

3. Driving Business for Sustainability

Sustainability Management Policy and Goals



The Company believes that running a business on the basis of sustainability is an important foundation that will help the organization grow with stability. The Company is determined to be an organization that cares for society, community and environment and provides good service to customers and partners to operate

The Board of Directors has established a policy for sustainable business operations of the Company from 2022 in order to determine sustainability guidelines for the entire Company's personnel to proceed in the same direction, which will result in the Company's sustainable growth and stability in the future. In 2024, the Company has continued to implement this policy continuously and creatively. There are 2 sub-committees whose main mission is to supervise and provide guidelines in setting sustainability development strategies for the Company, namely the Nomination and Remuneration, Corporate Governance and Sustainability Committee which is responsible for supervising development according to the specified policy and the Executive Committee which is responsible for reviewing strategic work and business strategy work for the sustainability of the Company. The two sub-committees carry out their work in a consistent order of steps and assigned missions.

In 2024, there were 3 meetings of the Nomination and Remuneration, Corporate Governance and Sustainability Committee and 12 meetings of the Executive Committee. The Board of Directors has reviewed the Charters of every sub-committee therefore, the Board could oversee the management and creation of sustainability of

business in greater detail and intensity to support the connection of various issues into an important part of the short-term business strategic plan and long-term plan through economic, social, and environmental dimensions, which will lead to the goals according to the sustainability strategy set forth. The Company's sustainable business operations policies are as follows:

In 2024, the Company has implemented a new vision and mission to transform the organization from a traditional outsourcing service to strategic partner to deliver human and technology integration to simplify life and business, present the value of outsourcing service, and use ESG dimension as part of the corporate strategy. Such implementation has resulted in the Company being assessed by the Stock Exchange of Thailand as a sustainable stock.



Sustainability Policy

The Board of Directors is committed to determining and supervising the objectives and main goals of the Company to be sustainable and consistent with creating values for the Company's stakeholders, the environment and society. To create profitability, competitiveness, and growth and ensure survival in the long term under various factors, including opportunities and risks that affect the Company and its stakeholders, a business sustainability policy has been established to promote and support the Company's business strategy and development towards the aforementioned objectives and goals in the same direction for the entire organization:

1. Determining corporate strategy to drive the business for sustainable development and growth.
2. Establishing sustainable business operations according to ESG (Environment, Social, Governance) principles as a shared responsibility of all departments of the Company.
3. Integrating ESG into the Company's short-term and long-term business strategies to create value for the Company and its stakeholders.

4. Identifying metrics and establishing a clear performance assessment process on strategy implementation. Using technology to help store and regularly report results to be able to manage risks and respond promptly.
5. Conducting the business with fairness according to the Company's good corporate governance guidelines and the United Nations Sustainable Development Goals (UN SDGs 17), which will have an impact on credibility and good corporate image.
6. Complying with human rights principles and implementing fair employment practices to sustainably drive the economy.
7. Developing products and services that are safe for consumers and the environment. Implementing a risk and safety analysis process, along with precautionary measures to manage risk, emergency, and recovery according to international principles.
8. Considering investment in technology and innovation business that generates returns for sustainability and using a comprehensive investment evaluation (economic, social, and environmental aspects).
9. Promoting the use of technology and innovation to develop efficient energy, resource, weather, water and waste management systems.
10. Developing personnel to improve work efficiency and happiness, creating a sense of ownership and contribution to the success of the Company.
11. Encouraging participation from employees and other stakeholders in the development of social innovation that balances the value to the community, society, and environment in accordance with sustainable development principles.

In addition, the Company attaches great importance to compliance with the laws and regulations relating to environment, occupational health and safety at local, national and regional levels and compliance with international business ethics by requiring directors, executives and employees to act within the framework of the laws, rules, regulations and must not involve, assist or act in any way that violates the laws or other relevant regulations. including actions that look like an infringement of intellectual property.

3.1 Strategies for Sustainable Development Goals

The Company participated in the third edition of the Sustainability Development Journey project organized by the Stock Exchange of Thailand (SET) to bring the sustainability framework to drive organizational dynamism and to prepare the Company to participate in the Sustainable Stock Assessment (THSI).

The Company has analyzed internal and external factors to identify important issues and find the purpose of the organization's business operations (Purpose), including improving the mission (Mission) and vision (Vision) and improving the organization's value chain (Redefine Value Chain) for consistency with the sustainability context by using the 3 areas of balance principle (Triple Bottom Line) as a framework for sustainability operations (Sustainability Framework).

The aim of the business is to be a strategic partner to combine personnel and technology to make business development easy (Strategic Partner to Deliver Human and Tech Integration to Simplify Life and Business).

Mission includes:

1. Provide advice on outsourcing strategies to support clients to decrease their workload and have time to develop their organizations to grow.
2. Continuously search for new outsourcing innovations from personnel development, appropriate technology, and agile work processes.
3. Conduct business sustainably by creating an organizational culture, good corporate governance, and social responsibility by taking into account all stakeholders.

Vision includes:

Siamrajathanee "To be a foremost strategic partner, exceeding expectations for the long-term success of our clients in all business sectors." The strategic directions are as follows:

Strategic direction	Economic and corporate governance	Social	Environmental
STRATEGY OF NEXT-LEVEL OUTSOURCING	Promote the value of outsourcing services as part of strategy of customer organization, customers therefore, can focus on important work and has flexibility in work management.	Raise the quality of life for both the community and society.	Conduct an environmentally and friendly business and develop green areas to help reduce greenhouse gases.

Create strategic alliances with customers and partners and develop service innovations to be modern and meet the needs of a continuously changing world.	Create a good working environment and take human rights into account.	Use resources economically and cost effectively and promote the use of technology to replace the use of wasted materials.
Comply with the principles of good corporate governance.	Prepare personnel to support business growth and develop social innovations.	Develop products and services that are safe for consumers and the environment.

The Company aims to operate according to the strategy for sustainable development goals that have been determined throughout by developing and promoting the operational efficiency of each business to be able to continuously create value to society and the environment.

In addition, each year the Company also reviews and alters strategies to be in line with the situation, with the overall conditions and effects of the economy on the business as factors affecting competition as well as customer decisions. Therefore, the Company adheres to the principle of development according to the situation but still follows the vision and goals of the Company, which is the Tech-Enabled Outsourcing Solution service that combines personnel development, appropriate technology and agile work processes to change lifestyles and making business easy. Each quarter, the management reports the results of strategy implementation to the Executive Committee and the Board of Directors for acknowledgement.

The company places great importance and awareness on customer needs and tries to find methods that meet customer needs and differentiates it from competitors by inspiring and adding value to outsourcing services for customers to use as part of corporate strategy as follows:

1. Focus on core functions that add value to the organization (Focus on Core Function)
2. Increase flexibility in adjusting, increasing or decreasing manpower in accordance with the workload (Enable Scale-up/down)

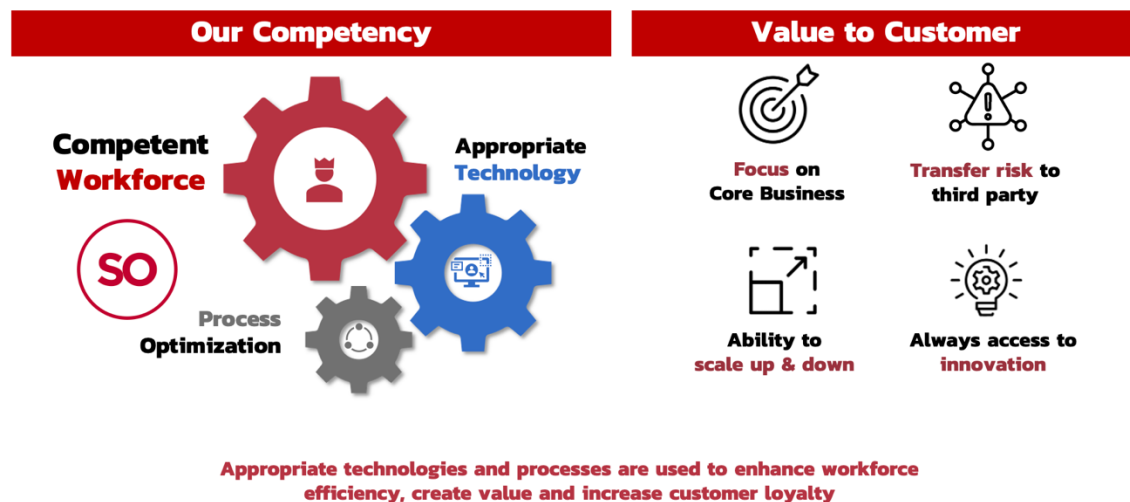
3. Manage operational risks by having outsourcers take responsibility for the work (Risk Transfer to Outsource).
4. Find innovations that are suitable for the outsourcing process (Access to Innovation)

SUSTAINABLE DEVELOPMENT GOALS



In addition to implementing its sustainability strategy, the Company is aware of the United Nations Sustainable Development Goals (SDGs) that are in line with the Company's business goals.

STRATEGIC PARTNER TO DELIVER **HUMAN AND** TECH INTEGRATION TO SIMPLIFY LIFE AND BUSINESS



In 2024, the four main businesses of the Company have a sustainable development strategy as follows



Challenges and objectives

Sustainability of outsourcing business requires the integration of modern technology with work processes that take into account both society, the environment and the economy. The use of technologies such as AI, automation and data analytics can help improve the efficiency of human resource management comprehensively. Businesses should focus on developing transparency in the process, building trust with employees and customers, and having clear criteria for evaluation and compensation. In addition, focusing on developing the skills of personnel through modern and effective training is also an important factor. Efficient resource management by reducing unnecessary resource use, such as switching to e-Contracts and e-Payroll, as well as monitoring results through sustainability KPIs, helps increase long-term competitiveness. Businesses that are committed to improving employee health and safety, such as supporting Hybrid Work, can also create a quality work-life balance. Business sustainability also includes reducing environmental impacts, such as reducing greenhouse gas emissions from travel and using recycled materials in the work process. Continuous improvement through feedback loops and flexible planning are key to effectively and sustainably meeting current and future market demands.

Changes for sustainability

Changing for sustainability in business

Sustainability in the outsourcing and talent acquisition business requires careful adaptation and responsiveness to the rapidly changing environment, with the following key approaches:

1. Using modern technology
 - a. Leverage AI and digital systems in HR management and data analytics to increase accuracy and reduce redundancy.
 - b. Use automation to manage repetitive tasks in order to save time and resources.
2. Human resource development
 - a. Support continuous learning through e-Learning and training that matches the skills required in the future.
 - b. Create a corporate culture that promotes learning and innovation.
3. Efficient resource management
 - a. Reduce the use of wasteful resources, such as switching to e-Contracts and e-Payroll to reduce paper usage.
 - b. Support the use of recycled materials and processes that reduce environmental impact.
4. Adaptability in all dimensions
 - a. Precisely plan the change using feedback from employees and customers.
 - b. Use sustainability key performance indicators (KPIs) to track progress and make continuous improvements.
5. Promoting health and safety
 - a. Create work-life balance by supporting “Hybrid Work” or “Remote Work”.
 - b. Use technology to monitor employee health and safety

These actions enable businesses to adapt efficiently, reduce their environmental impact, and build long-term trust, while responding firmly and sustainably to current and future market demands.



Challenges and objectives

As a service provider and consultant for data management, storage, and management, as well as a platform and supporting customers in designing processes for introducing new technology. Let's apply.

So-Next aims in 2025 to strengthen its industry leadership by delivering sustainable, high-performing solutions for its customers and business partners using technology that reduces environmental impact and enhances safety of information as well as helping the operations of the business to run smoothly and with maximum efficiency.

So-Next recognizes the need to respond to changing customer needs, especially in the areas of sustainability and data security, with the increasing challenge of securing data and rapid changes in technology. So-Next intends to leverage innovation to create solutions that can effectively reduce our environmental impact.

Changes for sustainability

- * Developing and delivering sustainable solutions: So-Next focuses on creating solutions that promote sustainability, specifically reducing the use of natural resources and energy. We develop services based on cloud and digital technology to reduce the need for physical servers, which allows businesses to reduce physical space and make management possible with higher efficiency. Additionally, using these solutions allows our business and our customers to operate more efficiently while reducing our environmental impact.

- * Using Robotic Process Automation (RPA) in solution development: So-Next uses RPA to automate business processes to reduce time and human error, making data management and service delivery easier and with high efficiency. The results of using RPA can allow our business and customers to reduce overall business costs and is a direction that the market is demanding because they need to put human resources to work in areas that create business value rather than having to do the same type of work over and over that does not create business value.

For example, a large financial institution needs to reduce the manual steps of document verification and as a service provider with expertise in technology, we offer RPA solutions for document verification to reduce the time and number of employees in the process, which can reduce costs in the long term.

- * Development of Optical Character Recognition and Artificial Intelligence-Enhanced Accuracy (AI-OCR), in 2024, we developed a system that enhances the efficiency of the process of extracting text from images with Optical Character Recognition (OCR) and processing and learning with AI, making our service more advanced than other competitors in the industry and enabling us to compete in the current and future situations.

- * Promoting the use of sustainable technology: Through training and seminars to increase awareness of sustainability in IT and data, supporting customers and business partners to access and use sustainable IT services by offering sustainability-focused solutions and using RPA to develop and to improve services. Therefore, investors and those interested in So-Next's business can rest assured that we are operating with full commitment to creating sustainable value for all related parties and we will support the future growth of business and society



Challenges and objectives

Due to environmental problems and global warming, Thailand has announced its intention to reduce greenhouse gas emissions and become carbon neutral by 2050.

As a result, organizations are focusing on setting clear sustainable development goals such as developing production processes to reduce greenhouse gas emissions, increasing green space in the organization, and requirements for carbon credits to offset corporate greenhouse gas emissions.

The Company aims to develop the process of creating green space for the organization, including finding new tools and methods and providing consultation so that the organization can make the most of the space inside and outside the organization and can reduce greenhouse gas emissions.

Changes for sustainability

The Company maintains service quality in accordance with the company's internal SLA and ISO 14001 standards, and the quality of the arborist cutting has been certified by the Landscape Architects Association of Thailand.

In addition to providing design, maintenance, and consulting services for green spaces, at present, the Company has a process to bring in technology to manage various projects, including tools that will help reduce greenhouse gas emissions in operations for customers in order to achieve sustainability and reduce pollution.

The Company has taken additional steps to expand various green areas in various buildings and departments. Including additional green space in various communities in order to be in line with the creation of carbon credits and sustainability in the community, the Company also had its policy to hire labor in community areas in order to create employment in the area and to generate income for each community.



Challenges and objectives

In 2024, the car rental market is likely to be highly competitive as the recovery of economy, with both existing and new operators doing more business through the platform. The Company has a goal and continues to develop car rental services, especially by developing a platform to serve customers in all industry sectors. In the future, both the public and private sectors will issue laws and policies to make ESG matters to be a global and national agenda. We are shifting to an era where ESG plays an important role, and it is also a part that stimulates the rapid growth of electric vehicles (EV).

So Wheel has a goal of focusing on developing and studying knowledge about electric vehicles (EV) to support future changes, especially in the environment and technology, in order to be able to create products that meet new needs of customers in a timely manner.

Changes for sustainability

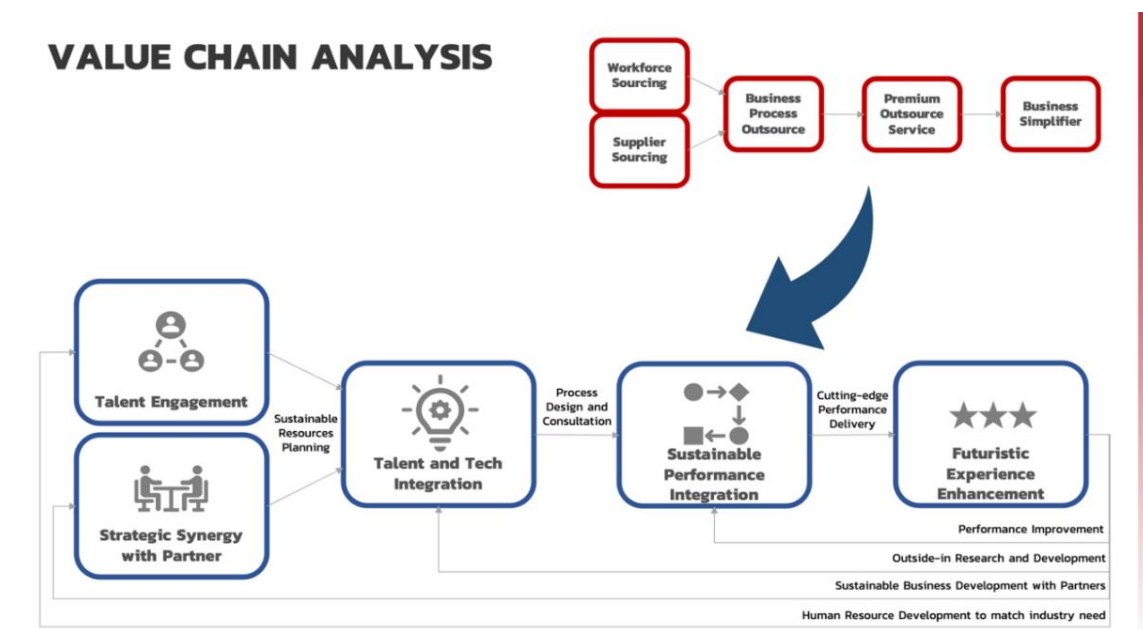
In 2024, So Wheel has introduced new technologies to increase efficiency in the management and use of electric vehicles to be environmental-friendly and to create a sustainable business that is in line with future environmental conservation trends. Activities carried out as follows:

1. Using new technology to increase efficiency, such as online booking systems and in-vehicle GPS systems to track and manage the vehicle to be more efficient in use.
2. Building an alliance with the environment by considering partnerships with organizations or programs that support environmental conservation.
3. Management and maintenance of automobiles by using management technology to increase efficiency in automobile maintenance.
4. Training employees on how to use vehicles with efficiency and energy conservation so that employees can give advice to customers.

3.2 Managing impact on stakeholders in the business value chain

The Company emphasizes on creating value that is in line with good corporate governance principles, promotes fair competition, develops skills and knowledge in various fields for employees, promotes suitable and safe working environment, creates a diverse and equitable corporate culture, and creates values for key operations in the supply chain to meet the requirements of stakeholders. This has been updated in 2023 to be in line with the sustainability context.

3.2.1 Business value chain



Siamrajathanee Public Company Limited's business is categorized into 4 business units: (1) SO PEOPLE provides one-stop solutions for everything you need and reduced the burden of management; (2) SO WHEEL provides a variety of vehicle rental services; (3) SO NEXT provides a variety of document data management services and an online data management system; and (4) SO GREEN provides consultation for all gardening problems, garden design, and large tree trimming services. Each business consists of different stakeholders, processes, and activities.

Outsourcing services are an important service business of the Company that operates in every business unit. Therefore, the Company has continuously developed outsourcing services, starting from developing processes together with customers and business partners including recruiting and developing quality personnel skills to meet customer needs, using technology to promote efficient management, such as employee self-service systems (Employee Self Service), time-entry and wage calculation systems, working process management system and electronic signature system, etc. In addition, the Company continues to develop and find new technology for work

processes, such as using optical character recognition (OCR), using software or programs that help businesses build robots (Bots) to work for repetitive work (RPA) and artificial intelligence (AI), etc.

In terms of customer service, customers or consumers can access services conveniently, quickly and in a timely manner. The company can jointly create performance indicators (KPI) with customers and design services that are most appropriate for the customer organization so that customers can trust and be able to use their time and resources to focus on more important tasks. The Company has prepared internal departments to handle such operations, starting with the replacement labor recruitment and management team, accident investigation and supervision team, labor potential development training team, as well as the digital team that helps create data collection processes and develop real-time reporting system (Real-time Dashboard) to be able to manage customers with quality and speed, and solve on-site problems rapidly.

The Company has a variety of businesses, so it has a personnel recruitment system to provide services appropriately and at a fair price, including giving importance to both large and small service recipients equally and fairly by supporting the sharing of knowledge in the content through training and developing technology for convenience in providing services to customers. It also gives importance to employees at all levels by organizing training and supporting continuous development of employees' potential.

In addition, the Company has also developed and supported personnel from local communities and supported underprivileged communities by supporting the personnel production process, organizing knowledge training, developing potential, and training to produce personnel who use labor in the context of labor laws. etc. in order to create opportunities for the community and help reduce inequality in society.

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The Company accepts personnel in the community to work with us by increasing the skills of employees in various positions such as drivers, organizing training on safe driving (Safety Driving), defensive driving (Defensive Driving), and knowledge on risks



(Hazardous Test) to prevent accidents, administrative employees In addition to using computer programs such as Word, Excel, the Company will teach employees on how to use Pivot, V-lookup, etc.

Finally, in order to impress all service recipients, the Company has prepared a post-service evaluation form to develop potential and offer various rights to customers, including measuring satisfaction after using the service and using suggestions and the best working methods to continually develop services.

3.2.2 Stakeholder analysis in business value chain

The Company defines relevant stakeholders based on the extent of their involvement and the characteristics of group of stakeholders or individual stakeholders that affect the Company, as well as those being affected by the operations and activities of the Company directly or indirectly. The company has various channels. in communicating to listen to opinions expectations of each

stakeholder group And lead to the development of processes to respond to various comments. The group of stakeholders is divided into 7 main groups as follows

Stakeholder Group	Participation and communication channels	Interest and Expectation	Response
1.Employee	- Orientation for new employee. - Meetings, internal announcements - Employee feedback boxes presented to management and complaint responses are considered as appropriate.	- Work with ease and speed according to clear operational standards to minimize errors to customers. - Have equipment to facilitate work. - Work in safe environment without pollution in the workplace. - Appropriate basic welfare to boost work morale. -Career advancement. -Measures to take care of employees under the Covid-19 situation. - Participate to organization in the opinions.	- Have a safe, hygienic and well-equipped work environment with adequate work facilities either at the office or WFH. - Review employee compensation and welfare to be appropriate and fair. - Set measures to help employees affected by the Covid-19 situation. - Organize training courses to meet business needs and business changes, such as marketing strategy courses.

			- Employees have sufficient and independent communication channels with the company.
2.Suppliers	- Communication via online and offline channels. - Interaction while providing services. - Suggestions or Complaints	- Payment on time. - Receive regular orders. - Advance procurement plan.	- There are effective selection criteria. - Conduct business with transparency - Complete payment on time - comply with commitments under the rules and legal context
3.Government	- Communicate via online channel and fax. - Interaction while providing services.	- Compliance with the laws and regulations. - Support and cooperate in various activities. - Manage complaints efficiently.	- Operate with transparency and fairness. There is a complaint management system. - compliance with the law and regulations to ensure credibility. - Encourage cooperation in various activities.
4.Customer	- Consulting team to encourage customers to use outsourcing services as part of corporate strategy / corporate branding is made to create an image of being an expert and create knowledge media regarding the value of outsourcing services. - Customer's satisfaction - Interaction with customer while providing services. - Complaints through channels for complaints.	- Expect customers and the Company as a business partner that helps fulfill human resource management and business processes.- Service according to conditions under the contract. - Fair prices. - Convenient and speedy services. - Quality services under the Covid-19 pandemic. - Variety of services to meet customers' needs.	- Learning from customer feedback in order to develop services and business partners.- Develop technology so customers receive efficient services. -Present true and complete information about the services. - Develop continuous and sustainable services.

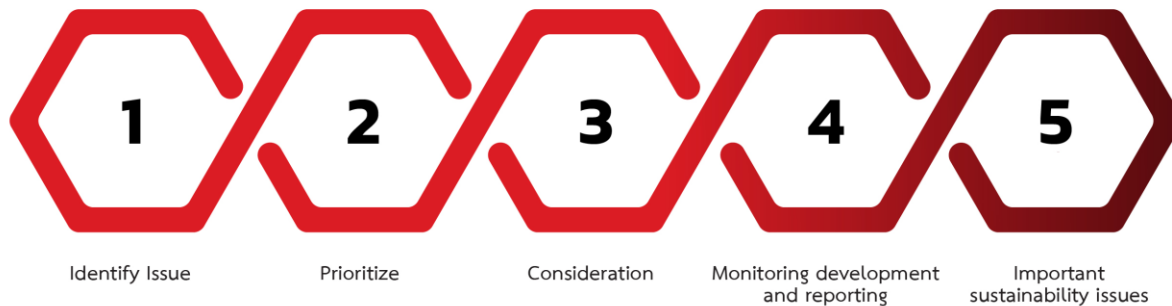
	- Communication via online channel.	- Data security. - After sales service and promotion.	- There is a security system. and customer secrets
Stakeholder Group	Participation and communication channels	Interest and Expectation	Response
5.Community, Society and Environment	- Community relations activities through volunteer activities. -Listen to opinion of the community and society through various channels. - Activities with communities and networks.	- Not affected by Company business activities Both pollution or problems from the company's transportation. -Support community activities. - Develop community to grow together sustainably.	- Promote, develop, and build good relationships with the community and society to be able to live together in a worthwhile and sustainable way. - Build a career and income for people in the community. - Provide knowledge, understanding, listen to community feedback and respond honestly. - Build acceptance for being a part of the community. - Participate in the development of social innovation for the benefit of the public.
6.Shareholder	- General meeting of shareholders. -Company's website. -Online and printed media. - Channels for receiving information by investor relations. - Investor relations activities.	- Gain more profit from business. - Develop diversity in the business. - Modernized services. - Transparency at work (without corruption) - Treat complaints fairly.	- Participate in and provide comments on the business operations. -Arrange regular meetings with investors, analysts and shareholders. - Listen to recommendations from every shareholder equally. - Present the Company's operating performance, business directions and business plan.

Stakeholder Group	Participation and communication channels	Interest and Expectation	Response
7.Trade partner	- Communication via online and offline channels. - Interaction while providing services. - Suggestions or Complaints.	- Business expansion. - Create a variety of new services to meet the needs of customers quickly. - Use new technology to create service experiences. - Conducting business with transparency to each other - Administration and payment on time. - Jointly develop potential. - Equality in business.	- Entry into memorandum of understanding. - Create mutual opportunities. - Fair competition. - Keep customer information. - Complete and accurate payment schedule on time. - Transparent business contract. - Organize training courses for employees to enhance their potential in working with suppliers.

The Company conducts customer satisfaction survey at least once a year to understand impact or issues that may have occurred during the services and reduce risks or be used as guidelines for improvement or modification to meet customers' needs. It is also to create an opportunity to add value to the business. Overall, customer satisfaction of the services is approximately. In 2024, the results of customer satisfaction assessment were SO PEOPLE 85.62%, SO NEXT 90.50% , SO GREEN 87.31% and SO WHEEL 96.13% . The Company plans to collect data for the assessment of other stakeholders in the following year.

Identify key sustainability issues

The Company has considered issues that are important or affect the Company from changes of sustainability directions which fluctuate according to current events, organizational context, and analysis on the impact of the Covid-19 pandemic and stakeholders for management. The Company has considered only issues that affect the Company directly and indirectly. These key issues will be reviewed annually.



1. Identifying key sustainability issues

The Company considers risks that are important to the business and key issues from the stakeholder groups from every group's participation. The Company makes a comparative study with sustainability issues and assessment on the importance of all issues, and proposes them to the Executive Committee and the Board of Directors for consideration.

2. Prioritizing important issues

The Company has prioritized important issues by conducting an analysis and considering sustainability data. The consideration is divided into 3 groups, namely economic, social and environmental aspects. The Company considers important issues that affect, and are of interest to, all stakeholder groups, both within and outside the organization.

3. Consideration, inspection, and review of significant issues

The Company has reviewed and verified the completeness of the significant sustainability issues by reviewing the priority of the issues and involving with stakeholders to verify the issues from additional comments until they are complete.

4. Monitoring development and reporting performance results

The Company compiles and prepares significant sustainability issues to present to the Executive Committee, the Nomination and Remuneration, Corporate Governance and Sustainability Committee and the Board of Directors, respectively, and presented in the 56-1 One Report.

5. Important sustainability issues

Summary of the company's important sustainability issues in the year 2024 as detailed in the topic Important sustainability issues page 149



1. Modification of work processes using digital technology	10. Occupational safety and health	14. Development of environmentally friendly products and services and reporting on sustainability indicators
2. Creating innovation and technology	11. Development of employee and labor skills	
3. Risk management	12. Community participation and development	15. Effective use of resources and energy
4. Creating a good experience for customers	13. Maintaining data privacy	16. Waste management
5. Partner management		
6. Local employment		
7. Compliance with good corporate governance principles		
8. Fair treatment of labor		
9. Cyber Security		

issues regarding sustainability

Important sustainability issues	Scope of impact (Internal/external organization)	Topic presented in the report
Changing work processes using digital technology	All departments/employees, partners, customers	3.3.1 Sustainable business development
Creating innovation and technology	All departments/employees, partners, customers	3.3.1 Sustainable business development
Risk management	All departments/partners, customers, shareholders	3.3.1 Sustainable business development
Creating a good experience for customers	All departments/employees, customers	3.3.1 Sustainable business development
Partner Management	All departments/employees, partners	3.3.1 Sustainable business development

Local employment	All departments/employee, customer, community	3.3.2 Local economic development
Compliance with good corporate governance principles	All departments/employees, partners, customers, shareholders	3.3.3 Good corporate governance
Fair treatment of workers	All departments/employees, customers, government sector	3.3.3 Good corporate governance
Cyber security	All departments/employees, customers, government sector	3.3.3 Good corporate governance
Development of environmentally friendly products and services and reporting on sustainability indicators	All departments/employees, partners, customers	3.4.1 Environmentally friendly products and services
Using resources and energy efficiently	All departments/employees, partners, customers	3.4.2 Using resources efficiently
Waste management	All departments/employees, partners	3.4.2 Using resources efficiently
Important sustainability issues	Scope of impact (Internal/external organization)	Topic presented in the report
Occupational safety and health	All departments/employees, customers	3.5.1 Improving the quality of life of workers
Employee and labor skill development	All departments/employees, partners, customers	3.5.1 Improving the quality of life of workers

Participation and community development	All departments/employee, customer, community	3.5.2 Community development
Maintaining data privacy	All departments/employees, partners, customers	3.5.3 Maintaining data privacy

Sustainability Performance

3.3 Sustainability management in economic dimensions

The Company has a policy to manage sustainability in the economic dimension by modifying work processes using digital technology in conjunction with developing new innovations, continuous risk management, creating a good experience for customers and partner management, as well as development of local economy by hiring workers in the area, treating labor fairly, including paying attention to cyber security under the principles of good corporate governance as follows:

3.3.1 Sustainable business development

3.3.1.1 Modifying work processes using digital technology

In 2024, the Company remains committed and gives importance to creating innovation within the organization as well as promoting and supporting the development of new products and services in response to the goals of driving an ever-changing business according to the company's sustainable development framework. The Company has developed from being a traditional full service outsourcing company to a company that enters into using technology and creating new innovations or Tech-enabled outsourcing because the Company has personnel in the use of technology (Peopleware) has resulted in a human resource database of more than 100,000 people, which has become a strength for the Company because it has resulted in the ability to create additional innovations, from the peopleware, software and hardware sides, which will lead to a variety of services and complete solutions (Fully Integrated Solution) and also helping to meet the needs of customers conveniently and saving both costs and time.



3.3.1.2 Innovation and technology creation

The Company has adjusted its organizational structure to be consistent with business development by separating the Technology Division and Investment Division from the core business so that those divisions can be fully dedicated to create a business that has the opportunity to grow in a new leap (New S-Curve) in both technology and digital transformation. In addition, the Company has adjusted its work by reducing the sequence of complicated steps by using more agile metrology working principles.

Site Performance Dashboard development project to track operations and profit and loss of each site

Topic	Description
Objective	The development of the Site Dashboard system was driven by the need to increase the efficiency of tracking and analyzing operational data and profit and loss (P/L) of each site because the current operations still lack tools that can collect and analyze data in real time, causing the management to be unable to make timely decisions and lacking standards for comparison between different sites. This project aims to simplify data storage through creating Data Points using a Low Code Application and connecting to a Chat Application that employees can use easily and quickly. The information obtained will help the management plan accurate strategies, proactively solve problems, as well as create a benchmark to compare performance between different sites, which will help reduce operating costs and improve the quality of work even further.
Project implementation plan	1. Analyze the necessary data: To create Data Points that will be used to collect data for the work site. 2. Develop the Site Dashboard system: To connect with Low Code Applications and Chat Applications to achieve real-time data collection.

	3. Pilot system test: In sample work sites, to gather suggestions for improvement. 4. System installation and training: To provide training to employees of other work sites for efficient use. 5. Analyze data and prepare the Benchmark Report: To compare performance across sites and develop best practices guidelines.
Relevant parties	Management: To determine the project direction and make strategic decisions. IT: To develop and maintain the Low Code Application, Chat Application Integration, and Site Dashboard. Site Manager: To enter data into the system and provide feedback on usability. Site Staff: To enter data through the Low Code Application and Chat Application. Data Analysis: To create reports, analyze data, and create benchmarks.
Topic	Description

Indicators	<i>Expected results</i> • Outsourcing employees have skills and attitudes that match the needs of customers. • Customers receive quality and satisfying service. • Strengthen the image of customer organizations through the work of outsourcing employees. • Customers agree to pay premium rates for services in exchange for potential employees. • Income and sustainability of outsourcing employees have increased significantly. <i>Success indicators</i> • Customer satisfaction rate with the quality of outsourcing employees increased by 30%. • Number of customers willing to pay premium for service increased by 20%. • Outsourcing employees' skills and performance are significantly improved. • Average income for outsourcing employees increased by 15%. • Image of customer organizations is enhanced by high quality services.
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3.3.1.3 Risk Management

At the policy level, the Board of Directors appoints a sub-committee called the Risk Management Committee to supervise, plan and evaluate risk management for the entire organization, including sustainability risks, and present them to the Board of Directors. In 2023, the Risk Management Committee appointed an executive risk management working group to consider annual risk factors, manage, monitor and evaluate risk management performance of business units and at the Company level and present the matter to the Risk Management Committee for consideration as specified in the risk management plan, with an integrated risk assessment covering all dimensions, such as economic issues, social issues, legal issues, environmental issues, etc. Details in the section Risk management page 113.

In addition, the Company has also taken steps to reduce sustainability risks by developing an Enterprise Resource Planning or ERP system to specifically support the company's business model, which gives an overall view of the

performance of every project, including operational status and financial status, including the application of Lean and Digitization technology to continuously develop outsourcing management. This allows the Company to manage risks efficiently.



3.3.1.4 Creating a good experience for customers

The Company continuously raises the level of customer service by developing the potential of the sales team (Sales) to become a business consultant (Business Consultant) by serving the non-core function of customers to be able to conduct business more flexibly and smoothly.

The Company takes into account the highest satisfaction of customers who purchase products and services from the Company as well as consumers who use the Company's products and services with fair prices, quality and responsibility towards customers and consumers by adhering to the following guidelines:

- **The Company is committed to developing complete products and services**, fast service, quality, with reasonable prices, up to date to meet the needs of customers and consumers continuously. The Company's personnel must be dedicated to fully responding to the needs of customers and consumers without limiting consumer rights and providing fair conditions for consumers.
- **The Company must not do anything that is deceptive** or misleading about the quality of the company's products and services.

- **The Company is committed to developing safety in the use of products and services**, with consumer safety being of utmost importance. The Company requires warning signs, safety inspections in the workplace, and campaigns and strictly and continuously train employees on safety for consumers.



Online Marketing Strategy development project to communicate organizational strategies and find quality leads to increase sales closing rates with new organizational strategies.

Objective	The development of Online Marketing Strategy is due to the necessity to enhance the efficiency of digital marketing to respond to the changes in consumer behavior in the digital age that focuses on using online platforms to search for information and services. This project focuses on using Digital Marketing and Performance Marketing strategies to create high-quality leads that can be converted to real customers by using accurate data analysis with insights from each customer group that has specific
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	needs and different expectations of service results, which are used to create Content Marketing and advertising media that targets the target group to create a communication strategy that is consistent with the organization's objectives. This strategy will increase efficiency in closing sales, reduce Customer Acquisition Cost (CAC), and create operational standards for the organization's long-term online marketing efforts.
Project implementation plan	1. Analyze the market and target groups to understand customer behavior and needs in depth from the needs and problems of customers in each group. 2. Develop digital marketing strategies by emphasizing the use of communication methods that are different from competitors and meet customer expectations for service, using effective channels such as official website, reliable news websites, SEO, SEM, and social media with content marketing. 3. Design performance marketing campaigns by using measurable advertising tools such as Facebook Ads, Google Ads, and Programmatic Ads. 4. Develop Lead Nurturing Funnel to convert Leads into customers who can be closed by undertaking personalization and remarketing, including executing content marketing to communicate specifically to specific groups. 5. Upskill the team in marketing strategies and digital marketing techniques, focusing on the application of AI tools for enhancing the followings: ○ Creating Content Strategy and Content Planning to identify target groups and clear outcomes, including implementation timeframes. ○ Write content that is relevant to the target audience and captures the attention with insights and pain points from customers. ○ Create quality media such as advertisements and illustrations for campaigns. ○ Develop a structure and implement SEO to increase credibility, increase website accessibility and generate sustainable leads at a lower cost. 6. Analyze and measure performance through transparent KPIs such as Conversion Rate, Cost per Lead, and ROI, and continuously improve strategies.
Relevant parties	Digital Marketing Team: Strategize and create online marketing campaigns and conduct advertising through measurable online channels.

	Sales Team works with Marketing Team to convert Leads into customers who can close sales. Management provides support and makes strategic decisions in operations.
Indicators	<i>Expected results</i> • Digital marketing strategies that generate high-quality leads that come with sales opportunities • Increase the closing rate of leads from online campaigns • Reduce Customer Acquisition Cost (CAC) • Upgrade the skills of the Digital Marketing team in using AI and various digital tools • Increase the ROI from investing in Digital Marketing and Performance Marketing • Create a standard for online marketing that is accessible and sustainable <i>Success indicators</i> • Increased the number of leads from the campaign by 50% • Increased the conversion rate from leads to customers by 30% • Reduced the cost of customer acquisition by at least 20% • Digital Marketing team can use AI tools to do Content, Media and SEO effectively • ROI from Performance Marketing is higher than the standard • Satisfaction of the management and sales departments with the quality of leads and project results

3.3.1.5 Partner Management

The Company has signed contracts and jointly invested with many business partners, whether they are partners or those who provide complete services like the Company, including various startups, such as cooperation to build IT Infrastructure together with Huawei Technology, collaborating with WHA Corporation Public Company Limited or WHA to support Infrastructure for the development of industrial estates, collaborating with Laiye Pte. in developing Robotic Process Automation or RPA to encourage employees to work with technology and being one of the strategic partners in the VC Fund of Krungsri Finnovate and is also in the process of jointly developing

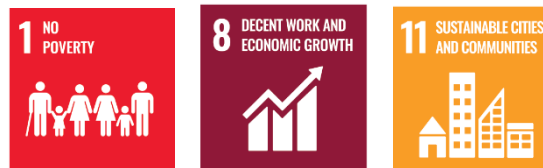
Outsourcing Solution with startups. The Company's Board of Directors also includes directors with expertise in startups and blockchain technology, which gives the Company the potential to build the infrastructure that will be developed into future applications to us in both government and private sectors, etc.



3.3.2 Local Economic Development

3.3.2.1 Local Employment

The Company places importance on promoting local employment with the goal of providing workers with a stable income that can be spent within the community to create a circular economy within the locality, creating community development with funds that can be used for development of infrastructure and improving the quality of life of community residents. In addition, community development also encourages entrepreneurs to be confident that they can provide the quality labor needed to conduct business in that community. This affects the decision to invest in expanding the business to community areas or nearby areas.



One of the main businesses of the company is the labor contract business. The Company recruits more than 8,000 - 10,000 workers to deliver to large corporate clients, including ensuring that employees have access to fair and appropriate benefits, employment certificates and income certificates so that workers can use it as evidence to support financial and other transactions. In addition, there is the development of labor skills and kept as a work history that can be used for further work in the future. The company negotiates with customers to encourage the hiring of local workers with employers that support community sustainability and reduce job turnover and relocation rates, as well as reward high-performing workers to provide morale and encouragement of working.

Employment

Details	Number of employee (persons)	
	Male	Female
Head office employees	87	162
Site workers	8,772	745
Disabled workers	37	43
Total	8,896	950

- **Payment of compensation and benefits to employees**

The Board of Directors by proposing of the Nomination and Remuneration, Corporate Governance and Sustainability Committee, which considers and approves the remuneration of executives and employees in the overall organization, both salary increases and annual bonuses, and the Company has guidelines regarding employee benefits and welfare.

The Company evaluates the annual performance of employees based on job success according to evaluation indicators (Key Performance Indicators: KPIs) that are consistent with the job description (Job Description) along with making a Predictive Index (Behavioral Assessment), which is set as criteria and has a clear performance monitoring.

The Company has considered adjusting positions and paying employees compensation appropriately, fairly and in line with the results of the annual performance evaluation by the Chairman of Executive Committee and the Chief Executive Officer considering together with executives of all business units, The Company provides employee welfare such as uniforms, health insurance, life insurance and accident insurance, annual health check, provident fund, employee shuttle bus, grants as appropriate, and welfare for employees' families, such as scholarships for meritorious children of employees and financial assistance in case of a death in the family etc. including providing benefits to employees.

In 2024, the Company has implemented a new vision and mission to transform the organization from a traditional outsourcing service to strategic partner to deliver human and technology integration to simplify life and

business, present the value of outsourcing service, and use ESG dimension as part of the corporate strategy. Such implementation has resulted in the Company being assessed by the Stock Exchange of Thailand as a sustainable stock.



3.3.3 Good corporate governance

3.3.3.1 Compliance with the principles of good corporate governance

The Company places great importance on the implementation of good corporate governance by using it as a guideline for the Company's business operations to build confidence and credibility among all groups of stakeholders. The Company is committed to managing the organization based on the principles of corporate governance with an organizational governance structure consisting of the Board of Directors, which can supervise and manage business operations with transparency, and the management team which manages the business according to the Company's corporate governance policy. The Company is also aware of risk management arising from internal and external factors throughout the supply chain for business continuity. The Company has implemented projects to support risk management culture so that all employees have knowledge and understanding of the importance of risk management (please refer to more details in the topic "Management Structure and Corporate Governance" in One Report).

Corporate governance assessment of listed companies

Long Term Goal	Assessment of corporate governance at the level of "Excellent" continuously every year.
2025 Goals	Corporate Governance Evaluation Result at "Excellent" Level



The Company received a “Excellent” rating from the Corporate Governance Report of Thai LISTED COMPANIES (CGR) 2024 organized by the Thai Institute of Directors (IOD) under the support of the Stock Exchange of Thailand (SET). This is the 4th year in which the Company has been assessed. Throughout the year 2024, the Company has continuously developed good corporate governance practices both at the level of the Board of Directors, which has a supervisory role, and executives and employees who have been communicated with guidelines on good corporate governance and implemented the guidelines in the operation of all departments, including treatment of stakeholders. The Company aims to further enhance its good corporate governance practices.

Annual General Meeting of Shareholders (AGM) Quality Assessment

Long Term Goal	100% Assessment results continuously every year
2025 Goals	100% Assessment result from the AGM Quality Assessment Project

The Company received a 100% rating for quality assessment of the 2024 Annual General Meeting of Shareholders arrangement among companies listed on the Stock Exchange of Thailand by Thai Investors Association. This is the 4th year of assessment. The Company is committed to improving the arrangement of the next shareholders' meetings.

3.3.3.2 Fair treatment of workers

The Company places importance on respecting human rights with a desire to create equality and equality both inside and outside the organization. The Company regularly inspects and take care that the Company's business is not involved in violations of the rights and freedoms of individuals, both directly and indirectly, such as not supporting forced labor (Forced Labor), opposing the use of child labor (Child Labor), giving respect and respect and treat all stakeholders with fairness on the basis of human dignity, without discrimination, which includes treating all company personnel equally, without discrimination of origin, race, gender, age, color, skin, religion, physical condition, status, ethnicity or other status that is not directly related to work performance. The Company has strictly complied with international laws and principles according to the Constitution of the Kingdom of Thailand, the Universal Declaration of Human Rights (UDHR), the ASEAN Human Rights Declaration and the Declaration on Fundamental Principles and Rights at Work of the International Labor Organization (The Organization Declaration on Fundamental Principles and Rights at Work: ILO).

3.3.3.3 Cyber security



The Company is preparing for changes in technology by improving the digital asset policy which covers cyber security which was approved by the Board of Directors meeting no. 3/2022 on 12 May 2022, including the establishment of a technology risk management team in times of crisis to set cyber security management policies and prepare in the event of a cyber security crisis. In addition, the Company cooperates with business partners who are experts in cyber security in order to prevent risks and provide a code of conduct for maintaining this security. The principles are as follows:

- Confidentiality – Protecting the confidentiality of information by preventing unauthorized access and disclosure of information from unauthorized persons, including personal or proprietary information of the Company.
- Integrity – Ensuring that Company's information cannot be modified, altered or destroyed by unauthorized persons.
- Availability – Ensuring that authorized users have access to data and the service is fast and reliable.
- Accountability – Specifying the duties and responsibilities of each person, including being responsible and responsible for the results of actions according to that role and duty.

- Authentication – Ensuring that access rights to computer systems and information only require a complete identity verification process.
- Authorization – Ensuring that granting access to computer systems and information is in accordance with Least Privilege and in line with basic needs (Need to Know Basis) as permitted.
- Non-repudiation – Ensuring that the parties involved in the transaction cannot deny their involvement in the transaction taking place.



3.4 Sustainability management in the environmental dimension

The Company has a policy to manage sustainability in the environmental dimension by giving importance to the development of environmentally friendly products and services, reporting concrete sustainability indicators, cost-effective use of resources and energy, as well as waste management and systematic waste according to international principles under ISO 14001 as follows:



3.4.1 Environment-friendly products and services

3.4.1.1 Development of environmentally and friendly products and services and reporting on sustainability indicators

The Company emphasizes on developing products and services that promote the sustainability policy of the company and its customers, including preparing reports on sustainability indicators related to services such as providing and leasing electric vehicle services, designing and managing green spaces, modifying work processes using digital technology to reduce waste and reduce paper use. The Company also has business partners that promote other areas, such as recruiting foreign workers, industrial waste management business and business processing consultant, etc., to respond the customer sustainability strategies. The Company emphasizes participation in designing services with customers and co-designing indicators that align with customers' business goals and sustainability goals.

3.4.1.2 Using resources and energy efficiently

Efficient use of resources. The company encourages directors, executives and employees at all levels. to use resources efficiently for maximum benefit, The Company also communicates, educates, supports and creates awareness among employees and all related parties to manage the use of available resources for the maximum benefits of the organization and society as a whole, for example

- Campaign to reduce the use of paper by sending information via electronic means such as e-mail and secure authorized approval through the platform designed and built by the Company under the name "DIGIDOCs"
- Water management. The Company manages wastewater from cleaning of containers, toilets or other activities to the building's central sewage system (the Company is not required by the laws to test water quality).
- Reduce process or steps in the operations for simplicity and convenience by adopting "Lean" system. This helps reducing paperwork and workload with the use of computers.
- Campaign to use LED bulbs to save electricity

Energy management. The Company recognizes the importance of energy

management and has established the energy conservation policy for executives and employees to comply with in the same directions. It realizes the importance of efficient use of energy resources and focuses on providing guidelines for energy conservation and building controls for employees within the organization to enable all employees to participate in energy conservation which is aimed at reducing the Company's expenses, such as having electricity and air conditioning turned off during lunch time from 12.00 p.m. – 1.00 p.m. and after office hours of 5.00 p.m.

In respect of management to reduce greenhouse gas emissions, since the Company is a medium-sized office, its electricity consumption is not very high, depending on the climate and the number of working

days in each month. The Company has calculated greenhouse gas emissions from electricity, water, and paper usage according to the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization). Due to energy management and environmental awareness campaigns for employees throughout the organization, the amount of greenhouse gas emissions by the office.

3.4.1.3 Management of garbage and waste



The Company has assigned a department to be responsible for management of garbage, waste, and pollution. Employees have been informed that the Company has categorized waste bins into 3 types. Waste should be separated before disposing into general bins, water bottle, plastic or glass bins, and recycling bins. Food scraps or wet garbage should not be disposed in the building. They should be separated and disposed outside the building in the place provided by caregivers for cleanliness and convenience for caregivers and proper disposal, etc.

3.5 Sustainability management in social dimension

The company has a policy to manage sustainability in the social dimension. Focusing on developing the quality of life of workers Both safety and occupational health Employee and labor skill development Maintaining data privacy As well as participation and continuous community development as follows:

3.5.1 Improving the quality of labor life

3.5.1.1 Safety and Occupational Health



From 2020 - 2023 and continuing until 2024, the situation has improved, but there is still a virus spreading. The COVID-19 outbreak situation has affected the work and livelihood of employees. The Company has provided face masks, alcohol gel, anti-COVID vaccines, as well as ATK tests for employees every 2 weeks and background checks after vaccinations to ensure safety for the company's employees and to build confidence in customers for working with employees.

The company has created a Covid Preventive Measure plan, set up a team to take care of employees in cases where they are at risk, including providing equipment, survival kits, medicine, transportation for employees in cases where they need to be quarantined to see symptoms, providing welfare regarding annual health checkup and for employees and executives including providing accident and health insurance.

3.5.1.2 Employee and labor skill development

The Company continuously develops the potential of its employees by emphasizing skills in learning from work and real experience, which must have skills in all 3 areas as follows:

- (1) **Technology:** To ensure continuous efficiency and maximum productivity, the company uses Program Work Tracking technology to enable employees to work both at the office and Work From Home.
- (2) **Critical thinking and problem management:** Exchanging ideas within the business and across functions to develop methods for managing employee problems.

(3) **Teamwork:** Organizing training as well as exchanging ideas in each part of the business to enable effective collaboration.

The company has an annual training and development plan (Training & Development Plan) by surveying and analyzing training and development needs to be used in planning on an annual basis. The courses are grouped as follows:

- Internal general training regarding general/fundamental knowledge such as basic firefighting and fire drill course and first aid course.
- Internal competency training such as Google AdWords course, Facebook advertisement course, and Analyzing Data With Power BI course.
- External competency training such as integrated risk management course, systematic review course, and maintenance of large trees in landscape work etc.

In addition, there is also (Upskill), adding new knowledge (Reskill), upgrading skills, and promoting diverse knowledge (Multi skills) which are necessary for self-development and the work that is done, including alternating changes and rotation of work (Job Rotation) to enhance employees' skills, abilities, and diverse work experiences. The Company has collaborated with the Expert Programing Tutor Institute to build IT personnel (IT Workforce) and has an employee training center under the name "SO ACADEMY" to train car drivers, valet-parking drivers, forklift drivers, administrative and public relations officers, with examples of training projects as follows:

Project to develop and build DNA for outsourcing employees to enhance their potential and meet business needs

Objective	This project is designed to upskill and create working DNA for outsourcing employees such as admin employees, gardeners, and drivers. It focuses on developing basic skills and working attitudes that are in line with the needs of today's customers. This will help increase the work potential of employees. Enhance the image of the customer organization and make employees truly meet the needs of the business The result is that customers will receive quality and high-potential employees, resulting in customers agreeing to pay premium service rates and increasing income for personnel, as well as creating sustainability in outsourcing services.
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Project implementation plan	1. Analysis of customer needs ○ Explore the skills and qualifications that clients need for each type of outsourcing employees. 2. Design of Upskill Curriculum ○ Create a course to develop appropriate skills such as document management, service etiquette, work safety and the use of basic technology. ○ Enhance soft skills such as communication, responsibility and teamwork. 3. Creation of working DNA ○ Cultivate a work culture that emphasizes quality, care, and professional service ○ Create transparent and measurable work standards 4. Testing and evaluating of development result ○ Take employees for training, trial work and evaluate their potential before and after development. 5. Offering added value to customers
Relevant parties	Human Resources and Human Resources Development Departments create development and training courses for Outsource employees. Outsource Management Team provides support and follows up on the progress of employee development. Corporate clients provide feedback on their needs and employees' performances. Outsourcing employees attend training and develop skills that can be used in actual work.
Indicators	<i>Expected results</i> • Outsourcing employees have skills and attitudes that match the needs of customers. • Customers receive quality and satisfying service. • Strengthen the image of customer organizations through the work of outsourcing employees. • Customers agree to pay premium rates for services in exchange for potential employees. • Income and sustainability of outsourcing employees have increased significantly.

	<i>Success indicators</i> • Customer satisfaction rate with the quality of outsourcing employees increased by 30%. • Number of customers willing to pay premium for service increased by 20%. • Outsourcing employees' skills and performance are significantly improved. • Average income for outsourcing employees increased by 15%. • Image of customer organizations is enhanced by high quality services.
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3.5.1.3 Participation and community development

The Company is committed to developing business along with creating a balance between community, society and the environment. The Company is committed to maintaining itself as a good example for society in conducting business sustainably according to ESG (Environment, Social, Governance) guidelines based on ethics and good corporate governance with social responsibility and consistently place importance on supporting community activities in many dimensions. In 2024, the Company implemented CSR projects for communities and society.

3.5.1.4 Data Privacy Protection



The Company places importance on maintaining and protecting the privacy of information for employees, business partners, and all business stakeholders of the Company. The Company has a privacy policy as a guideline for collecting, using, or disclosing personal information, including various rights of the owner of personal information according to the Personal Data Protection Act B.E. 2562 (2019).

The Company has revised its privacy policy, which was approved by the Board of Directors' meeting No. 4/2022 on 10 August 2022, and has received ISO27001:2013 regarding the information security system certification. Details of the personal data protection process according to law, the request for permission to use personal information is specified in the privacy policy on the Company's website www.siamrajathanee.com. >> good corporate governance >> good corporate governance documents >> privacy policy

3.6 Sustainability indicators

Information on energy management: electricity

Items	2023	2024	2025
Company's electricity consumption (unit: kilowatt-hour)			
Target of electricity consumption	550,000	550,000	550,000
Total electricity consumption	525,000	534,000	500,000
Quantity of electricity purchased	525,000	534,000	500,000
Quantity of electricity purchased or produced from renewable energy sources	-	-	-
Electricity consumption per unit of the company			
Total electricity consumption per unit (kilowatt-hour/square meter)	-	-	-
Company's electricity usage expenses (Unit: Baht)			
Total electricity usage costs	2,925,186.	2,658,225.6	2,371,644.2
	37		5
Information about power management: Oil and Fuel			
Items	2023	2024	2025
Company's oil and fuel consumption	1,260,288	239,704.51	xx
Diesel fuel (Liter)	127,786.87	183,208.	xx
		3	
Gasoline (Liter)	64,121.33	56,496.	xx
		13	
Expenses for using oil and fuel of the Company (Unit : Baht)			
Total oil and fuel usage costs	6,103,016.	7,944,634.0	xx
	08	8	
Information on energy management including the Company's energy consumption (unit: megawatt-hour)			
Total energy consumption	-	-	-
Energy consumption per unit of the Company			

Total energy consumption per unit (megawatt-hour / square meter)	-	-	-
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Information on water management

Items	2023	2024	2025
Company's water consumption classified by water source (unit: cubic meter)			
Target of water consumption	5,000	5,000	5000
Total water consumption	4,795	4,915	4,762
Quantity of tap water or water from other organizations	4,795	4,915	4,762
Surface water consumption	-	-	-
Underground water consumption	-	-	-
Sea water consumption	-	-	-
Water consumption from the production process	-	-	-
Company's wastewater volume classified according to the source of release (unit: cubic meter)			
Total volume of wastewater	-	-	-
Volume of wastewater released to other organizations	-	-	-
Volume of wastewater released into surface water sources	-	-	-
Volume of wastewater released into groundwater sources	-	-	-
Volume of wastewater released into the sea	-	-	-
Company's water consumption (unit: cubic meter)			
Items	2023	2024	2025
Net water consumption	4,795	4,915	4,762
Water consumption per unit of Company			
Net water consumption per unit (cubic meter / square meter)	-	-	-
Cost of water usage of Company (Unit: Baht)			
Total water usage costs	74,753.95	80,113.12	72,573.96
Expenses for using tap water or water from other organizations	-	-	-

Other water usage expenses	-	-	--
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Information on the quantity of garbage and waste

Items	2023	2024	2025
Quantity of garbage and waste of the company (Unit: Kilograms)			
Total quantity of trash and waste	-	17,206	18,447
Quantity of trash and waste is not hazardous.	-	17,156	18,400
Quantity of trash and hazardous waste	-	50	47
Quantity of garbage and reused waste (Reuse / Recycle) of Company (Unit: kilogram)			
Total quantity of trash and waste that is reused (Reuse / Recycle)	-	10,030	12,532
Quantity of garbage and non-hazardous waste that is reused (Reuse / Recycle)	-	10,000	12,500
Quantity of garbage and hazardous waste that are reused (Reuse / Recycle)	-	30	32

Information on greenhouse gas management

Items	2023	2024	2025
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Quantity of Company's greenhouse gas emissions			
(Unit: tons of carbon dioxide equivalent, tCO₂e)			
Target of greenhouse gas emissions			
total greenhouse gas emissions	388,885.02	408,515.24	xx
Quantity of greenhouse gas emissions - Scope 1	74,620.02	88,862.84	xx
Quantity of greenhouse gas emissions - Scope 2	314,265.00	319,652.40	xx
Quantity of greenhouse gas emissions - Scope 3	-	-	-
Quantity of greenhouse gas emissions per unit of			
Company			
Quantity of greenhouse gas emissions per unit	-	-	-
(Tons of carbon dioxide equivalent / square meter)			

Employment

Items	2023	2024	2025
Number of employees classified by gender (Unit : Person)			
Total number of employees	369	364	249
Number of male employees	144	147	87
Number of female employees	225	217	162
Number of male employees classified by age (unit : person)			
Number of male employees aged below 30 years	29	23	11
Number of male employees aged between 30-50 years	72	80	57
Number of male employees aged over 50 years	43	44	19
Number of female employees Classified by position (unit: person)			
Number of female employees aged below 30 years	44	38	31
Number of female employees aged between 30-50 years	138	141	125
Number of female employees aged over 50 years	43	38	6

Items	2023	2024	2025
Number of male employees Classified by position (unit: person)			
Number of male employees at operational level	124	129	71
Number of male employees at management level	9	6	5
Number of male employees at senior management	11	3	11
Number of female employees Classified by position (unit: person)			
Number of female employees at operational level	196	204	140
Number of female employees at management level	26	12	19
Number of female employees at senior management	3	10	3
Employment of people with disabilities (Unit: Person)			
Total number of disabled employees	80	88	80
Number of disabled persons who are not employees	-	-	-
Employee compensation			
Employee compensation classified by gender (Unit: Baht)			
Total amount of employee compensation	168,000,788.1	170,727,696.8	xx
	5	8	
Amount of compensation for male employees	60,353,286.85	66,247,531.93	xx
Amount of compensation for female employees	107,647,501.3	104,480,164.9	xx
	0	5	
Information on the Employee Provident Fund			

(In the case that the Company does not have a provident fund for employees, please specify 0)

Number of employees who are members of the provident fund (Person)	182	197	191
Proportion of number of employees participating in the provident fund (%)	63.41	54.12	xx
Amount of Company's contribution of the provident fund (Baht)	3,924,186.94	3,884,305.59	3,511,645.64

Items	2023	2024	2025
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Employee development

Average training hours of employees(Unit: hours / person / year)

Average number of employees' training hours	51	35	xx
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Employee training and development expenses (Unit : Baht)

Employee training and development expenses	7,321,464.51	3,719,754.59	1,387,250.65
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Safety, occupational health, and working environment of employees (unit: hours)

Total number of working hours of all employees	-	-	-
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Statistics on injuries or accidents from employees' work

Number of incidents of injuries or accidents from employees' work leading to time off from work (times)	0	0	0
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Number of work-related injuries resulting in being off work for 1 day or more (Person)	0	0	0
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Number of employees who died from work (Person)	0	0	0
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Promoting relationships and participation with employees

Number of employees who voluntarily resigned, classified by gender (Unit : Person)			
Total number of employees who resigned voluntarily	61	82	xx
Number of male employees who resigned voluntarily	26	28	xx
Number of female employees who resigned voluntarily	35	54	xx
Major Labor Disputes	N/A	N/A	N/A

Remark The company will start collecting data on garbage and waste volumes in 2024.

The Board of Directors and management of Siamrajathanee Public Company Limited are fully committed to promoting the company's growth, good performance and sustainable development for the benefit of the company, shareholders and all stakeholders including society and environment. In 2024, the Company made considerable progress in developing sustainability compared to the past in terms of policy, business strategy, work systems, performance results, and personnel education. The Company will continue to work in accordance with these beneficial guidelines more and more intensively and is confident that it will definitely be able to operate its business sustainably in the future.