor developments in relevant regulations and policy changes.</li> <li>Establish appropriate sustainability policies, targets, and implementation guidelines, taking into account the urgency of the issues, and integrate them into the Company's business strategy and operations.</li> </ul>
4. Technological risks and fuel price volatility that may impact operations.			✓		Impact on the cost of goods and services.	<ul style="list-style-type: none"> <li>Develop an appropriate risk management plan and ensure effective project cost management and efficient operational cost control.</li> </ul>
5. Changes in policies and regulations related to greenhouse gas emissions control, such as carbon taxes, the Carbon Border Adjustment Mechanism (CBAM), and increasingly ambitious emission reduction targets set by relevant regulatory agencies.	✓	✓		✓	Risk arises from strategies and operational plans that are not aligned with policies and regulations to be implemented in the future, which may affect opportunities to offer products, services, and secure contracts, as well as impact the Company's reputation and potentially lead to legal penalties.	<ul style="list-style-type: none"> <li>Regularly monitor changes in relevant regulations to assess potential impacts and risks and develop an appropriate risk management plan accordingly.</li> </ul>
6. Changes in consumer behavior and conditions for securing project contracts.	✓				Impact on business strategy and direction.	<ul style="list-style-type: none"> <li>Conduct stakeholder expectation surveys to define aligned goals and action plans.</li> </ul>
7. Investor confidence and corporate image, as well as expectations from stakeholders.	✓	✓		✓	Impact on financial stability, opportunities to offer products, services, and secure contracts, as well as collaboration within the business value chain.	<ul style="list-style-type: none"> <li>Disclosure of sustainability information through various communication channels.</li> </ul>

## Opportunities (GRI 201-2)

### Finance and Investment

- Better working efficiency and profitability, reduction of operating cost from less use of resources, and use of alternative energy.
- Opportunity to access to finance and credit with low interest rate from measures supporting any businesses that have carried out the ESG and other measures to reduce the greenhouse gas emissions, together with tax measures by the government sector.
- Opportunity to attract investors demanding to make investment in any businesses undertaking sustainability operations, and carrying out measures for reducing greenhouse gas emissions.

### Products and Services

- Opportunity to search for and improve products and services in other new forms or from other new producers as some new choices for customers and consumers.
- Opportunity to make investment in the innovative and technological research and development to serve customers' demands, which must be relevant to the sustainability policy and measures.

### Operating Efficiency

- Applying international standards for the Company's operations, and development of operating efficiency and profitability to attain the sustainable organization.
- Cooperation with the government sector, the private sector, and other related agencies in monitoring the climate change, and in assessing any related risks before formulating the responding plan.

### Corporate Image

- Confidence from stakeholders as a business organization which cares for the environment, and increasing business competitiveness.





## Goals and Performance

### ESG Performance Indicators and Targets

#### Short-term goal

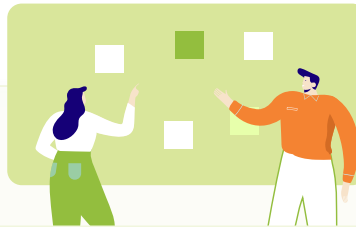
The amount of greenhouse gas emissions reduced from various activities is 27 tCO<sub>2</sub>e

#### Short-term goal

Report greenhouse gas emissions for Scope 1 and Scope 2 operations of Loxley Plc. to establish baseline data.

#### Long-term goal

Reduce greenhouse gas emissions by 20% by the year 2030 compared to the baseline year.



### 2024 Performance Results

68.23 tCO<sub>2</sub>e

Scope 1 emissions: 536 tCO<sub>2</sub>e

Scope 2 emissions: 1,319 tCO<sub>2</sub>e

The preparation of the **baseline year** greenhouse gas emissions data has been completed and successfully verified.



## Management Approaches

### • Reduce greenhouse gas emissions

- Support the preparation of organizational greenhouse gas emission and absorption reports, and seek external verification to understand emissions across activities. This enables targeted planning to reduce emissions and minimize environmental impact.
- Promote efficient resource use through various activities to cultivate awareness of resource conservation, environmental care, and encourage employee participation.
- Increase the proportion of renewable energy and clean energy usage.
- Establish activity plans and targets to reduce landfill waste.
- Build collaborative networks with business partners to carry out environmental and sustainability activities aimed at reducing greenhouse gas emissions.
- Integrate environmental and sustainability issues into business processes and set related performance targets for relevant business units and support departments.

### • Adaptation to changing climate conditions

- Adjust work procedures and provide necessary safety and occupational health equipment for employees.

### • Greenhouse gas absorption

- Explore approaches to activities that help absorb greenhouse gases.

### • Support government agencies in controlling, managing, and restoring impacts from climate change.

## Strategy

- **Raise awareness**, continuous education about climate change to create awareness and cooperation in solving problems.
- **Increase the amount of use of renewable energy and clean energy sources**. Reducing the use of energy comes from combustion sources or using energy that produces less pollution. This includes increasing energy efficiency by improving or modifying technology.

- **Improve resource efficiency**, support the cost-effective use of resources as well as efficient in every process of business operations including the use of technology that helps increase efficiency in resource use.
- **Conduct activities that support the reduction of greenhouse gas emissions**.
- **Development of products and services**, presentation of solutions and innovations that are environmentally friendly to create sustainability in both business and the environment in the long term.
- **Support the government and communities** in addressing climate change.



## Key Developments



- Organized the seminar “Loxley and Steps Towards Sustainability” for Company directors, executive board members, business unit representatives, the sustainability development Working Group, and related people, with 69 participants attending.
- Participated in the ESG DNA program organized by the Stock Exchange of Thailand, with 381 Loxley executives and employees completing the program and passing the assessment.
- Increased the proportion of renewable energy use by installing solar panels on the Company’s food waste-to-compost converter greenhouse, with an installed capacity of 2.9 kilowatts, to reduce electricity consumption from fossil fuels.
- Conducted campaigns to reduce the use of paper, plastic, and foam decrease energy consumption from electrical devices switch to energy-efficient equipment reduce food waste and segregate waste for recycling. The results were submitted to the Care the Bear project and Care the Whale projects, organized by the Stock Exchange of Thailand, reflecting greenhouse gas reductions of 12.22 tCO<sub>2</sub>e and 56.01 tCO<sub>2</sub>e, respectively.
- Prepared an organizational greenhouse gas emission and absorption report to establish baseline data, verified by Vekin (Thailand) Co., Ltd., a carbon footprint verification agency registered with the Thailand Greenhouse Gas Management Organization (Public Organization), on 28 April 2025. The reporting scope was expanded to include other indirect greenhouse gas emissions (Scope 3).
- Carried out collaborative activities with suppliers and business partners on environmental and sustainability issues, including a food waste management project.



Total Greenhouse Gas Emissions in 2024: **1,855** tCO<sub>2</sub>e

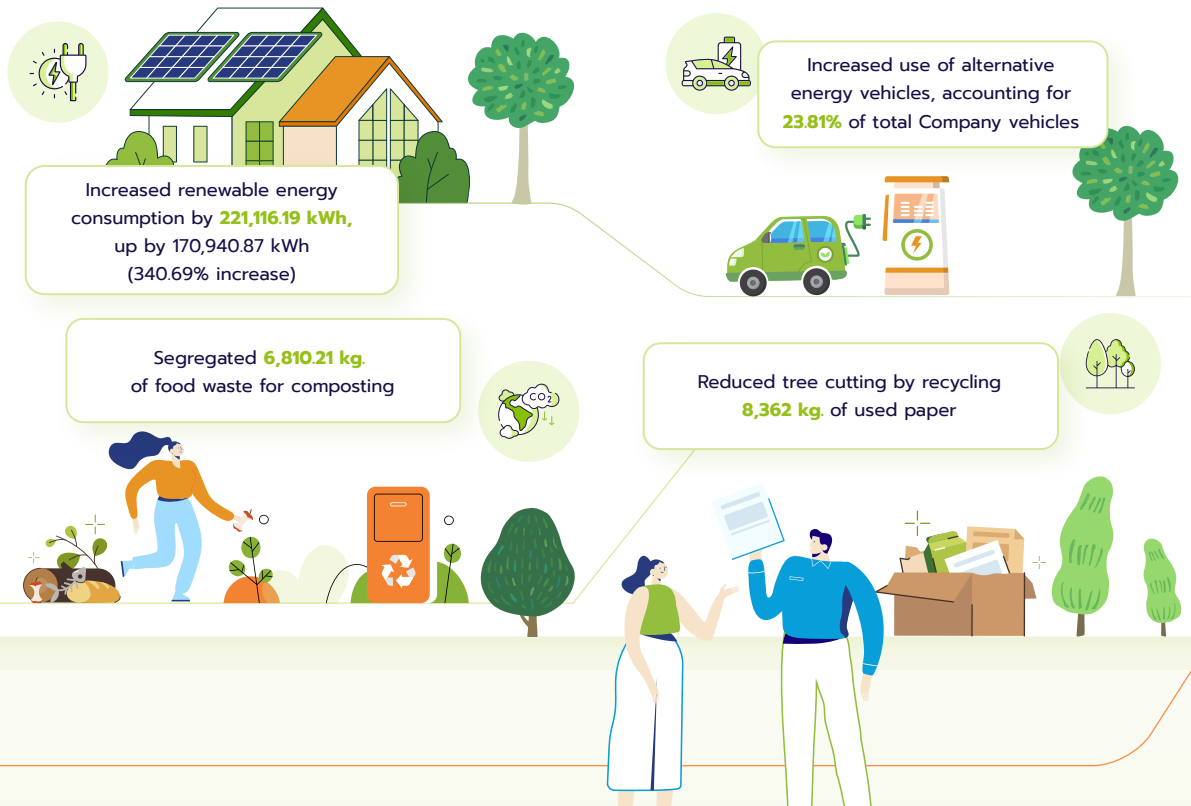


Scope 1 **536** tCO<sub>2</sub>e  
Scope 2 **1,319** tCO<sub>2</sub>e  
Scope 3 **414** tCO<sub>2</sub>e



Carbon Intensity Scope 1-2  
**3.72** tCO<sub>2</sub>e per person  
Carbon Intensity Scope 1-3  
**4.55** tCO<sub>2</sub>e per person

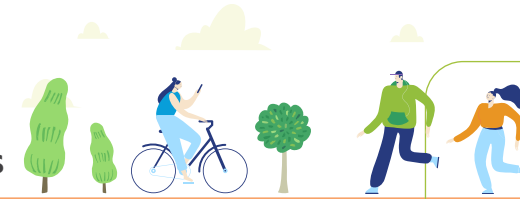
## Emission Reduction Highlights





## Activities in 2024

### Extending Measures to Reduce Environmental Impacts and Greenhouse Gas Emissions



#### 1. Sustainability Assessment:

Kickstart by assessing the impact of climate change on a Company's current business operations including energy consumption, waste generation and greenhouse gas emissions. This assessment will identify key areas for improving the implementation plan and serve as a guideline for the Company's strategic sustainability planning.

#### 2. Endorse Environmental Management and Operations Policy:

Set comprehensive and measurable goals, indicators, and establish measures to minimize resource usage and environmental impact as much as possible.

#### 3. Implement Energy Saving Measures:

Create a plan, set measures, and take action to improve energy efficiency in every step of the business process and support work, including equipment changing, building system efficiency enhancement, and the use of energy saving technology as well as promoting awareness of energy conservation practices among employees to promote a culture of sustainability.

#### 4. Carry out Projects and Activities to Support the Cost-effective and Efficient Use of Resource:

This is done by implementing the 3R policy, which is reducing the use and consumption of unnecessary resources (Reduce), Reuse and Recycle, such as implementing a waste separation project to reduce waste to landfill, promote waste and leftover management by reusing and entering the recycling process by setting up recycling bins throughout the workplace. This includes

educating employees about proper waste separation, campaign to reduce paper and plastic usage, using a personal drinking glass, refraining from using foam boxes and plastic bags in the Company's canteen, etc.

#### 5. Promote Sustainable Procurement Practices:

Endorse and communicate a Procurement Policy as a guideline for employees and related parties to ensure that procurement activities are fair, transparent, and ethical under the Company Sustainability Strategy including building confidence among stakeholders. This is done by setting criteria for selecting partners and prioritizing those that adhere to sustainable and ethical standards, focusing on purchasing environmentally friendly materials, products, and packaging including promoting and supporting partners to operate according to sustainable development guidelines to create a sustainable ecosystem throughout the supply chain.

#### 6. Promote Responsible Supply Chain Management Practices:

Create Suppliers' Code of Conduct and good practices by laying down guidelines for trading partners to study and use as a guideline for working together as well as supporting partners to apply it as a guideline for managing the organization as appropriate. This is aimed to standardize business processes between the group of companies and trading partners to be aligned in the same direction. It is considered a step of cooperation that will lead to business development together and creating a sustainable society and environment throughout the business chain.

#### 7. Support the use of Renewable Energy:

Explore the options and possibilities of switching to renewable energy such as solar power to replace the conventional energy in the office. In 2024, the Company installed a solar power generation system (Solar Rooftop) on the roof of the food waste-to-compost converter greenhouse, an additional building has been equipped, making a total of 3 buildings with a combined installed power generation capacity of 240.14 kilowatts.

#### 8. Promote Alternative Transportation:

Create incentives and explore environmentally friendly vehicle options by considering the use of electric vehicles (EVs) in Company operations. This includes EVs for food delivery by WaQ Yakiniku restaurant, patrol vehicles for ASM Management Co., Ltd. security services, and patrol and transport vehicles for Loxley Evolution Technology Co., Ltd. Additionally, implement a policy to replace and purchase Company vehicles with electric or hybrid models, along with installing EV charging stations within office building premises.

#### 9. Stakeholder and Community Engagement:

Promote collaboration with stakeholders including employees, customers, partners and local communities to jointly address environmental challenges by allowing employees to participate in sustainability activities, engaging customers in selecting environmentally friendly products and supporting community environmental projects such as waste separation, reusing plastics and waste or recycling them.



## Climate Change Response Plan

### 1. Risk Assessment and Management relating to Climate Change

The Company has assessed some risks and impact from the climate change to the businesses, risks, and related opportunities, either physical risk or transition risk. This assessment was to identify risks, assess the risk level and plan for risk management, formulate preventive measures for any possible situations, make the Company's business flexible upon an occurrence of any business crisis or interruption, and give chance for the transition to the low-carbon economic society. The Sustainable Development Working Group in collaboration with the Risk Management Working Group, which consist of many department representatives and supporting business units, mutually analyzed and integrated such information with the operating plan, and formulated targets, at the corporate and unit levels, to communicate the clear understanding, and to have the policy and practice guideline to be complied with together.

Accordingly, the Sustainability Development Working Group and the Sustainability Development Department of the Company Secretary are assigned responsibility for driving and supporting the implementation of the plan, as well as monitoring progress and reporting directly to the Executive Board and the Board of Directors.

### 2. Formulation of Climate Change Strategy

The Company has carried out the development of climate change strategy with an intent to establish the guideline aligning with international practice guidelines for disclosing the information about the climate change. The information obtained from an analysis and

assessment of risks and opportunities would be used to formulate the strategic plan and guideline to deal with the climate change. This would make the business flexible, make the stakeholders feel confident, and drive the Company to meet the sustainable growth in the future.

The Company formulated the strategy and guideline to cope with the climate change as described below.

#### • Adaptation to Climate Change

- Providing and developing the business continuity management plan to cope with any risks deriving from the natural disaster and climate variability. The risks deriving from the climate change would be also included when considering the Company's risk management plan.
- Changing the working procedure, changing any equipment or technology to be fit to the environment and climate change such as change of working hours or change of the uniform for employees working outdoor, etc.
- Supplying producers, alternative dealers, or substitute goods as alternatives if there is any emergency or crisis due to the climate change.
- Transferring some risks to other external agencies or the third parties who could cope with those risks better, e.g., making insurance, making the futures contract or financial contract, transfer or identifying responsibilities, or cooperating with suppliers to share risks, etc.

#### • Reduction of Greenhouse Gas Emissions

- Lifting efficiency in using resources.
- Promoting the use of materials or technologies emitting low carbon.
- Promoting the efficient use of resources, and increasing the use of alternative energy.
- Measuring and monitoring the greenhouse gas emission and absorption in the perating procedure of the Company.

- Monitoring technologies, and being involved in developing innovations to reduce the greenhouse gas emissions, technologies for carbon capture and storage, or increasing greenhouse gas absorption sources through various projects.

#### • Collaboration and Communications

- Arranging training activities to educate or campaign the Company's employees and stakeholders to have awareness and involvement.
- Joining hands with many communities and alliance networks to enhance the broad collaboration.
- Communicating and reporting the progress and work performance to the public.
- Giving support to government authorities and related agencies.

### 3. Target Setting in relation to Climate Change

The Company established targets and indicators in reporting the greenhouse gas emissions in accordance with the information disclosure criteria regarding sustainability as stipulated by the Stock Exchange of Thailand or the Securities and Exchange Commission (SEC). The Company has also monitored the progress and the report on target achievements through public channels. In 2024, the Company defined the reporting of its greenhouse gas emissions and absorption, which has been verified by an external verifier and kept as the base year data. In addition, the Company had the intent and determination to join hands with the industrial sector, the government sector, and other related agencies to cope with the climate change. These targets also covered the reduction of greenhouse gas emissions, the increase of efficiency in using the energy, and the implementation of the sustainable practice guideline throughout the Company's supply chain. In this regard, the Company established the long-term target for reducing greenhouse gas emissions for 20% by the year 2030 when compared with the base year.



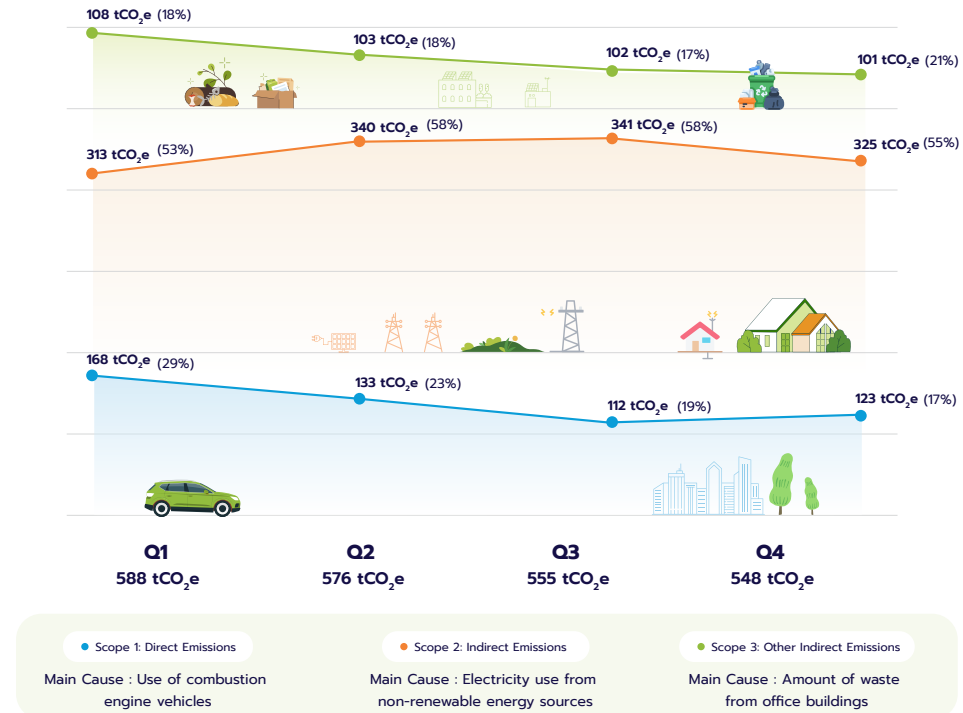
## 4. Coping with Climate Change

The Company recognizes the necessity of participating in addressing threats posed by climate change and adapting to these changes. This includes implementing measures to mitigate the impact of climate change on the Company's operations, emphasizing risk management to foster organizational resilience in crisis situations, and collaborating with all stakeholders to minimize negative environmental impacts. Additionally, preparations are made to deal with emerging changes.

The Company's Board of Directors mandates oversight concerning matters related to climate conditions. This involves implementing monitoring activities and reporting progress periodically to the Board of Directors. A Sustainable development Working Group and the Office of Company Secretary serves as a key mechanism in driving and monitoring compliance. Furthermore, climate change-related issues are integral factors in planning processes, decision-making and used as data for goal setting, strategies, risk management policies, annual budgets and business plans, as well as for legal compliance with environmental regulations.

To raise awareness about the importance of sustainable development and promote ethical sustainable practices, the Company has appointed a Sustainable Development Working Group to implement and monitor policy adherence. This working group is responsible for driving goal setting and sustainable development strategies, presenting policies and relevant operational guidelines, reviewing and setting various environmental and climate change-related goals annually and overseeing compliance, including reporting progress to the Board of Directors.

### Organizational Greenhouse Gas Emissions in 2024



## 5. Measures on Reduction of Scope 1 Greenhouse Gas Emissions (GRI 305-1, GRI 305-5)

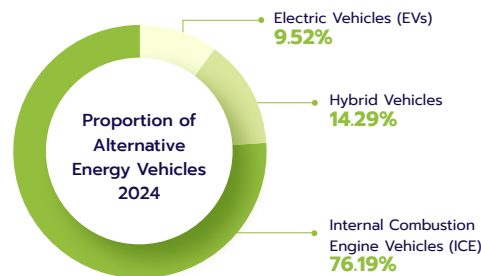
The Company is committed to addressing greenhouse gas emissions from its Scope 1 operations by recognizing the necessity of participating in solving the problem of greenhouse gas emissions. To achieve its goals, the Company has collected greenhouse gas emissions data on all its business activities. By creating a basic understanding of the sources of greenhouse gas emissions. This helps in managing and controlling greenhouse gas emissions more efficiently.

From the data record in Quarter 1/2024, the Scope 1 greenhouse gas emissions accounted for 29% of the total of 588 tCO<sub>2</sub>e. The fuel combustion from cars was the main cause of such Scope 1 emissions, representing 48% of the total amount of Scope 1 emissions. Therefore, the Company defined the policy advocacy to help reduce the greenhouse gas emissions such as change of combustion engine vehicles to electric vehicles



(EV) or hybrid cars, support for the use of electronic systems for meetings and seminars to reduce the Company's traveling, etc. This deemed an important pace for the tangible reduction of greenhouse gas emissions related to the Company's operations. The Company also tried to conduct the feasibility study in making joint investment in the business relating to the electric vehicle.

In the year 2024, the Company successfully transitioned 4 of its vehicles from internal combustion engine cars to electric cars and hybrid car, accounting for 23.81% of all vehicles under the Company's responsibility.



From the attempt at reducing the Scope 1 greenhouse gas emissions throughout the year, the Company's greenhouse gas emissions tended to be falling when compared between Quarter 1/2024 and Quarter 4/2024. In Quarter 4/2024, the Company could reduce the quantity of greenhouse gas for 45 tCO<sub>2</sub>e or it accounted for 26.79% from Quarter 1/2024. Meanwhile, the Scope 1 emissions stayed at 17% or a decrease of 12% from Quarter 1/2024. The operating performance on this matter has been regularly evaluated and monitored for further strategic changes and prompt practices. These repeatedly stated the Company's contributions to conform to the sustainability practice guideline, care for the environment, and participation in building the low-carbon society. By these attempts, the Company not only intended to mitigate the negative impact to the environment, but also to inspire positive changes internally and externally throughout the value chain.

## 6. Measures on Reduction of Scope 2 Greenhouse Gas Emissions

(GRI 302, GRI 305-2, GRI 305-5)

The Company is committed to managing greenhouse gas emissions from the operation scope 2 with an awareness of the need to address and mitigate negative environmental impacts. It starts by collecting greenhouse gas (GHG) data to assess the Company's current emissions comprehensively and identify areas for improvement to manage and reduce emissions responsibly.

From an analysis of the amount of greenhouse gas emissions in the first quarter of 2024, the activity most emitting greenhouse gases was the electricity consumption brought from outside for usage in the organization. This accounted for 53% of greenhouse gases totaling 588 tCO<sub>2</sub>e. Therefore, the Company set up a target to reduce the Scope 2 greenhouse gas emissions by supporting the use of alternative energy, which helped reduce the use of fossil fuel. In addition, the Company made a campaign for less electricity consumption in the Company through several activities such as change of electrical devices, schedule of turning on and off the lights and air-conditioning system, applying the flexible working policy by allowing each department to apply the work from home policy or flexi hour policy as appropriate, etc. In the past year, the Company installed the solar rooftop system on roofs of some houses used to operate the food waste composer machine. There was the total of 3 buildings in the Company's head office where the solar rooftop system was installed with the installed power generation capacity of 240.14 kilowatts. In 2024, electricity generated by the solar energy used in houses storing the food waste composer machine totaled 386.55 kilowatts-hour in Hanuman Building for 34,935.10 kilowatts-hour and in ICT1 Building for 185,794.54 kilowatts-hour. As a result, the greenhouse gases amounting to 17.66 tCO<sub>2</sub>e could be reduced

while the cost of purchasing electricity from outside amounting to 1,018,878 Baht could be cut. Moreover, the Company has conducted the feasibility study on installing such solar rooftop system in other buildings in the future.

If considering the quarterly greenhouse gas emissions, the Company has consumed more electricity in Quarter 2/2024 and Quarter 3/2024. However, the Company has tried to control the electricity consumption continuously under several measures. This could be seen in the performance when the greenhouse gas emissions in Quarter 4/2024 declined from Quarter 2/2024 and Quarter 3/2024 in the amount of 15 tCO<sub>2</sub>e and 16 tCO<sub>2</sub>e respectively. Meanwhile, the Scope greenhouse gas emissions dropped for 55% or representing 3% when compared with the previous quarter when the emission accounted for 58%. The Company would speed up the implementations to retain the constant reduction of electricity consumption.

## 7. Measures on Reduction of Scope 3 Greenhouse Gas Emissions

(GRI 305-2, GRI 305-5)

The Company is aware of the environmental issues at present and anticipates being part of the solution in helping to mitigate these issues through internal management processes aimed at reducing or alleviating the impact on the environment resulting from business operations. It emphasizes the importance of instilling awareness and consciousness in its personnel to utilize resources efficiently, be effective and be environmentally responsible. The focus is on reducing energy consumption, supporting renewable energy use, minimizing resource wastage and efficient waste management, all as part of caring for the environment and conserving energy in a sustainable development approach.



From the record of greenhouse gas emissions in the first quarter, the Scope 3 emissions of the Company mainly came from the purchase of electricity to be used in the organization, representing 57% of the Scope 3 greenhouse gases, which was related to the Scope 2 greenhouse gas emissions. The Company's activities also produced some waste, which was ranked second for the cause of greenhouse gas emissions, representing 25% of the Scope 3 greenhouse gas amount. In 2024, the key activities supporting the reduction of Scope 3 greenhouse gas emissions were described below.

- **Reducing Tap Water Consumption for Domestic Use in Office Buildings** (GRI 303)

The Company encourages employees to use water efficiently through internal communication channels and extends this effort to effective wastewater management. A wastewater treatment system is in place to treat office building wastewater before discharging it into the public drainage system, in order to prevent any adverse impact on the surrounding community's environment. The Company has set a target to limit tap water consumption for domestic use in office buildings to no more than 25,000 cubic meters, compared to the baseline year 2020. Additionally, the ratio of total water consumption per total number of employees is targeted to be less than 57.28 cubic meters per person per year.

In 2024, Loxley Plc. recorded tap water consumption of 12,581 cubic meters, a reduction of 12,419 cubic meters or 49.68% compared to the baseline year of 2020. This decrease is attributed to a revision in the data collection scope to align with the Company's greenhouse gas emissions reporting. The ratio of total water consumption per total number of employees was 25.21 cubic meters per person per year.

- **Reduction of Landfilled Waste** (GRI 306)

The Company is committed to continuously reducing the amount of waste sent to landfills by implementing efficient waste management practices within the organization. This is achieved through the application of the 3Rs principle Reduce, Reuse, and Recycle aimed at maximizing resource efficiency and minimizing waste generation at the source.

Awareness campaigns and internal communications have been conducted to instill a culture of resource efficiency among employees. The Company also implements a clear waste separation system and manages food waste by converting it into organic fertilizer. As a result of these measures, in 2024 (B.E. 2567), the Company successfully reduced waste sent to landfill by a total of 16,748.51 kilograms, representing 33.32% of the total waste generated.

- **Waste Segregation for Recycling** (GRI 306)

As a result of the waste management activities carried out in 2024, the Company successfully segregated and collected a total of 16,748.51 kilograms of recyclable waste. This effort contributed to a reduction in greenhouse gas emissions equivalent to the amount absorbed by 7,581 trees, or a total reduction of 68.23 tCO<sub>2</sub>e, based on data collected in collaboration with the Stock Exchange of Thailand.

From the report on the Company's greenhouse gas emissions in 2024, it could be concluded that the Scope 3 greenhouse gas emissions of the Company during 4 quarters have gradually declined because all employees and executives in the organization have pleasingly participated in implementing every measure. The Company would continue carrying out some more activities to attain the target for reducing greenhouse gas emissions for 20% by the year 2030 if compared to the established base year.

## 8. Engagement and Awareness

The Company realizes the importance of personnel to help attain the target for reducing greenhouse gas (GHG) emissions, which needs the serious involvement from all levels. Therefore, the Company formulated the policy promoting awareness and involvement of every personnel systematically and constantly by means of training and seminar, supporting for on-line training, delegating some employees to attend training courses held by external institutions, campaigns through various activities, and dissemination of information via media in the organization. These would create the corporate culture that is environmentally friendly and leads to sustainability.

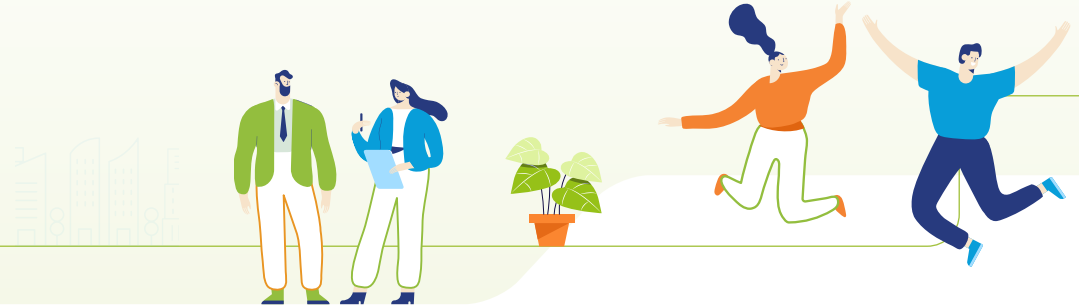
## 9. Monitoring and Reporting

To systematically measure the work performance in reducing greenhouse gas emissions, and to evaluate the efficiency of any policy, measures or programs undertaken, the Company assigned The Sustainable Development Working Group and the Office of the Company Secretary to be directly in charge of data collection. They have cooperated with all related departments to calculate the amount of greenhouse gas emissions and absorption of the Company, to assess efficiency of measures, to monitor the program progress, and to prepare the greenhouse gas emissions and absorption of the Company in order to obtain the verification done by the external independent verifier before reporting it to the Executive Board and the Board of Directors. Such information would be also communicated to the Company's stakeholders for sustainability development.



# Efficient Resource Management

Standards: GRI 3-3 / GRI 302 / GRI 303 / GRI 305-6 / GRI 306



## Organizational Importance and Commitment

Resource management, either human resource, tools, equipment, energy, budget or information, deems an important factor taking effect to the corporate competitiveness, sustainability, and growth in the long term. The efficient resource management is both “necessity” and “key strategy” constantly prioritized by the Company.

The Company had determination to promote and support the management of all types of resources worthily for better efficiency in its business operation and competitiveness. The Company also promoted the corporate culture, roots the employees’ awareness in minimizing the waste and reuse, process improvement, and applies some technologies to support the management wisely. This is to enhance a balance between the economic growth and care for the environment and natural resources, which would lead to the sustainable business operation.



## Opportunities and Impact

The Company realized an expectation from all stakeholders in its business operation on the route of sustainability. Except the creation of economic value and profit, the Company also considered how to operate the business based on environmental responsibility. Therefore, the Company formulated the corporate strategy to minimize the impact to the environment caused by the Company’s operating process through the environmental management policy and efficient resource management measures. This would help minimize the risk of non-compliance with law on environment that would lead to fines or penalties and impaired corporate image, and give chance to develop products and services serving the customers’ demands in the low-carbon trend at present.



## Goals and Performance

### ESG Performance Indicators and Targets

Electricity consumption does not exceed 2,953,500 kilowatt-hours compared to the volume as of base year 2020.

The ratio of total electricity consumption to the total number of employees is less than 5,000 kilowatt-hours per person per year.

The amount of renewable energy consumption increased by 2.5% compared to 2023.

The amount of water used for consumption in the office does not exceed 25,000 cubic meters, compared to the amount as of the base year 2020.

The ratio of total water consumption to total number of employees is less than 57.28 cubic meters per person per year.

The amount of waste sorted and sent for recycling totaled 5,600 kilograms, which is equivalent to the greenhouse gas reduction absorbed by 3,000 trees.

Manage food waste to reduce it by 20% from the total amount of food waste

### 2024 Performance Results

**2,672,703.41** kilowatt-hours, or decreased **9.51%**

**5,356.12** kilowatt-hours per person per year.

**221,116.19** kilowatt-hours, increased 170,940.87 kilowatt-hours, or **340.69%**

**12,581** cubic meters, increased **49.68%**

**25.21** cubic meters per person per year.

**16,748.51** kilograms  
**7,581** Trees

**6,810.21** kilograms, or equivalent to **33.33%**



## Strategy



- Cultivate and create awareness among the Company's personnel to use resources in a worthwhile manner. Be responsible for the environment, especially regarding reducing energy use, efficient use of resources and waste management.
- Take measures to use resources efficiently, effective in every business process, manage waste efficiently with the 3R concept.
- Drive innovative ideas in developing products and services, solutions, and business opportunities that takes into account the impacts of climate change, the environment, and hygiene.



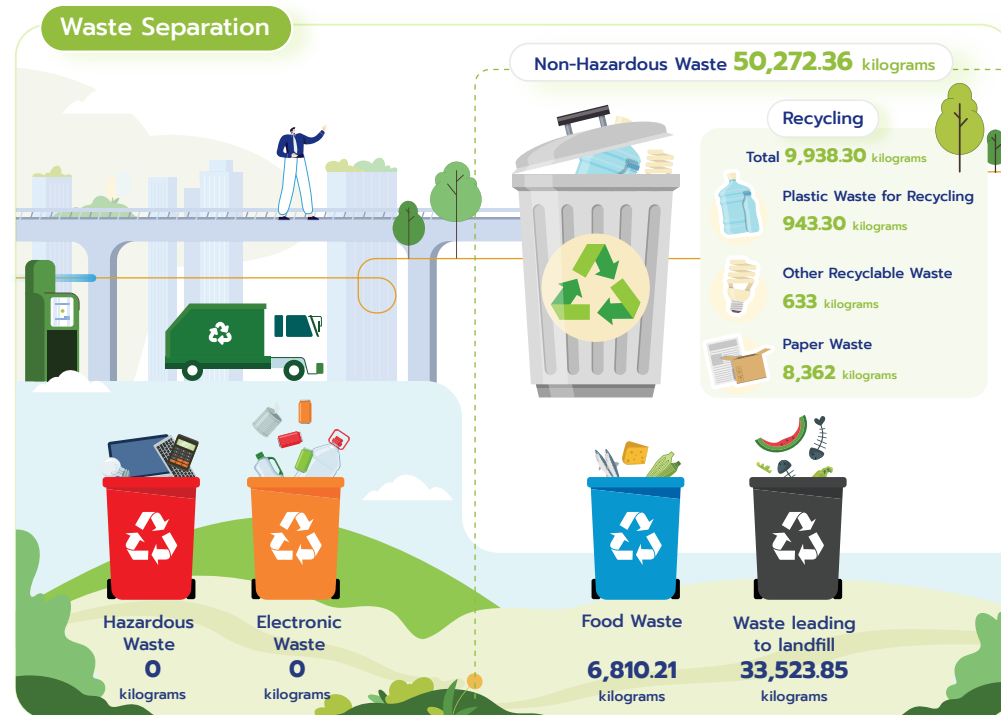
## Management Approaches

- Arranging campaigns for reduce, reuse, recycle, and upcycle.
- Searching for chance to use the alternative energy in the business operation process.
- Creating innovations, solutions, and services which help mitigate the impact to the environment, and create the economic and social value.

## Key Developments



- The amount of waste sent for recycling was 16,748.51 kilograms, accounting for 33.32% of total waste.
- Separated PET plastic bottles for upcycling, totaling 331.80 kilograms.
- Sorted hard and soft plastics to recycle into advanced bio-oil, totaling 267.7 kilograms.
- Installed a food waste composting machine to convert food scraps into fertilizer, reducing landfill waste by more than 6,810.21 kilograms.





## Activities in 2024

### 1. Environmental Management and Operational Policy

The Company continuously conducts analysis, assessment, and strategy formulation to develop business approaches focused on efficient management and use of resources. It adheres to the principles of efficiency and effectiveness by utilizing fewer resources following the circular economy development framework. This aims to build confidence among stakeholders, meet current consumer behavior and usage demands, enhance competitive capabilities, and prepare for the complexity of future environmental regulations and laws related to climate change. The goal is to improve operational approaches and business activities to align with sustainability principles through evaluation and measurement of success using various key performance indicators.

In current business operations, environmental management policies and approaches have garnered significant attention from stakeholders, including consumers, investors, and regulatory agencies who closely monitor the Company's environmental and sustainability efforts. The Company acknowledges the expectations of all stakeholders and its environmental responsibilities, therefore committing to conducting business activities based on sustainability principles. It integrates environmental management systems and policies effectively into the Company's operational strategies under good corporate governance, Business Code of Conduct, and internationally recognized sustainability principles to establish a foundation for the organization's long-term existence. Moreover, the

organization's environmental policy framework and management not only mitigate environmental risks but also promote innovation, the application of environmentally friendly technologies, and more efficient resource management. It also prepares the Company to adapt to future changes in environmental regulations.

The Company has established an Environmental Management Policy to provide guidance for managing its environmental projects comprehensively, in accordance with environmental regulations, international standards, and systematic integration. This involves developing organizational structures, strategies, planning processes, resource allocation and reducing environmental impacts. It serves as a blueprint for organization-wide practices to help mitigate the risks of non-compliance with environmental laws, reduce the chances of penalties, minimize environmental impacts from business operations and mitigate potential damage to the Company's reputation. The Company's environmental management policy includes the following key principles:

#### Roles, Duties and Responsibilities of the Board of Directors

The Board of Directors of the Company is responsible for overseeing that the business operations comply with relevant laws, regulations, policies and environmental standards. This includes approving and reviewing environmental policies to ensure alignment with relevant practices, as well as integrating policies with business strategies and processes. Continuous improvement of environmental operational measures is also part of their oversight role.

#### Duties and Responsibilities of the Management

The management side of the Company is responsible for setting objectives, goals, performance indicators, measures and operational methods related to environmental matters according to the business context, in line with environmental management policies and practices. This includes establishing structures and representatives responsible for managing, monitoring, controlling and auditing operations to ensure compliance with relevant laws, regulations, policies and practices, as well as promoting and supporting all employees to work in accordance with the established policies and communicating to create awareness of policies and measures for stakeholders continuously. Additionally, regular reports on policy implementation are provided to the Company's Board of Directors.

#### Compliance with the Law Rules and Regulations

The Company is committed to complying with all environmental laws and regulations related to its business operations. It ensures regular monitoring and continual improvement of environmental management practices to remain in compliance with evolving legal requirements.

#### Promoting Continuous Development

The Company recognizes the importance of continuous improvement in environmental performance, including regular evaluation, monitoring, and reporting. It also supports investment opportunities to develop technologies and practices aimed at reducing environmental impacts.





## Planning and Objectives of Operations

The Company will establish plans and objectives for operations to mitigate environmental impacts, setting measurable goals with clear timelines that align with the Company's sustainable development policies and business context. This includes regular monitoring and evaluation of operational performance, as well as reviewing and adjusting environmental operation plans and objectives as necessary.

## Creating Awareness Among Stakeholders

The Company fosters awareness among both internal and external stakeholders regarding environmental management policies, related impacts and best practices. This involves public relations efforts and communication to raise awareness about environmental practices throughout the supply chain.

## Employee Training and Development

The Company organizes training programs, educational materials, or other suitable activities covering environmental issues for employees to enhance their knowledge and understanding of environmental impacts from related business activities and to foster environmental awareness.

## 2. Environmental Management System

The Company places great importance on conducting operations with consideration for environmental impacts and recognizes the necessity of having an effective management system to prevent, control, and reduce potential environmental impacts arising from various operational processes.

The Company has developed an Environmental Management System (EMS) systematically to manage environmental impacts resulting from its operations efficiently. This includes planning, implementation, control, evaluating, and monitoring environmental operation results. The Company demonstrates a commitment to responsible resource and environmental management, complying with relevant regulations, integrating goals and indicators at both organizational and departmental levels to drive environmental operations organization-wide. Continuous monitoring, reporting and disclosure emphasize transparent and accountable environmental stewardship practices, building confidence in regulatory compliance and sustainability.

Additionally, the Company continuously strives to cultivate a culture of continuous improvement, driving innovation and operational efficiency, promoting engagement with stakeholders both internally and externally, fostering awareness and supporting cooperation with governmental, private and civil society organizations to jointly build a sustainable future.

In 2024, Loxley Property Development Co., Ltd., a subsidiary and the main office space provider for the Company and most of its affiliated companies, received certification under the international environmental management standard ISO 14001:2015. The Company actively participated in providing feedback and planning management measures to prevent environmental impacts and ensure employee hygiene within the building as a tenant. Furthermore, the Company has ongoing plans to certify the environmental management systems of other companies within the group, setting this as a target for sustainability operations involving relevant employees, business units, and as a key organizational objective.



### 3. Energy Management Plan <sup>(GRI 302)</sup>

The Company set up the Energy Management Working Group to efficiently define any energy management plans and measures. Also, the Company has regularly promoted the energy conservation through various programs and activities such as campaign for use of elevators, energy conservation in different ways, making public relations media and campaign signs displayed in many sites in the office building, making some video clips to educate and campaign about the safe use of energy, period of turning on and off the lights and air-conditioning system, installation of solar rooftop on the office building, etc. The Company placed the policy to reduce the power consumption, and to support the use of alternative energy in its business operation process, depending on context and appropriateness. In 2024, the Company increased the use of alternative energy to 35,321.65 kilowatts-hour or 175.10% from the year 2023 so that electricity purchased from the grid in the Company's business operation would be dropping. The remaining amount of electricity purchased from the grid was 2,637,381.76 kilowatts-hour, a decrease of 280,796.59 kilowatts-hour or 9.51% if compared to the purchase of electricity for 2,953,500 kilowatts-hour at the year base in 2020.

### 4. Water Management Plan <sup>(GRI 303)</sup>

The Company has established a policy and plan for responsible water management for office consumption to continuously reduce pollution and negative impacts on society and the environment. This includes conducting campaigns to encourage employees to use water efficiently and appreciate its value in daily life, such as posting water-saving reminders near washbasins to raise awareness. Additionally, the Company has implemented an effective wastewater management system by systematically treating wastewater from office buildings

before discharging it into the public drainage system, to prevent adverse effects on the surrounding community environment. In 2024, the Company's water consumption was 12,581 cubic meters, a reduction of 12,419 cubic meters, or 49.68%, compared to the baseline consumption of 25,000 cubic meters in 2020. The Company recognizes the challenges related to setting goals and strategies for more efficient water management and will review and seek appropriate practices to further enhance the efficiency of water resource management going forward.

### 5. Waste Management and Landfill Reduction Plan <sup>(GRI 306)</sup>

To ensure effective management of waste and residual materials, the Company has established standardized procedures for waste segregation, including hazardous waste management, to be consistently applied across the entire organization. Moreover, the Company actively promotes awareness of waste reduction throughout its operational processes and business activities along the value chain. Employees are encouraged through communication campaigns to minimize the use of unwanted materials generated from operations and to manage waste responsibly. The Company

follows the 3Rs principle: Reduce, Reuse, and Recycle, which serves as a guiding concept and practice for the efficient use of available resources and helps reduce overall waste generation. Clear waste separation pathways for each waste type are implemented through awareness campaigns. The Company also provides education to communities and schools on waste segregation, integrating these efforts with the Company's social responsibility activities.

### Waste Sorting Activity for Recycle Process

The Company targeted to reduce the amount of waste that was moved to the landfill. The efficient waste management began from less use, reuse, recycle, and waste sorting through various campaigns, e.g., paper waste sorting for the recycling process, plastic waste sorting, etc.

From the activity performance in 2024, the Company has sorted some waste to the recycling process in the total of 16,748.51 kilograms, divided into the plastic waste for 943.30 kilograms, paper waste for 8,362 kilograms, food waste for 6,810.21 kilograms, and others for 633 kilograms. The amount of greenhouse gases reduced was equivalent to 7,581 trees used to absorb the greenhouse gases or it was equivalent to the reduction of greenhouse gas emissions for 68.23 tCO<sub>2</sub>e (from data collection performed with the Stock Exchange of Thailand). As a result, in 2024, the Company could reduce the amount of waste to be landfilled for 33.32% of the total waste.



## Rak Laek Project

The Company joined hands with SCGP RECYCLE, a sustainability alliance network, to run “Rak Laek Project” to reduce the emerge of waste, promote waste sorting, and handle paper waste in the office by delivering it to SCGP RECYCLE which would be recycled properly to be new paper for use in the office. This program not only supported the worthwhile use of resources, reduced the emerge of waste, and encouraged the cost-effective reuse of resources under the Circular Economy Principles, it helped reduce greenhouse gas emissions which mainly caused the climate change. At the first phase of this activity, over 900 kilograms of waste paper including black and white paper, color paper, and brown kraft paper were recycled to be new paper.

### Performance Results of the “Rak Laek Project” in 2024



You have recycled 930 kilograms of paper

Reduce tree cutting		16 Trees
Reduce CO <sub>2</sub> emissions		632 kilograms
Reduce water consumption		24,180 liters
Reduce fuel consumption		1,302 liters
Reduce energy consumption		3,720 kilowatt

## Food Wastes-to-Fertilizer Project

The Company in collaboration with Oklin (Thailand) Company Limited took the food-wastes-to-fertilizer machine, an innovation for environment and society, to eradicate food scraps from canteens and office building. The food waste composter machine has the process of digesting food by using the microbe. This project was to support the reduction of non-hazardous waste in the type of food for 20% of the total food waste. This project received good cooperation from many employees, executives, and third parties who used the service at the Company’s canteens and banquet rooms. During 4 months of the program undertaking, the food wastes could be separated from the waste to be landfilled for 6,810.21 kilograms. This helped reduce the amount of greenhouse gases in the total of 5.41 tCO<sub>2</sub>e, and transform food wastes to be the organic fertilizer or plant vitamin in the amount of 1,619 kilograms. This organic fertilizer was used to nurture plants in the Company’s area, and was made as the souvenir to deliver the concept of environmental conservation to any suppliers, customers, and stakeholders of the Company.

Apart from an expectation to reduce the environmental impact, the Company gave value back to the society by delivering the plant vitamin to the Khlong Toey District Office and BMA for nurturing plants in the parks and organic planting plots in many communities there so that they were abundant and able to absorb greenhouse gases completely. In 2025, the Company also expanded this delivery of fertilizer over 3,700 kilograms to Foong Kachorn Garden, Organic Agriculture Community Enterprise, Pathum Thani province to nurture plants there as the prototype of making the organic agriculture. The agricultural products were turned back to the Company’s employees through the community distribution in the CSR & OPPI Market activity where the communities and general people were also allowed to sell their local and health products in the Company’s canteens in every quarter. This aimed to create the career, generate the income, share knowledge, and access to quality products easier.





# 03

## Appendix

About this Report	100
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Sustainability Performance Statistics	102
---------------------------------------	-----

GRI Content Index	109
-------------------	-----

Assurance Statement	114
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Readers' Opinions Survey	115
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## About this Report (GRI 2-1, 2-3, 2-4)

This Sustainability Report presents Loxley’s sustainability performance for the year 2024, covering environmental, social, governance (ESG), and economic dimensions. The report was published in May 2025 and includes information from Loxley Plc. and its subsidiaries in which the Company holds at least 50% of shares or has management control, as well as other entities that voluntarily disclose information. There were no restatements or changes in data, variables, or calculation methods in the 2024 reporting process that would affect or require amendments to the previous year’s (2023) report.

### Reporting Boundaries (GRI 2-3)

The information presented in this report covers the operational period from 1 January to 31 December 2024, and includes data from the Company and its subsidiaries in Thailand, as specified within the reporting scope for each type of information. The reporting period aligns with the Company’s financial reporting cycle and follows the guidelines set out in the GRI Standards 2021.

### Contact to Inquire About the Report (GRI 2-1, 2-3, 2-14)

**Loxley Public Company Limited**

**Office of Company Secretary**

**Address:** 102 Na Ranong Road, Khlong Toei Subdistrict,  
Khlong Toei District, Bangkok 10110

**Telephone:** (66) 0-2348-8000

**Email:** companysecretary@loxley.co.th

The results of sustainable development operations presented in this report are the information that is the responsibility of Loxley Public Company Limited and the Company’s Board of Directors and executives. Its role is to follow up, inspect, give advice, and consider approval of the information disclosed in this report for the content of the report to be complete and complete and create value for all stakeholders.

### Quality Control of Report Preparation (GRI 2-5, 2-14)

The Office of Company Secretary is the central unit for controlling the quality of sustainability development reports to be accurate and complete. The data collection has been checked for accuracy in accordance with the criteria. All guidelines and operating procedures are also reported to the Board of Directors.

### Improving the Quality of Reporting

All groups of stakeholders can express your opinions about the 2024 Sustainability Development Report by going to section Reader Opinion Questionnaire in page 115. The Company will analyze the comments received to improve work and develop the Company’s reporting. To be more efficient and consistent with the needs of stakeholders.

### Membership in Associations (GRI 2-28)



The Stock Exchange of Thailand  
(SET)



The Securities and Exchange  
Commission, Thailand (SEC)



Thai Bond Market Association  
(ThaiBMA)



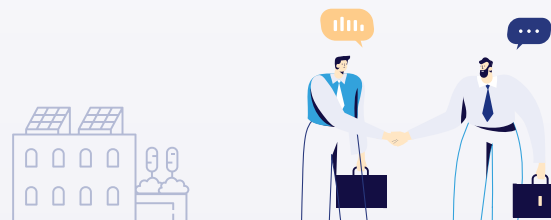
The Federation of Thai Industries  
(FTI)



The Council of Engineers



The Thai Chamber of Commerce



# Scope of Environmental, Social, Economic, and Governance Disclosures (GRI 2-1, 2-2)

No.	Company	Environmental								Social			Economic, and Governance		Disclosures in the 2023 Report
		Energy Management			Water Management		Waste Management		GHG Emissions Reporting	Human Resource Management and Training	Labor Practices	Occupational Health and Safety	Revenue	Corporate Governance	
		Electricity (Grid)	Electricity (Solar Rooftop)	Fuel	External Water Supply	COD	General Waste	Recyclable Waste							
1	Loxley Public Company Limited (Loxley)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
Direct Subsidiaries															
2	Loxbit Public Company Limited (Loxbit)	/	/		/		/						/	/	
3	Data Mining Company Limited (Data Mining)	/			/		/	/		/			/	/	/
4	L Food Solutions Company Limited (L Food)	/			/		/	/		/			/	/	/
5	Loxley Power Systems Company Limited (LPS)	/			/		/	/		/		/	/	/	/
6	Loxley Engineering Company Limited (Loxley Engineering)	/			/		/	/		/			/	/	
7	Loxley System Integrator Company Limited (LSI)	/			/		/	/		/			/	/	/
8	ASM Security Management Company Limited (ASM)	/	/		/		/	/		/			/	/	/
9	Loxley Property Development Company Limited (Lox Prop)	/	/		/		/	/		/		/	/	/	/
10	Loxley Orbit Public Company Limited (Loxley Orbit)	/	/		/		/						/	/	
11	Loxley Wireless Public Company Limited (Loxley Wireless)	/			/		/						/	/	
12	Green Natural Product Company Limited (GNP)	/			/		/	/		/			/	/	/
13	Loxley Evolution Technology Company Limited (LET)	/			/		/	/		/		/	/	/	/
14	Loxley Trading Company Limited (Loxley Trading)	/	/		/		/	/		/			/	/	/
Indirect Subsidiaries															
15	Thai Gateway Company Limited (Thai Gateway)	/			/		/	/		/			/	/	/
16	Professional Computer Company Limited (PCC)	/	/		/		/	/		/			/	/	
17	ASM Training Company Limited (ASMT)	/			/		/	/		/			/	/	/

Note: This report covers information from Loxley Plc. and its direct and indirect subsidiaries over which Loxley Plc. has control. The reporting scope includes operations located in the Khlong Toei district of Bangkok. However, certain direct and indirect subsidiaries are not included in the scope of this report, either because their data is not material to the overall performance of the Loxley Group or has not yet been consolidated in this reporting year.





# Sustainability Performance Statistics

## Environmental Performance Summary

GRI	List	Unit	Performance		
			2024	2023	2022
GRI 302-1	Electricity purchased for consumption from nonrenewable energy sources	Kilowatt-Hours	2,637,381.76	2,418,000.00	2,614,000.00
	Electricity purchased or generated for consumption from renewable energy sources	Kilowatt-Hours	35,321.65	12,839.52	0
	Total electricity consumption within the organization <sup>1</sup>	Kilowatt-Hours	2,672,703.41	2,430,839.52	2,614,000.00
	Diesel consumption	Litres	132,914.46	103,406.53	N/A
	Gasoline consumption	Litres	10,588.13	10,927.75	N/A
	Total fuel consumption	Litres	143,502.59	114,334.28	N/A
	Total energy consumption within the organization	Megawatt-Hours	2,816.21	2,545.17	2,614.00
	Total electricity expense	Baht	13,254,428.02	13,501,523.21	12,856,255.48
	Total fuel expense	Baht	4,744,611.59	1,467,152.07	N/A
	Total expenses for electricity and fuel consumption	Baht	17,999,039.61	14,968,675.28	12,856,255.48
GRI 302-3	Intensity ratio of total electricity consumption within the organization to total number of employees	Kilowatt-Hours/Person/Year	5,356.12	5,001.73	4,979.05
	Percentage of total electricity expense to total revenues	%	0.12	0.12	0.10
	Percentage of total electricity expense to total expenses	%	0.11	0.12	0.10
	Intensity ratio of total electricity expense to total number of employees	Baht/Person/Year	26,561.98	27,780.91	24,488.11
	Ratio of fuel consumption to total number of employees	Litres/Person/Year	287.58	235.25	N/A
	Percentage of total fuel expense to total revenues	%	0.41	0.13	0.03
	Percentage of total fuel expense to total expenses	%	0.40	0.13	0.03
	Ratio of total fuel expenses to total number of employees	Baht/Person/Year	9,508.23	3,018.83	N/A
	Intensity ratio of total energy consumption within the organization to total revenues	Megawatt-Hours/ Thousand Baht of total revenues	0.00024604	0.00022653	0.00020683
GRI 302-4	Target to reduce electricity purchases for use (Base year 2020: Purchase electricity for use 2,953,500 kilowatt-hours)	Kilowatt-Hours	246,817.53 or Decreased by 10%	N/A	N/A
	Reduction in electricity purchases from external sources <sup>2</sup>	Kilowatt	316,118.24	535,500.00	339,500.00
	Reduction in total electricity consumption <sup>2</sup>	Kilowatt-Hours	280,796.59	485,324.68	339,500.00
	Reduction in Diesel fuel consumption <sup>3</sup>	Litres	-29,507.93	N/A	N/A
	Reduction in Gasoline consumption <sup>3</sup>	Litres	339.62	N/A	N/A
	Fuel consumption Reduction <sup>3</sup>	Litres	-29,168.31	N/A	N/A
	Total Energy consumption Reduction <sup>3</sup>	Megawatt-Hours	251.43	484.94	339.23
GRI 303-3, GRI 303-5	Reduction of water consumption (Base year 2020: Net water consumption 25,000.00 cubic meters)	Cubic meters	2,500.00 or Decreased by 10%	N/A	N/A
	Total water withdrawal by third-party water <sup>4</sup>	Cubic meters	12,581.00	27,837.00	26,918.00
	Intensity ratio of total water withdrawal to total number of employees	Cubic meters/Person/Year	25.21	57.28	51.27
	Intensity ratio of total water consumption to total revenues	Cubic meters/Thousand Baht of total revenues	0.00109913	0.00247756	0.00212983

<sup>1</sup> Total electricity consumption of Loxley Plc., Loxley Group has a total electricity consumption of 4,927,056.19 kilowatt-hours, or a ratio of total electricity consumption to the number of employees of Loxley Group of Companies of 1,916.40 kilowatt-hours/person/year.

<sup>2</sup> Compared to the base year, the purchased electricity and total electricity consumption amounted to 2,953,500 kilowatt-hours

<sup>3</sup> Compared to the previous year

<sup>4</sup> Total water usage of Loxley Plc. Loxley Group has a total water usage of 43,826.00 cubic meters, or a ratio of total water usage to the number of employees of the Group of Companies of 57.28 cubic meters/person/year.



GRI	List	Unit	Performance		
			2024	2023	2022
GRI 303-3, GRI 303-5	Total water withdrawal expense from third-party water	Baht	395,922.08	436,107.32	427,662.16
	Total water withdrawal expense	Baht	395,922.08	436,107.32	427,662.16
	Percentage of total water withdrawal expense to total revenues	%	3.46	3.88	3.38
	Percentage of total water withdrawal expense to total expenses	%	3.38	3.81	3.34
	Intensity ratio of total water withdrawal expense to total number of employees	Baht/Person/Year	793.43	897.34	814.59
GRI 305-1	Total greenhouse gas emissions - Scope 1 <sup>5</sup>	tCO <sub>2</sub> e	536.00	361.18	N/A
	Greenhouse gas emissions - Scope 1 base year (current year)	tCO <sub>2</sub> e	536.00	N/A	N/A
	Ratio of greenhouse gas emissions - Scope 1 to total revenue	tCO <sub>2</sub> e/1,000 Baht of total revenues	0.000046	0.000032	N/A
	Ratio of greenhouse gas emissions - Scope 1 to total employees	tCO <sub>2</sub> e/Person	1.07	0.74	N/A
GRI 305-2	Total greenhouse gas emissions - Scope 2 <sup>5</sup>	tCO <sub>2</sub> e	1,319.00	1,148.43	N/A
	Greenhouse gas emissions - Scope 2 base year (current year)	tCO <sub>2</sub> e	1,319.00	N/A	N/A
	Ratio of greenhouse gas emissions - Scope 2 to total revenue	tCO <sub>2</sub> e/1,000 Baht of total revenues	0.00011	0.00010	N/A
	Ratio of greenhouse gas emissions - Scope 2 to total employees	tCO <sub>2</sub> e/Person	2.64	2.36	N/A
GRI 305-3	Total greenhouse gas emissions - Scope 3 <sup>5</sup>	tCO <sub>2</sub> e	414.00	N/A	N/A
	Greenhouse gas emissions - Scope 3 base year (current year)	tCO <sub>2</sub> e	414.00	N/A	N/A
	Ratio of greenhouse gas emissions - Scope 3 to total revenue	tCO <sub>2</sub> e/1,000 Baht of total revenues	0.000036	N/A	N/A
	Ratio of greenhouse gas emissions - Scope 3 to total employees	tCO <sub>2</sub> e/Person	0.82	N/A	N/A
GRI 305-4	Total greenhouse gas emissions	tCO <sub>2</sub> e	2,269.00	1,509.61	N/A
	Ratio of greenhouse gas emissions from Scope 1+ 2	tCO <sub>2</sub> e/Person	3.72	3.11	N/A
	Ratio of greenhouse gas emissions from Scope 1+2+3	tCO <sub>2</sub> e/Person	4.55	3.11	N/A
	Intensity ratio of greenhouse gas emissions scope 1+2+3 to total revenues	tCO <sub>2</sub> e/1,000 Baht of total revenues	0.000198	0.000134	N/A
GRI 305-5	Total reduced greenhouse gas	kgCO <sub>2</sub> e	68,230.00	22,140.93	N/A
	Care the Bear Project	kgCO <sub>2</sub> e	12,220.00	1,264.00	N/A
	Care the Whale Project	kgCO <sub>2</sub> e	56,010.00	20,876.93	N/A
GRI 306-3	Total waste generated	Kilograms	50,272.36	10,619.87	N/A
	Total non-hazardous waste	Kilograms	50,272.36	10,619.87	N/A
	Non-hazardous waste - Incineration with energy recovery	Kilograms	0.00	N/A	N/A
	Intensity ratio of total waste generated to total revenues	Kilograms/Thousand Baht of total revenues	0.0043	0.00094	N/A
	Intensity ratio of total non-hazardous waste to total revenues	Kilograms/Thousand Baht of total revenues	0.0043	0.00094	N/A
	Intensity ratio of total hazardous waste to total revenues	Kilograms/Thousand Baht of total revenues	0.00	N/A	N/A
GRI 306-4	Reused/Recycled non-hazardous waste	Kilograms	16,748.51	3,352.80	903.90
	Percentage of total reused/recycled waste to total waste generated	%	33.32	31.57	N/A
GRI 306-5	Non-hazardous waste - Landfilling	Kilograms	33,523.85	7,267.07	N/A
	Non-hazardous waste - Incineration with energy recovery	Kilograms	0.00	N/A	N/A
	Hazardous waste - Landfilling	Kilograms	0.00	N/A	N/A
GRI 307-1	Number of cases or incidents of legal violations or negative environmental impact	Cases	0	0	0

<sup>5</sup> Calculate using emission factors based on the Global Warming Potential (GWP) IPCC 2013, AR5, and as specified by the Thailand Greenhouse Gas Management Organization (Public Organization).



## Social Performance Summary

GRI	List	Unit	Performance		
			2024	2023	2022
GRI2-7 <sup>6</sup>	Total Employment	Person	509	486	525
	Percentage of employees to total employment	%	98.04	100.00	100.00
	Total employees	Person	499	486	525
	Male employees	Person	259	259	276
		%	51.90	53.29	52.57
	Female employees	Person	240	227	249
GRI 2-8 <sup>6</sup>		%	48.10	46.71	47.43
	Percentage of non-employee workers to total employment	%	1.96	N/A	N/A
	Total of workers who are not employees	Person	10	N/A	N/A
	Male workers who are not employees	Person	2	N/A	N/A
		%	20.00	N/A	N/A
	Female workers who are not employees	Person	8	N/A	N/A
GRI 405-1 <sup>6</sup>		%	80.00	N/A	N/A
	Total number of employees under 30 years old	Person	115	100	99
		%	23.05	20.58	18.86
	Total number of employees 30-50 years old	Person	237	246	261
		%	47.49	50.62	49.71
	Total number of employees over 50 years old	Person	147	140	165
		%	29.46	28.81	31.43
	Total number of male employees under 30 years old	Persons	57	51	45
		%	22.01	19.69	16.30
	Total number of male employees 30-50 years old	Persons	122	128	132
		%	47.10	49.42	47.83
	Total number of male employees over 50 years old	Persons	80	80	99
		%	30.89	30.89	35.87
	Total number of female employees under 30 years old	Persons	58	49	54
		%	24.17	21.59	21.69
	Total number of female employees 30-50 years old	Persons	115	118	129
		%	47.92	51.98	51.81
	Total number of female employees over 50 years old	Persons	67	60	66
		%	27.92	26.43	26.51
	Total number of employees in operational level	Persons	361	347	382
		%	72.34	71.40	72.76

<sup>6</sup> Data as of 31 December 2024.



GRI	List	Unit	Performance		
			2024	2023	2022
GRI 405-1 <sup>6</sup>	Total number of employees in management level	Persons	71	74	78
		%	14.23	15.23	14.86
	Total number of employees in executive level	Persons	67	65	65
		%	13.43	13.37	12.38
	Total number of male employees in operational level	Persons	189	188	202
		%	72.97	72.59	73.19
	Total number of male employees in management level	Persons	32	32	35
		%	12.36	12.36	12.68
	Total number of male employees in executive level	Persons	38	39	39
		%	14.67	15.06	14.13
	Total number of female employees in operational level	Persons	172	159	180
		%	71.67	70.04	72.29
	Total number of female employees in management level	Persons	39	42	43
		%	16.25	18.50	17.27
	Total number of female employees in executive level	Persons	29	26	26
		%	12.08	11.45	10.44
GRI 2-21, GRI 405-2	Total employee remuneration	Baht	360,070,270.00	320,686,242.74	362,527,839.00
	Total male employee remuneration	Baht	181,062,775.00	163,751,298.22	215,196,204.00
		%	50.29	51.06	59.36
	Total female employee remuneration	Baht	179,007,495.00	156,934,944.52	147,331,635.00
		%	49.71	48.94	40.64
	Average remuneration of employees	Baht/Person	721,583.71	659,848.23	690,529.22
	Average remuneration of male employees	Baht/Person	699,084.07	632,244.39	779,696.39
GRI 2-30	Average remuneration of female employees	Baht/Person	745,864.56	691,343.37	591,693.31
	Ratio of average remuneration of female employees to male employees		1.07	1.09	0.76
GRI 2-30	Total number of employees entitled to benefits as determined by the Welfare Committee in consultation with the company to provide	%	100	100	100
GRI 401-1	Evaluation result of employee engagement	Score	4.94	N/A	N/A
	Total number of employee turnover leaving the company voluntarily	Person	51	55	59
		%	10.22	11.32	11.24
	Total number of male employee turnover leaving the company voluntarily	Person	28	25	31
		%	5.61	5.14	5.90
	Total number of female employee turnover leaving the company voluntarily	Person	23	30	28
		%	4.61	6.17	5.33

<sup>6</sup> Data as of 31 December 2024.



GRI	List	Unit	Performance		
			2024	2023	2022
GRI 401-3	Total number of employees eligible for parental leave	Persons	283	286	291
	Number of male employees eligible for parental leave	Persons	0	0	0
	Number of female employees eligible for parental leave	Persons	283	286	291
	Total number of employees that took parental leave	Persons	0	3	7
	Total number of employees that returned to work in the report period after parental leave ended	Persons	0	3	7
		%	0	100	100
	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Persons	0	1	6
	Return to work and retention rates of employee that took parental leave	%	0	33.33	85.71
GRI 402-1	Minimum number day's notice typically provided to employees to the implementation of significant operational changes	Day	30	30	30
	Total number of cases or incidents of significant legal or social and human rights violations	Cases	6	0	1
	Total number of cases or incidents leading to significant labor disputes	Cases	0	0	0
GRI 403-8	The number of employees who are controlled by the Company's occupational health and safety management system	Persons	499	486	525
	The number of employees who are controlled by the Company's occupational health and safety management system that has been internally audited	Persons	100	100	100
	The number of employees who are controlled by the Company's occupational health and safety management system that has been audited or certified by an external party	Persons	100	100	100
	The number of contractors and workers who are controlled by the Company's occupational health and safety management system	Persons	22	N/A	N/A
	The number of contractors and workers who are controlled by the Company's occupational health and safety management system that has been internally audited	Persons	22	N/A	N/A
	The number of contractors and workers who are controlled by the Company's occupational health and safety management system that has been audited or certified by an external party	Persons	N/A	N/A	N/A
GRI 403-9	Total number of hours worked by employees	Hours	1,036,422.00	1,026,432.00	1,108,800.00
	Total number of employees that fatalities as a result of work-related injury	Persons	0	0	0
		%	0.00	0.00	0.00
	Total number of employees that lost time injuries for 1 day or more	Persons	2	0	1
		%	0.40	0.00	0.19
	Lost Time Injury Frequency Rate (LTIFR) of employees	Persons/1 million-manhours	1.93	N/A	N/A
	The number of contractors, workers, or business partners who died due to work-related incidents on company premises	Persons	0	0	N/A
		%	0	0	N/A
	The number of contractors and workers injured in the course of work resulting in lost workdays of 1 day or more	Persons	0	0	N/A
		%	0	0	N/A
	Lost Time Injury Frequency Rate (LTIFR) of contractors and workers	Persons/1 million-manhours	0	0	N/A



GRI	List	Unit	Performance		
			2024	2023	2022
GRI 403-10	The number of employees who fatalities as a result of work-related ill health	Persons	0	0	0
	The number of cases of employees that recordable work-related ill health	Incident	0	0	0
	The number of contractors or workers who fatalities as a result of work-related ill health	Persons	0	0	0
	The number of cases of contractors or workers that recordable work-related ill health	Incident	0	0	0
GRI 404-1	Employee development plans as part of annual performance reviews		Yes	Yes	Yes
	Average employee training hours	Hours/Person /Year	22.06	16.00	16.00
	Total amount spent on employee training and development	Baht	5,036,271.00	1,271,624.00	2,663,375.00
	Percentage of training and development expenses to total expenses	%	0.000432	0.000113	0.000211
	Percentage of training and development expenses to total revenue	%	0.000440	0.000113	0.000211
GRI 404-3	Percentage of employees who have received performance evaluations (KPI)	%	100 <sup>7</sup>	100 <sup>7</sup>	N/A
	Percentage of employees in support department who have received an individual development plan (IDP) within their department	%	100	90	N/A
GRI 406-1	Number of cases or incidents of discrimination complaints	Incident	0	0	0
	Total employment of workers with disabilities	Persons	5	5	5
	Percentage of disabled workers to total employment	%	0.98	1.03	0.95
	Total number of employees with disabilities	Persons	5	5	5
	Total male employees with disabilities	Persons	4	4	4
	Total female employees with disabilities	Persons	1	1	1
	Contributions to empowerment for persons with disabilities fund		No <sup>8</sup>	No <sup>8</sup>	No <sup>8</sup>
GRI 413-1	Total number of cases or incidents leading to disputes with the community/society	Cases	0	0	0
	Donations/Grants	Baht	8,422,821.65	7,480,789.80	0.00
	Support in the form of donating goods and company products	Baht	215,035.50	85,332.50	0.00
	Support in the form of organizing social activities	Baht	10,645,498.95	14,994,246.87	0.00
	Employment rate of persons with disabilities in the LOXLEY-ASM Sport Hero project	Persons	5.00	5.00	5.00
	Employee participation in blood donation	Unit	214.00	215.00	0.00
	Total financial contribution to community/social development projects or activities	Baht	1,152,701.84	0.00	0.00
	Percentage of financial contribution for community/social development projects or activities to total expense	%	0.009898	0.000000	0.000000
	Percentage of financial contribution for community/social development projects or activities to total revenue	%	0.010070	0.000000	0.000000
GRI 414-2	Total number of incidents or complaints related to business partner's rights violations	Cases	0	0	0
GRI 416-2	Total number of incidents or complaints related to consumer rights violations	Cases	0	0	0
GRI 418-1	Total number of cases or incidents related to cybersecurity or customer data breaches	Cases	4	0	0

<sup>7</sup> Except for contract employees.

<sup>8</sup> The Company employs the number of disabled people as required by law.



## Economic and Corporate Governance Performance Summary

GRI	List	Unit	Performance		
			2024	2023	2022
GRI 2-20	Total remuneration of executive directors and executives	Baht	35,326,092.00	30,820,800.00	30,348,000.00
	Company's contribution to provident fund for executive directors and executives	Baht	1,590,600.00	N/A	N/A
	Employee Stock Ownership Plan		No	No	No
	Employee Joint Investment Program		No	No	No
GRI 2-27, GRI 205-3	Total number of cases or issues related to conflict of interest	Cases	0	0	0
	Total number of cases or issues related to the use of inside information to seek benefits	Cases	0	0	0
	Total number of cases or issues related to corruption	Cases	0	0	0
	Total number of cases or issues received through whistleblowing channels	Cases	0	0	0
GRI 201-1, GRI 207-4	<b>Direct Economic Value Generated</b>				
	Total revenue of the Company and its subsidiaries	Thousand baht	11,446,371.19	11,235,646.01	12,638,570.52
	Domestic revenue	Thousand baht	11,242,261.72	11,003,241.80	12,461,313.80
	Foreign revenue	Thousand baht	204,109.47	232,404.21	177,256.72
	<b>Economic Value Distributed</b>				
	Operating costs and expenses	Million baht	11,720.43	11,432.52	12,789.19
	Employee wages and benefits	Million baht	373.17	390.33	380.4
	Payments to providers of capital (Dividends)	Million baht	68	159	0
	Payments to government (Taxes)	Million baht	100	56	89
	Investments in the community	Million baht	19.28	22.56	N/A
GRI 201-3	Economic value retained	Million baht	11,159.98	10,804.63	N/A
	Number of employees joining in Provident Fund (PVD)	Persons	426	438	432
	Proportion of employees who are Provident Fund (PVD) members	%	85.37	90.12	82.29
	Total amount of Provident Fund (PVD) contributed by the Company	Baht	13,100,197.00	12,415,429.00	13,318,860.00
GRI 205-2	The number of employees who have received communication on Anti-Corruption Policies and practices				
GRI 308-1, GRI 414-1	Percentage of total amount of Provident Fund (PVD) contributed by the Company to total employee remuneration				
GRI 308-2, GRI 414-2	Percentage of new suppliers that have been screened based on environmental and social criteria	%	100	N/A	N/A
	The number of suppliers assessed for environmental and social risks	Persons	19	N/A	N/A
	The number of suppliers with negative environmental and social risks	Persons	2	N/A	N/A
	Percentage of suppliers with negative environmental and social risks who have implemented corrective actions based on the assessment results	%	10.53	N/A	N/A
GRI 308-2, GRI 414-2	Percentage of suppliers with negative environmental and social risks who have had business transactions terminated				





# GRI Content Index

Statement of Use	Loxley Public Company Limited has reported in accordance with GRI Standard for the period 1 Jan 2024 - 31 Dec 2024
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	(N/A)

GRI Standard/ Other Source	Disclosure	Location		Omission			External Verification
		Annual Report	Sustainability Report	Requirement(s) Omitted	Reason	Explanation	
General Disclosures							
GRI 2: General Disclosures 2021	2-1 Organizational details	P. 28, 62-67	P. 100				
	2-2 Entities included in the organization's sustainability reporting		P. 101				
	2-3 Reporting period, frequency and contact point		P. 100				
	2-4 Restatements of information		No any restatements				
	2-5 External assurance		-				
	2-6 Activities, value chain and other business relationships	P. 77	P. 24				
	2-7 Employees	P. 99-100, 170-171	P. 104-105				
	2-8 Workers who are not employees		P. 106				
	2-9 Governance structure and composition	P. 160-161, 164-167	P. 11				
	2-10 Nomination and selection of the highest governance body	P. 179-181					
	2-11 Chair of the highest governance body	P. 161					
	2-12 Role of the highest governance body in overseeing the management of impacts	P. 137-139	P. 13-14				
	2-13 Delegation of responsibility for managing impacts	P. 140, 164-166	P. 13-14				
	2-14 Role of the highest governance body in sustainability reporting		P. 13-14				
	2-15 Conflicts of interest	P. 188-189	P. 40-42, 108				
	2-16 Communication of critical concerns	P. 151	P. 100, 115				
	2-17 Collective knowledge of the highest governance body	P. 181-182					
	2-18 Evaluation of the performance of the highest governance body	P. 183	P. 41-42				
	2-19 Remuneration policies	P. 186-187	P. 41-42				
	2-20 Process to determine remuneration	P. 186-187	P. 41-42				
	2-21 Annual total compensation ratio	P. 171-172	P. 105				
	2-22 Statement on sustainable development strategy		P. 2-3				
	2-23 Policy commitments	P. 76	P. 10				
	2-24 Embedding policy commitments	P. 76	P. 10				
	2-25 Processes to remediate negative impacts	P. 71-75	P. 12-23				



GRI Standard/ Other Source	Disclosure	Location		Omission			External Verification
		Annual Report	Sustainability Report	Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	P. 151	P. 100				
	2-27 Compliance with laws and regulations	P. 131, 172	P. 103, 106-107, 108				
	2-28 Membership associations		P. 100				
	2-29 Approach to stakeholder engagement	P. 78-81	P. 25-29, 42				
	2-30 Collective bargaining agreements		P. 105, 68				
Material Topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	P. 82-83	P. 30-36				
	3-2 List of material topics	P. 82-83	P. 30-36				
Corporate Governance							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 39-43				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	P. 102, 105	P. 108				
	201-4 Financial assistance received from government			Information unavailable	In the process of collecting information		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		P. 43, 108				
	205-2 Communication and training about anti-corruption policies and procedures	P. 191	P. 43, 108				
	205-3 Confirmed incidents of corruption and actions taken	P. 191	P. 43, 108				
GRI 207: Tax 2019	207-1 Approach to tax	P. 150, 192	P. 43				
	207-2 Tax governance, control, and risk management	P. 150, 192	P. 43, 108				
	207-3 Stakeholder engagement and management of concerns related to tax	P. 150	P. 43, 108				
Cybersecurity and Information Security							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 44-48				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		P. 107				
Risk and Crisis Management							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 49-50				
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	P. 72	P. 49, 50				
Supply Chain Management							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 51-59				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		P. 55, 109				
	308-2 Negative environmental impacts in the supply chain and actions taken		P. 55, 109				



GRI Standard/ Other Source	Disclosure	Location		Omission			External Verification
		Annual Report	Sustainability Report	Requirement(s) Omitted	Reason	Explanation	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		P. 71				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		P. 55, 109				
	414-2 Negative social impacts in the supply chain and actions taken		P. 55, 71, 78-79, 109				
Human Resource Management and Employee Training							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 61-65				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	P. 173-174	P. 61-62, 107				
	404-2 Programs for upgrading employee skills and transition assistance programs	P. 173-174	P. 62-64				
	404-3 Percentage of employees receiving regular performance and career development reviews	P. 173-174	P. 64, 107				
Labor Operations and Practices							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 66-74				
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	P. 172	P. 74				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	P. 172	P. 64, 105				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	P. 100, 172	P. 65, 108				
	401-3 Parental leave		P. 106				
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes		P. 106				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	P. 161, 170					
	405-2 Ratio of basic salary and remuneration of women to men	P. 172	P. 105				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		P. 74, 107				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		P. 71				
Safety and Occupational Health in the Value Chain							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 75-79				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	P. 98-99	P. 75-79				
	403-2 Hazard identification, risk assessment, and incident investigation		P. 77-79				
	403-3 Occupational health services	P. 98-99	P. 75-79				
	403-4 Worker participation, consultation, and communication on occupational health and safety	P. 98-99	P. 76, 78-79				
	403-5 Worker training on occupational health and safety	P. 98-99	P. 77				
	403-6 Promotion of worker health		P. 78-79				



GRI Standard/ Other Source	Disclosure	Location		Omission			External Verification
		Annual Report	Sustainability Report	Requirement(s) Omitted	Reason	Explanation	
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		P. 77-79				
	403-8 Workers covered by an occupational health and safety management system		P. 106				
	403-9 Work-related injuries		P. 106				
	403-10 Work-related ill health		P. 106				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		P. 108				
	414-2 Negative social impacts in the supply chain and actions taken		P. 55				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		P. 56				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		P. 107				
Community Engagement							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 80-82				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	P. 102, 105	P. 108				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	P. 102-106	P. 80-82				
	413-2 Operations with significant actual and potential negative impacts on local communities		P. 80-82				
Coping with Climate Change							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 84-94				
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change		P. 20, 22, 84-85				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	P. 87, 90, 92	P. 91, 93, 97, 102				
	302-4 Reduction of energy consumption	P. 87, 90, 92	P. 91, 93, 97, 102				
GRI 303: Water and Effluents 2018	303-5 Water consumption	P. 87, 90, 92	P. 93, 97, 102-103				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	P. 90-91, 93	P. 86-87, 90, 103				YES
	305-2 Energy indirect (Scope 2) GHG emissions	P. 90-91, 93	P. 86-87, 90, 103				YES
	305-3 Other indirect (Scope 3) GHG emissions	P. 90-91, 93	P. 87, 90, 103				YES
	305-4 GHG emissions intensity	P. 90-91, 93	P. 87, 103				YES
	305-5 Reduction of GHG emissions	P. 90-91, 93	P. 86-92, 103				
	305-6 Emissions of ozone-depleting substances (ODS)			Information unavailable	Currently studying methods for data collection		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			Information unavailable	Currently studying methods for data collection		
GRI 306: Waste 2020	306-3 Waste generated	P. 88-89, 93	P. 103				
	306-4 Waste diverted from disposal	P. 88-89, 93	P. 103				
	306-5 Waste directed to disposal	P. 88-89, 93	P. 103				



GRI Standard/ Other Source	Disclosure	Location		Omission			External Verification
		Annual Report	Sustainability Report	Requirement(s) Omitted	Reason	Explanation	
Efficient Resource Management							
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 93-98				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	P. 87, 90, 92	P. 91, 93, 97, 102				
	302-2 Energy consumption outside of the organization	P. 87, 90, 92	P. 91, 93, 97, 102				
	302-3 Energy intensity	P. 87, 90, 92	P. 93, 102				
	302-4 Reduction of energy consumption	P. 87, 90, 92	P. 91, 93, 97, 102				
	302-5 Reductions in energy requirements of products and services			Information unavailable	Currently studying methods for data collection		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	P. 87, 90, 92	P. 92, 97				
	303-2 Management of water discharge-related impacts	P. 87, 90, 92	P. 92, 97				
	303-3 Water withdrawal	P. 87, 90, 92	P. 92, 97, 102				
	303-4 Water discharge	P. 87, 90, 92	P. 97				
	303-5 Water consumption	P. 87, 90, 92	P. 92, 97, 102				
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	P. 90-91, 93	P. 86-92, 103				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	P. 88-89, 93	P. 88, 92-94, 97-98				
	306-2 Management of significant waste-related impacts	P. 88-89, 93	P. 88, 92-94, 97-98				
	306-3 Waste generated	P. 88-89, 93	P. 93, 103				
	306-4 Waste diverted from disposal	P. 88-89, 93	P. 93, 103				
	306-5 Waste directed to disposal	P. 88-89, 93	P. 93, 103				

# Assurance Statement

## Greenhouse Gases Verification Statement



Awarded to

**LOXLEY**  
**PUBLIC COMPANY LIMITED**

102 Na Ranong Road, Khwang Klong Toey,  
Khet Klong Toey, Bangkok 10110, Thailand

For Organisation Boundaries Covering

**Providing real estate services to real estate customers and  
related customers in a one-stop service.**

VEKIN Certification has carried and the verification of the quantity of Greenhouse Gas emissions of the above  
organization as per ISO 14064 - 3:2019  
The Greenhouse Gas emissions quantification and reporting is found to be in accordance with the requirements  
of the standard detailed below

**STANDARD**

**ISO 14064 - 1: 2018**  
**SCOPE OF CERTIFICATION**

**DIRECT EMISSIONS: 536 tons CO<sub>2</sub> -equivalent**  
**ENERGY INDIRECT EMISSIONS: 1,319 tons CO<sub>2</sub> -equivalent**  
**OTHER INDIRECT EMISSIONS: 414 tons CO<sub>2</sub> -equivalent**

**REPORTING YEAR: 1 JANUARY 2024 TO 31 DECEMBER 2024**  
**LEVEL OF ASSURANCE: LIMITED**

Certificate Number: THAILAND/GHG/202505001 Date: 28 April 2025

Blockchain Address: 49pcqvEIA7K3Fk1T6fmA3oNG1zPbmgyqFmgbfqmo78Ar5uZRMHGafPbJNtlfevUQ4D1FbdfXtd2myUrgJAWuavM

**Mr. Sakayong Pattanavekin**  
Chief Executive Officer

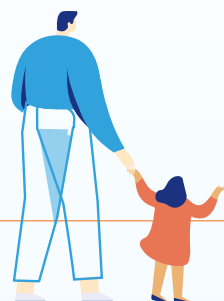
To check this certificate validity please call: +66 2 714 2490  
Further clarifications regarding the scope of this verification certificate and the applicability of the ISO 14064-1:2018  
requirements may be obtained by consulting the organization.

## Readers' Opinions Survey

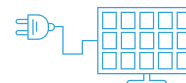
Data from a survey of readers' opinions on  
the 2024 Sustainability Report of  
Loxley Public Company Limited.  
It will be used to improve and develop the report in the next year.



The Company would like to thank you  
for your cooperation.







## **Loxley Public Company Limited**

102 Na Ranong Road, Khwang Klong Toey, Khet Klong Toey, Bangkok 10110, Thailand

Phone: (66) 0-2348-8000

Website: [www.loxley.co.th](http://www.loxley.co.th)

