

Sustainability Report 2025

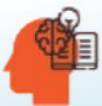
Somboon Advance Technology Public Company Limited



SOMBOON
ADVANCE TECHNOLOGY



Drive Business toward
a Sustainable Future



SMART PEOPLE



GROWTH SOCIETY



BUSINESS TRUST



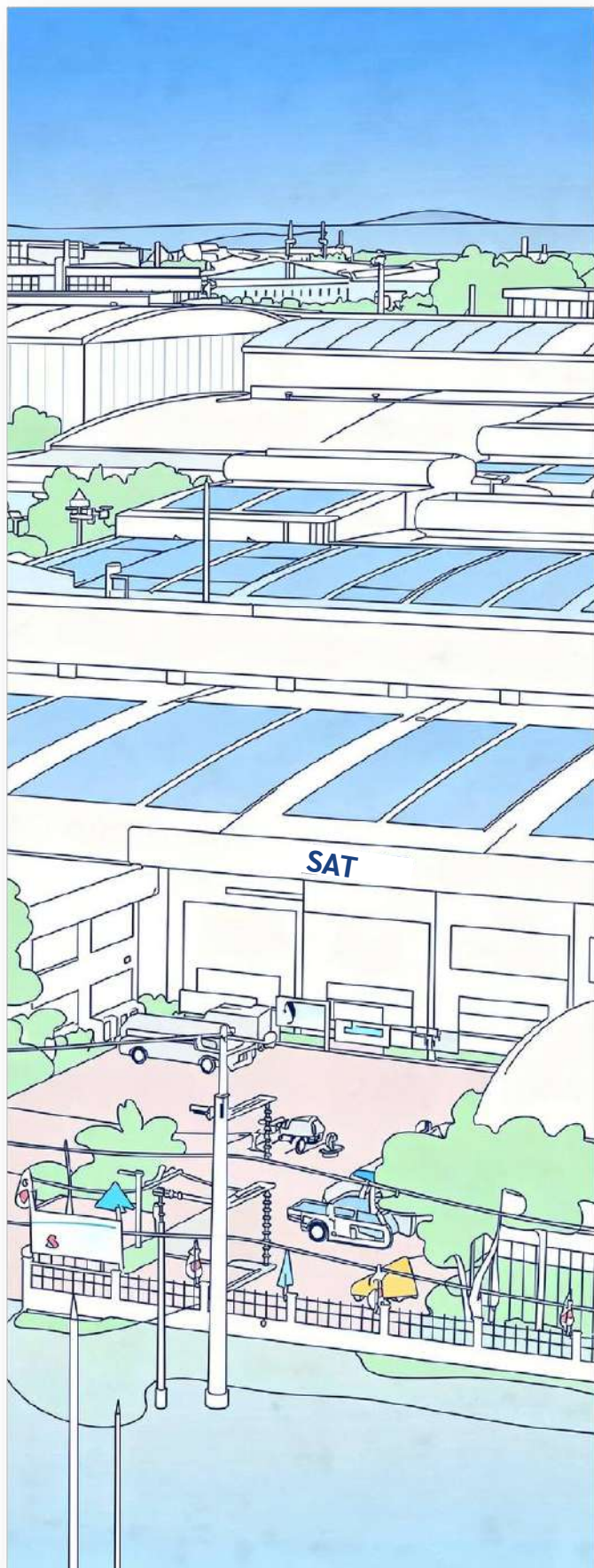
**IN REMEMBRANCE OF
HER MAJESTY'S
GRACE AND DEVOTION**



ON BEHALF OF ALL

Somboon Advance Technology Public Company Limited

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About the Report

Companies in Somboon Advance Technology developed this Sustainability Report 2024 to present sustainability development in its 12th year. This shows its determination to be transparent and accountable for all stakeholders. The report has its scope, including the topic of its materiality on economics, social, and environmental issues related to the company's operation, according to the Somboon Triple Bottom Line philosophy: Smart People, Business Trust, and Growth Society from 1st January 2025 to 31st December 2025.



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Approach to Reporting

This 202 Sustainability Report has been created according to GRI (Global Reporting Initiative: GRI Standard with all the core content and selected significant issues relevant from the materiality assessment. Moreover, we have updated the report to include the company's determination driving toward the UN Sustainable Development Goals: SDGs.

The Scope of the Report

This report considers the relevance of the topics, the readiness of information, and the significance of issues to the company's performance. The scope includes information for both the automotive industry and agricultural machinery industry and the subsidiary of Somboon Group, including:

- Somboon Advance Technology PCL (SAT)
- Somboon Forging Technology Co., Ltd. (SFT)
- Somboon Malleable Iron Industrial Co., Ltd. (SBM)
- International Casting Product Co., Ltd. (ICP)
- Somboon Development and Service Co., Ltd.

In 2024, increased coverage of some of the businesses with direct and indirect investment proportions—namely, companies

- Somboon Advance Agriculture Co., Ltd. (SAA)
- Somboon Siasun Tech Co., Ltd. (SST)
- Somboon Tron Energy Co., Ltd. (STRON)



For more information, please contact

Corporate Strategy and Sustainability Department

Somboon Group
215 Moo 2, Bangna-Trad Road, Bang Chalong
Subdistrict, Bang Phli District, Samut Prakan 10540
Call 0-2080-8237,0-2080-8235





Message to Our Stakeholders

In 2025, Thailand's automotive and agricultural machinery industries continued to face headwinds from a slowing economic environment. Total vehicle production amounted to 1.43 million units, a decrease of approximately 2%, while agricultural machinery production reached 55,364 units, declining 15% compared to the previous year. These conditions had a direct impact on Somboon Advance Technology Public Company Limited, whose core revenue base is derived from pickup truck components and agricultural machinery parts. As a result, the Company recorded total revenues of Baht 6,837 million, a decrease of 6% from 2024.

Nevertheless, amid economic volatility and rising stakeholder expectations, the Company was able to sustain its profitability, achieving a net profit of Baht 730 million, an increase of 4% - a result that stands in contrast to broader industry trends. This performance reflects disciplined governance and business management, close collaboration with customers and business partners to respond swiftly to industry changes, effective cost management, the integration of environmental and social considerations into business operations, and the adoption of digital technologies to enhance operational efficiency, competitiveness, and long-term sustainable growth.

In the context of economic shifts and structural transformation across the industry, the Company recognizes that long-term sustainable growth requires a systematic approach to managing Environmental, Social, and Governance (ESG) matters in alignment with corporate strategy. Accordingly, ESG considerations have been embedded into the Company's decision-making processes and business operations to manage risks while creating value for all stakeholder groups.

In 2025, the Company placed particular emphasis on elevating its environmental management practices, focusing on reducing the impact of its operations, improving resource and energy efficiency, and strengthening preparedness for climate change. At the same time, the Company remained committed to respecting human rights in preparation for the transition of the automotive industry, all carried out under a framework of sound corporate governance - ensuring transparency, accountability, and alignment with internationally recognized standards.

Beyond its business operations, the Company also recognized its broader social responsibilities by providing support to those affected by significant domestic events — including the Thai-Cambodian border situation covering the provinces of Ubon Ratchathani, Si Sa Ket, and Buriram, as well as flooding in the Hat Yai area. Support was extended in the form of financial contributions and the provision of essential supplies to alleviate hardship and assist in community recovery.

The Company's commitment to and systematic implementation of sustainability practices has been recognized through assessments and rankings by both domestic and international external organizations.

The Company's commitment to and systematic implementation of sustainability practices has been recognized through assessments and rankings by both domestic and international external organizations. In 2025, **the Company received an ESG Rating of AAA from the Stock Exchange of Thailand and was honored with the Sustainability Excellence Award at the Commended level.** Additionally, the Company earned a Bronze Medal in the EcoVadis sustainability assessment and received the Sustainability Award from customer DANA (Supplier Awards 2024) — all of which affirm the Company's continued progress in elevating its environmental, social, and governance standards.

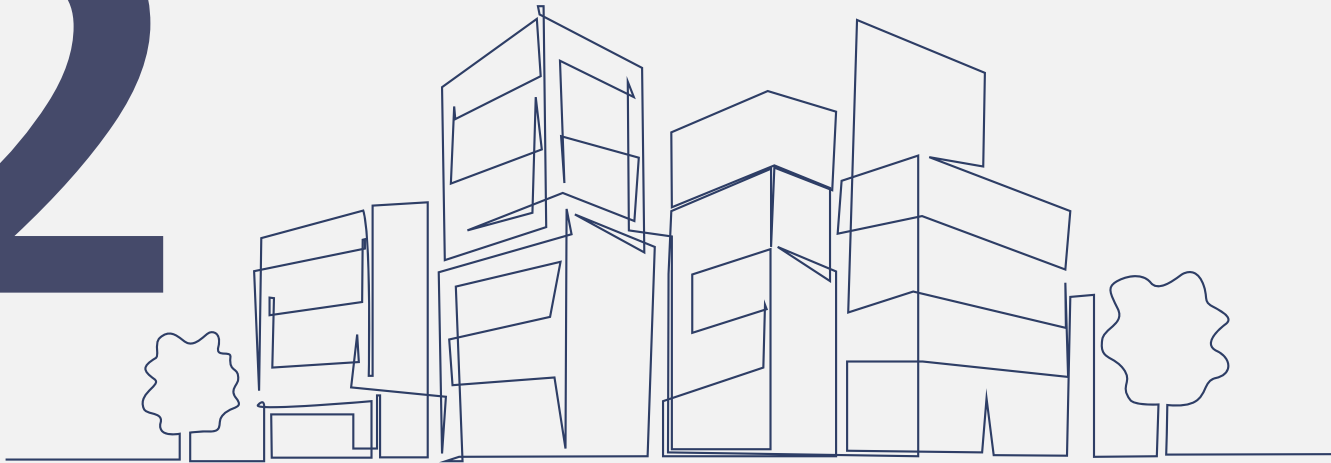
The Company is equally mindful of the global climate action agenda following the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP30), which underscored the urgency of reducing greenhouse gas emissions and transitioning to a low-carbon economy. This aligns with Thailand's revised targets to achieve carbon neutrality and net-zero greenhouse gas emissions, brought forward from 2065 to 2050. In response, the Company remains committed to continuously strengthening its environmental management practices, alongside reinforcing its human rights framework, developing ESG collaboration networks throughout its supply chain, and building employee capabilities in skills relevant to the evolving industry landscape — all in preparation for shifts in policy, international standards, and long-term stakeholder expectations.

“ On behalf of the Management, we would like to express our sincere gratitude to all employees, business partners, and stakeholders for their continued support and cooperation. The Company will remain steadfast in conducting business with responsibility, transparency, and a commitment to minimizing impacts on the economy, society, and the environment — in pursuit of stable and sustainable growth for the long term. ”



Mr. Vacharatorn Kitaphanich
President

2



Company General Information

2.1 Company General Information

2.2 Operational Sustainability Framework

2.3 Business Value Chain

2.4 Shareholding Structure

2.5 Main Products and Proportion of Revenues

2.6 Market Share of Main Products

2.7 Organization Structure

2.8 The Road to Sustainable Development

2.9 Awards and Appreciations 2024



2.1 The Company's Business

Somboon Advance Technology Public Company Limited (the "Company") operates as a holding company, primarily investing in and holding shares in subsidiaries engaged in the manufacturing of automotive parts and agricultural machinery. The Company's head office is located in Samut Prakan Province. The Company focuses on creating value through strategic management, good corporate governance, and the continuous development of the capabilities of its subsidiaries.



Name in the stock market: SAT



Date established:

SAT was established in 1995
Listed in SET on 31st January 2005



Head Office: Samut Prakarn



CEO:

Mr. Vacharatorn Kitaphanich (President)



Registered capital:

425,193,894 Baht



Number of employees:

1,943 Persons

The Company is currently undergoing a business transformation.

"Drive Business towards a Sustainable Future"

The Company aims to achieve sustainable growth alongside effective management of risks and opportunities arising from changes in the industry, technological advancements, and climate conditions. This strategy reflects the Company's adaptability to key trends, including electrification, automation technologies, rising ESG expectations, climate-related risks, and the transition to a low-carbon economy.

The Company's Business

1

Automotive and Agricultural Machinery Parts Business Group: Focusing on maintaining the business value of current core components and developing new parts to ensure continuity in xEV technology.



Somboon Forging Technology Co., Ltd.

Location: Samut Prakarn, Rayong



Somboon Malleable Iron Industrial Co., Ltd.

Location: Rayong



International Casting Products Co., Ltd.

Location: Rayong

2

Electric Vehicle and Battery Assembly Business Group: Operating in the modern electric vehicle industry, focusing on the developing and manufacturing electric three-wheeled vehicles and assembling batteries.



Somboon Tron Energy Co., Ltd.

Location: Samut Prakarn

3

Robotics and Automation Systems Business Group: focuses on expanding automation system business in the industrial sector and Smart Warehouse.



Somboon Siasun Tech Co., Ltd.

Location: Samut Prakarn

4

Agricultural Machinery Business Development Group : Strengthening growth through strategic collaborations with partners to expand its presence in the agricultural machinery industry.



Somboon Advance Agriculture Co., Ltd.

Location: Rayong ,Chonburi

2.2 Operational Sustainability Framework

VISSION

To be a trusted partner with leading engineering products and solutions that harmonizes the use of advanced technology with social and environmental sustainability

Mission



Deliver reliable products and services with competitive prices to our customers



Innovate and apply advanced technology to accelerate change in our core businesses



Grow business with our partners and deliver our promise



Enhance capabilities of our organization and people to adapt to changes in business context



Commit to optimize resource and protect environment and promote living quality of people in society

Key Sustainable Pillars

Environment

- Greenhouse gas management
- Energy management
- Water management
- Waste management



Society

- Good deed campaign
- Human capital development
- Safety at workplace
- Employee engagement promotion
- Social value contribution
- Human right care

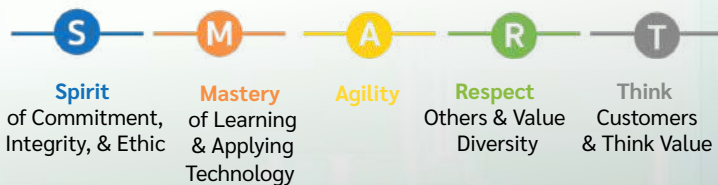


Good governance

- Customer satisfaction creation
- Joint effort with business partners to fight corruption
- Human right risk assessment and management
- Prevention of non-compliance of laws and regulations
- Continual business development plan implementation
- Business Code of Conduct promotion among employees



SAT Culture



Smart People



Business Trust

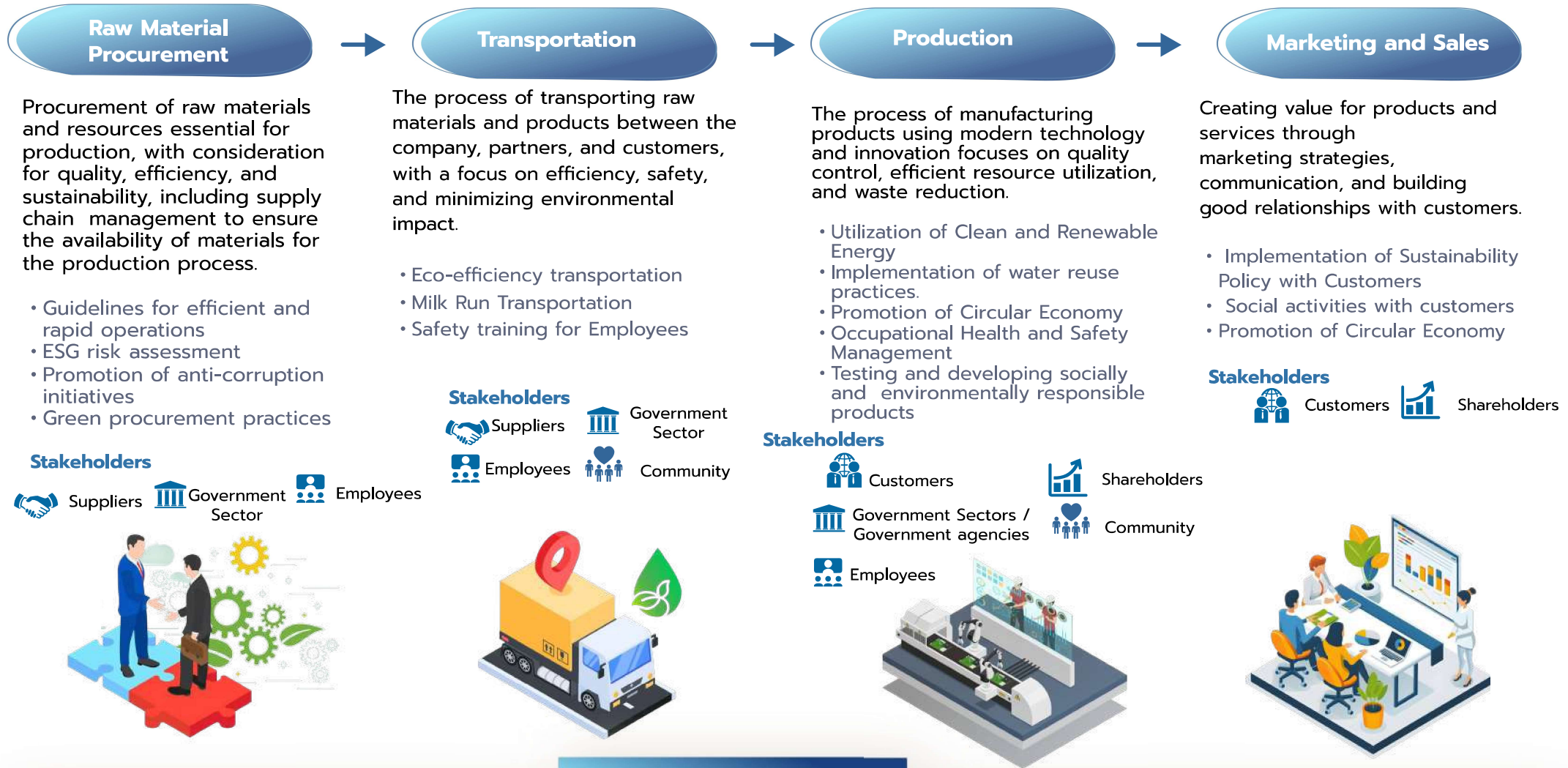


Growth Society

Self-sufficiency economy

Operation principle and philosophy of the self-sufficiency economy

2.3 Business Value Chain



การสนับสนุนการดำเนินงาน

Internal organizational management supports all processes with governance to ensure operations are transparent, fair, and in accordance with good governance principles


Anti-Corruption and Business Ethics


Employee Development


Human Rights Risk Assessment


Business Continuity Management


Creating Shared Value : Good Practice for Society


Shareholders


Government Sector


Customers

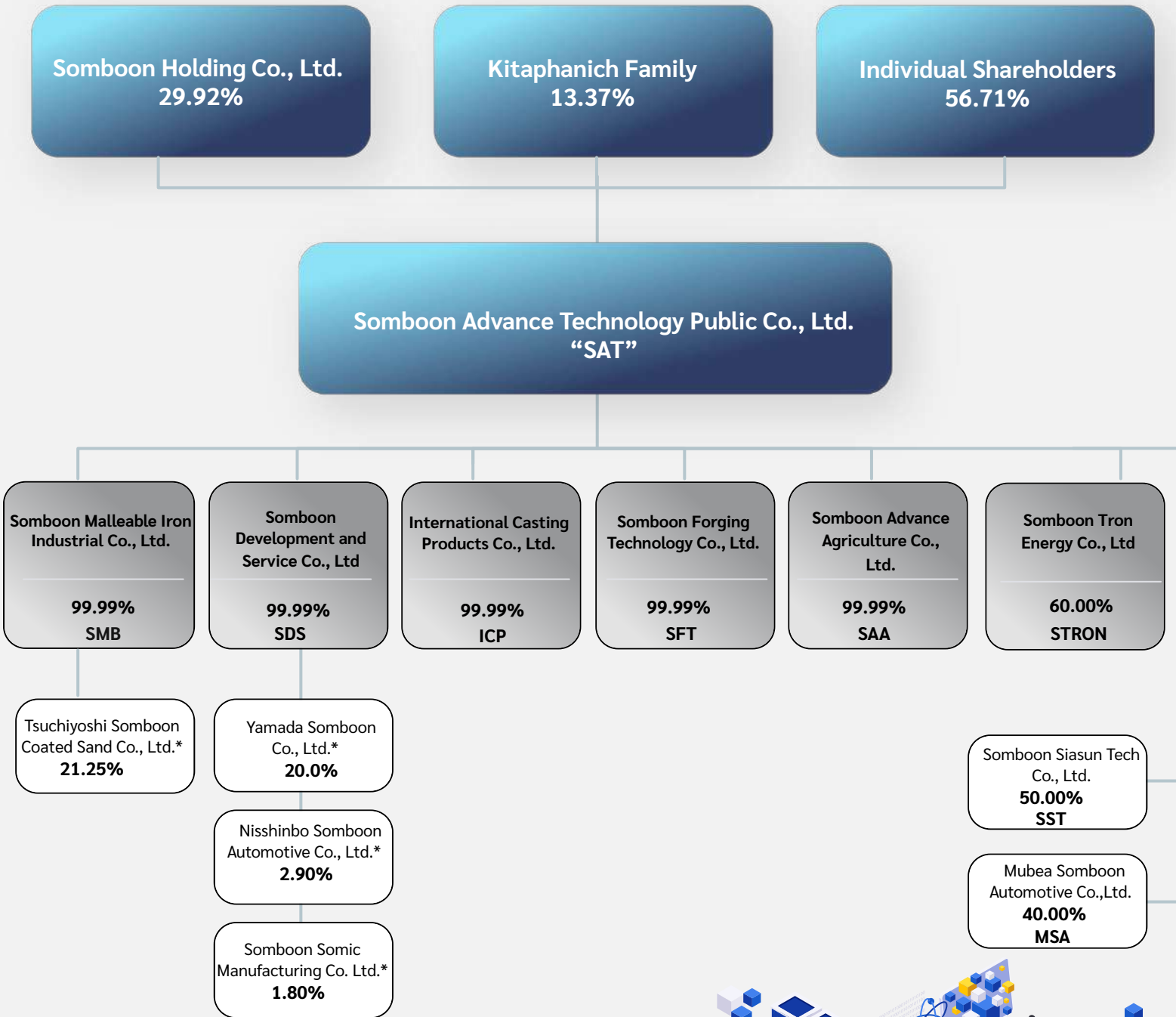

Employees


Suppliers


Community

2.4 Shareholding Structure

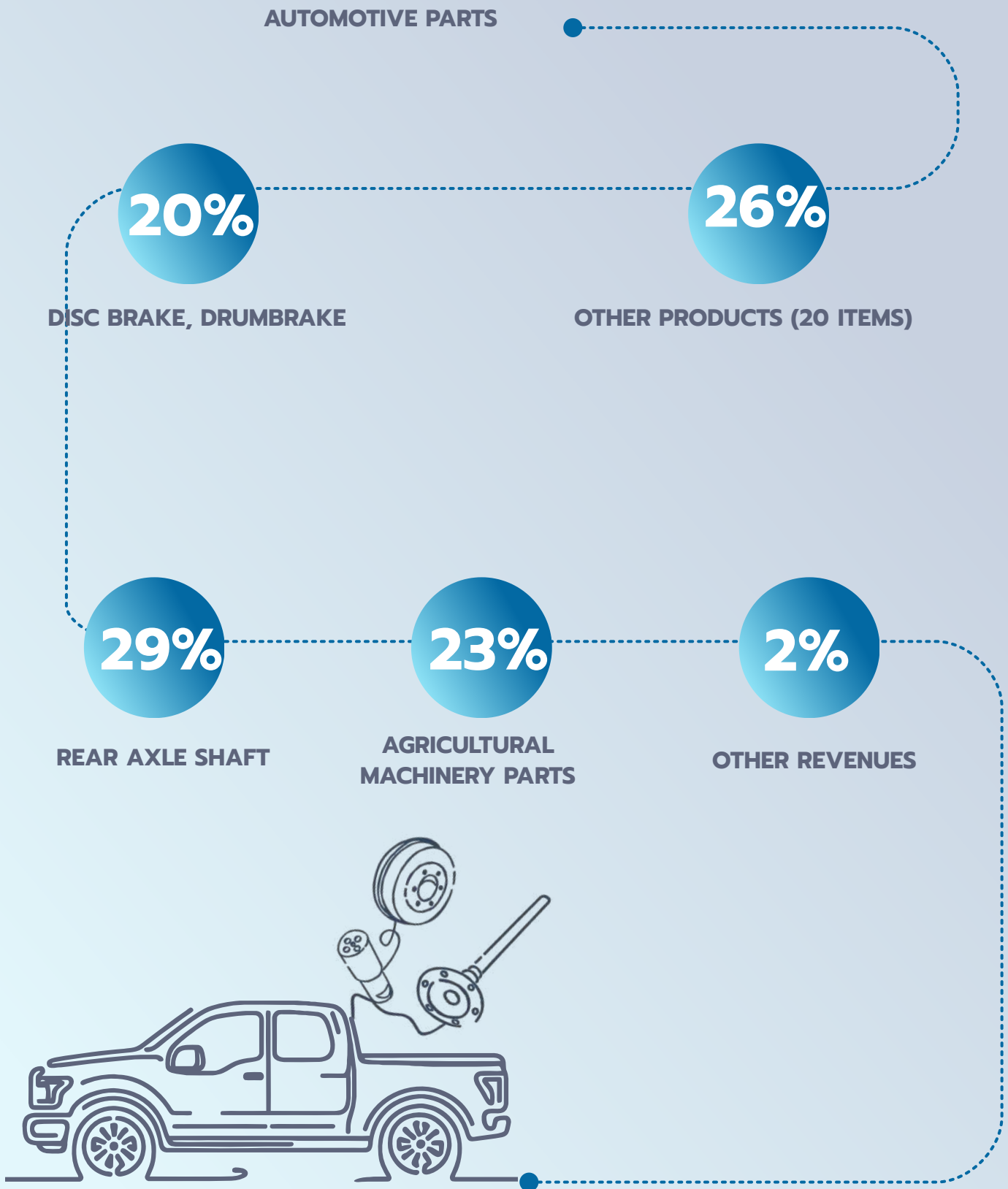
The shareholding structure of Somboon Advance Technology Public Company Limited
March 6 , 2025



Remark : 1. * No persons who may have conflict of interest are holding shares in the related companies exceeding 10%.



2.5 Main Products and Proportion of Revenues Products

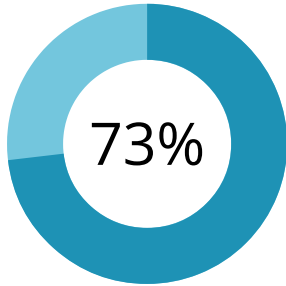


2.6 Market Share of Main Products

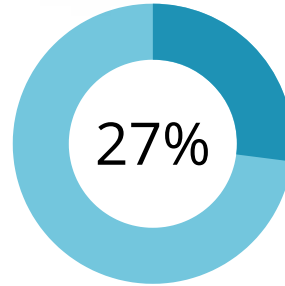
REAR AXEL SHAFT



SAT



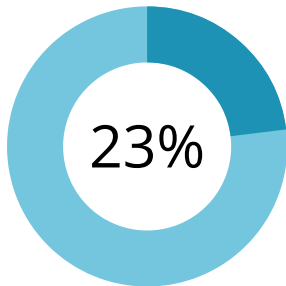
OTHERS



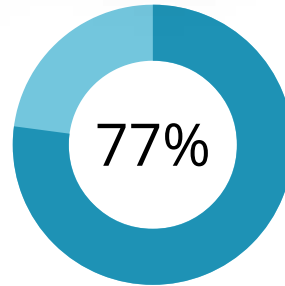
DISC BRAKE DRUM BRAKE



SBM



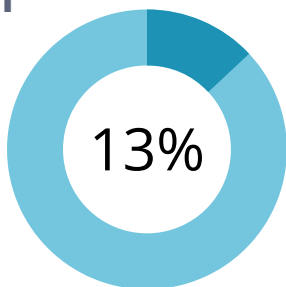
OTHERS



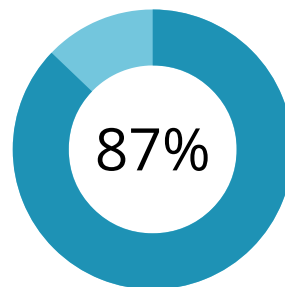
HUB WHEEL



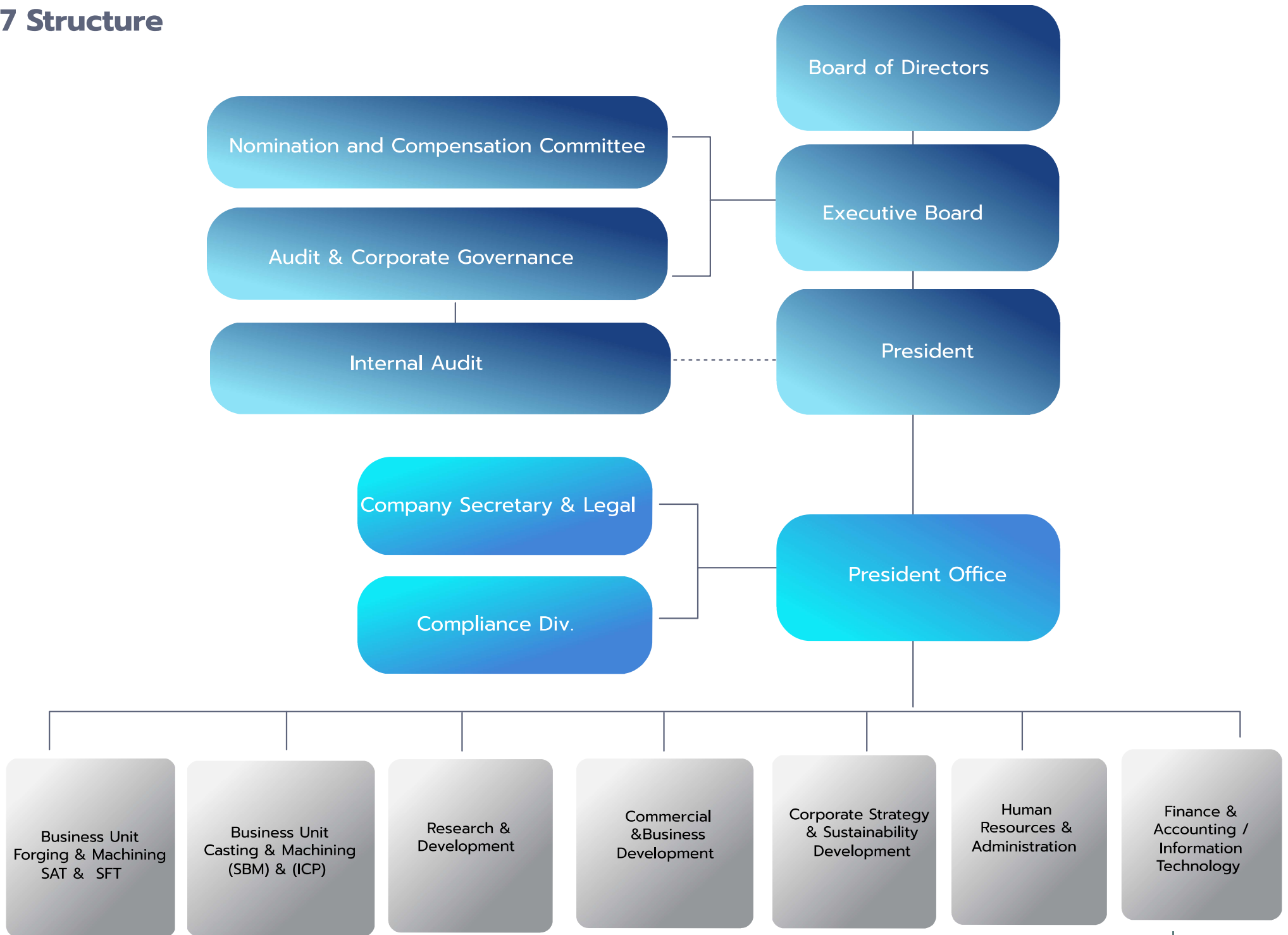
SBM/SFT



OTHERS



2.7 Structure



2.8 The Road to Sustainable Development

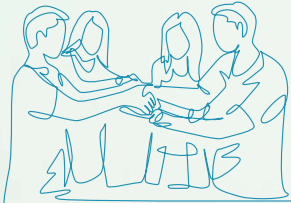


CSR After Process

01

1999 - 2009

- Set up volunteer club
- Donate to help the society
- Build or renovate school
- Collaborate with the government to plant trees for the environment.



Sustainability Principle Initiative

02

CSR In-Process

2010 - 2013

- ISO 14001
- ISO 9001 & IATF
- CSR-DIW
- Corporate Social Guidelines



2014 - 2017

- Operation principle and philosophy of the
- self-sufficiency economy
- Triple Bottom Line Somboon
- Triple Bottom Line



03

Sustainability Development STD & Framework

2018 - 2022

- TIS.9999
- Link goals SDGs
- Stakeholder Engagement

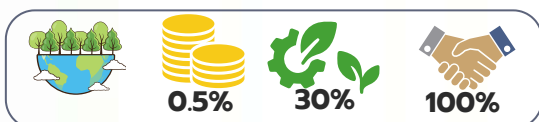


Integrated with Business Strategy

05

2022 - 2030

- Sustainability Development
- Framework
- SIA **0.5%** of profit
- GHG Reduction of **30%** as baseline 2018
- Compliance **100%** obligation



2.9 Awards and Appreciations 2025



Environmental Awards

- SFT2, SBM, ICP1, and ICP2 received Green Star Award from Industrial Estate Authority of Thailand (IEAT).
- SFT1 was awarded the **“We CYCLE Awards 2025”** certificate, presented by WHA Corporation PCL, WHA Utilities and Power PCL, and WHA Group, in collaboration with the Industrial Estate Authority of Thailand (IEAT), PTT Global Chemical PCL, SCG Packaging PCL, and BSGF Co., Ltd.

Social Awards

- SFT1 was honored with a Certificate of Appreciation for **“Distinguished Contributions to Safety Promotion, Accident Prevention, and Rehabilitation 2025”** from the Social Security Office.
- The Company was awarded a certificate of recognition for the **“ESG DNA”** project, a sustainability knowledge initiative designed for personnel at all levels, organized by the Stock Exchange of Thailand (SET).
- The Company received the **“Moral Organization Promotion with Moral Credit System”** certificate for the year 2025. This honor was presented by the Happy Workplace Thailand Association in collaboration with the Moral Center (Public Organization).

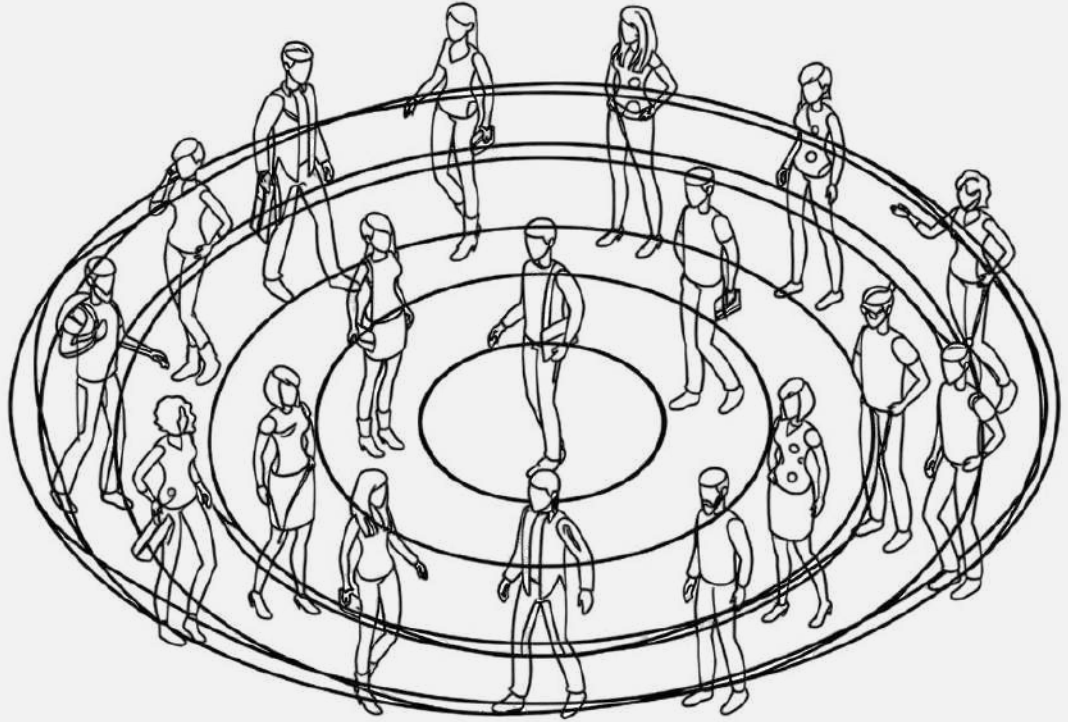
Awards from the Ministry of Labour

- SFT2 received the National-Level Outstanding Model Establishment Award for Occupational Safety, Health, and Environment (Thailand Safety Award) for the 5th consecutive year.
 - SFT3 received the National-Level Outstanding Establishment Award for Labour Relations and Welfare for the 3rd consecutive year.
 - SFT3 received the Outstanding Establishment Award for Occupational Safety, Health, and Working Environment.
 - SBM received the Outstanding Business Award for Labor Relations and Welfare in 2025, National Level, for the 16th consecutive year.
 - ICP1 received the Outstanding Business Award for Labor Relations and Welfare in 2025, National Level, for the 15th consecutive year.
 - ICP2 received the Outstanding Business Award for Labor Relations and Welfare in 2025, National Level, for the 12th consecutive year.
 - ICP2 was honored with the “**Zero Accident Campaign 2025**” plaque (Bronze Level) for the first year, presented by the Ministry of Labour.
 - SFT1 received the Zero Accident Campaign 2025 award for the second year in a row from the Ministry of Labour.
 - SFT3 was awarded the “**Zero Accident Campaign 2025**” plaque (Bronze Level) for the 1st year.
 - The Company was honored with the ‘Excellent Level’ Healthy Organization Prototype Award under the Healthy Workplace Promotion Project. This initiative aims to enhance the quality of work-life in alignment with 10-year strategic goals, presented by the Happy Workplace Thailand Association in collaboration with the Thai Health Promotion Foundation (Thai Health)
 - The Company received the “Thailand Labour Management Excellence Award” (Highest Distinction) for Labour Relations and Welfare 2025, marking the 20th consecutive year of national-level recognition from the Ministry of Labour.
- SBM and SFT received the CSR-DIW Continuous Award 2025 for the 8th and 12th consecutive years, respectively.

Good Governance Awards

- **Awards from the Stock Exchange of Thailand (SET) in collaboration with Money & Banking Magazine**
 - Commended Sustainability Awards
 - **SET ESG Ratings 2025 at the “AAA” Level**
- The Company received the “Sustainability Disclosure Award” from the Thaipat Institute, recognizing excellence in sustainability reporting.
- The Company successfully renewed its certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the 4th consecutive time.
- The Company achieved a “**Bronze Medal**” in the EcoVadis Sustainability Rating, placing it among the top 35% of companies evaluated globally by EcoVadis.
- The Company was among the first 50 organizations to join the ‘**Stop Bribery... Speak Up**’ (Riek Rub... Rao Rong) initiative. This milestone was highlighted at the CAC Certification Ceremony 1/2025, themed ‘**Business Integrity in Action: Building Transparency through a Whistleblowing Culture.**’ The event was jointly organized by the Thai Private Sector Collective Action Against Corruption (CAC), the Thai Institute of Directors (Thai IOD), the Office of the National Anti-Corruption Commission (NACC), and their strategic networks

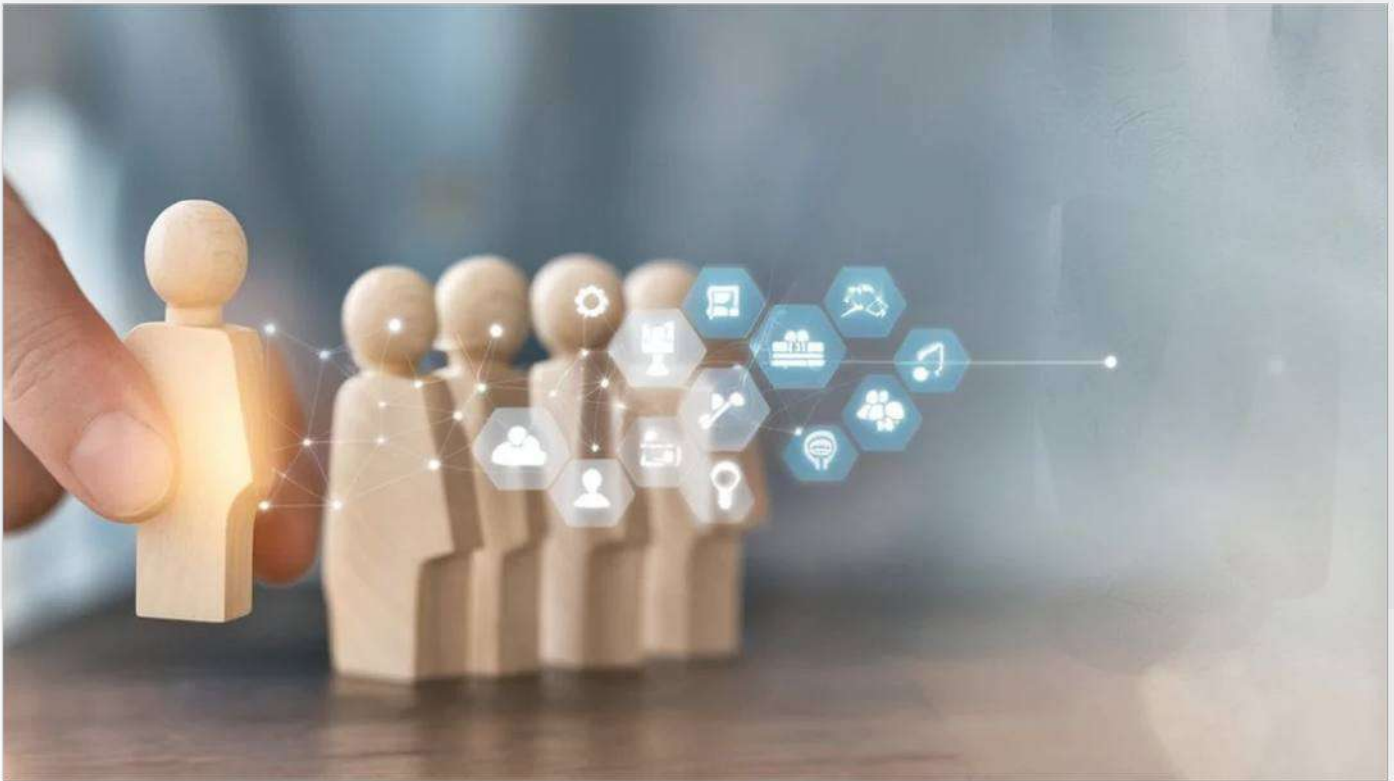
3



Stakeholder Engagement and Materiality

3.1 Stakeholder Engagement

3.2 Identifying Materiality



3.1 Stakeholder Engagement

The Company places strong emphasis on managing stakeholder impacts and expectations throughout the value chain, recognizing these as essential components of sustainable business operations and as a key enabler of risk management, opportunity identification, and corporate strategy formulation.

The Company conducts its stakeholder engagement process in accordance with the AA1000 Stakeholder Engagement Standard (AA1000SES), adhering to its three core principles:

- Inclusivity: providing stakeholders with the opportunity to participate
- Materiality: focusing on issues of significant relevance
- Responsiveness: Addressing stakeholder concerns and expectations

Stakeholders are defined as individuals, groups, or organizations that may be positively or negatively impacted by the Company's products, services, and business activities.

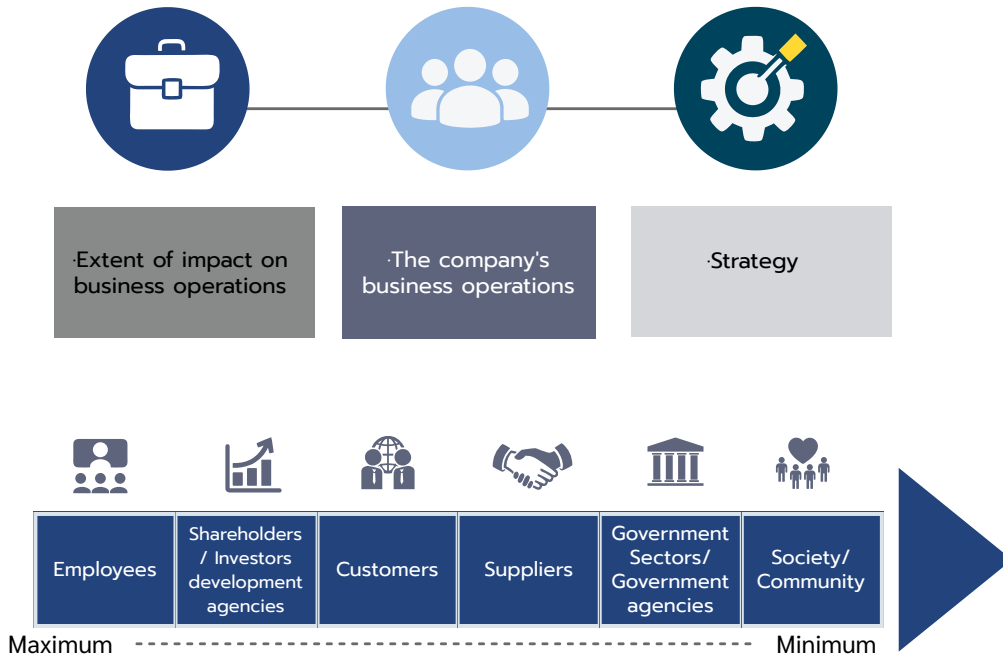
Stakeholder Identification and Prioritization.

The Company has identified and defined its key stakeholders who may be impacted by, the Company's business operations. These stakeholders comprise six main groups: employees, shareholders and investors, customers, partners, government agencies and regulatory bodies, the community and the private development.



Materiality Assessment Process





The Company conducted a workshop with relevant departments to assess and prioritize stakeholders based on the following key criteria:



The expectations of each stakeholder group have been analyzed and identified to develop appropriate management approaches that effectively address their concerns. Stakeholders with high influence and high impact have been classified as priority groups for close engagement to ensure that the Company can appropriately respond to their expectations and mitigate potential external risks. To facilitate and enhance communication efficiency, clear guidelines and engagement channels have been established to address the expectations of each group. Further details are provided in the table below.



Stakeholders	Needs or expectations	Actions in Response	Communication and engagement channels
<p>Employee</p> 	<ul style="list-style-type: none"> • Potential for career advancement • Fair compensation and benefits • Workplace safety and a pleasant working atmosphere • Equal treatment of employees • Data Privacy Protection 	<ul style="list-style-type: none"> • Conduct individual competency development programs. • Establish a welfare committee. • Create a policy and an EHS Committee comprised of employer and employee representatives. • Develop SAT culture to lead everyone in the same direction. • Implement a policy to ensure adherence to the PDPA principles. 	<ul style="list-style-type: none"> • Direct communication from senior management to employees through a quarterly panel discussion • Quarterly communication through the forum allows Executive Management to communicate to the management level. • Employee Committee, Welfare Committee, and Safety Committee meetings • Annual two-way performance appraisal • Social Media Communication platforms, including Line Chat (SAT Group, Somboon Group) and Facebook (Somboon Group page) • Biannual employee engagement surveys - We Care • Internal and external websites of the Company • Complaint channels https://www.satpcl.co.th/en/corporate-governance/whistleblowing-notice/whistleblowing-notice-policy
<p>Shareholders & investors' development agencies</p> 	<ul style="list-style-type: none"> • Good returns • Business development in terms of technologies to tackle business disruption • Responsibilities for environmental, social, and governance (ESG), including risk management 	<ul style="list-style-type: none"> • Appropriate dividend payment to shareholders • Developing business opportunities for growth • Implement good corporate governance principles in business operations by incorporating risk management and business continuity management. • Management and development of the organization for sustainable growth by integrating ESG development principles into the corporate strategy 	<ul style="list-style-type: none"> • Annual General Meeting for Shareholders • Opportunity Day via the Stock Exchange of Thailand • Company visit • Annual report • Sustainability report • Company website https://www.satpcl.co.th/en/corporate-governance/whistleblowing-notice/whistleblowing-notice-policy
<p>Customers</p> 	<ul style="list-style-type: none"> • Efficient, quality, and on-time production and delivery • Managing the production line and implementing risk prevention measures against business interruptions • Reduce the environmental impact of products while providing social value to customers • Compliance with guidelines and value chain requirements. • Data security and privacy 	<ul style="list-style-type: none"> • Continuously developing raw materials and production processes to enhance cost competitiveness. • Implementation of Safety Shop Floor Management with regular meetings to report and monitor key performance indicators in the production line • Planning to ensure business continuity (BCP Plan). • Research and development of products to meet the demands of environmentally friendly automotive technology. Request carbon footprint certification to confirm the accuracy of the data. 	<ul style="list-style-type: none"> • Collaborative activities in product development to meet the needs of consumers, society, and the environment. • Collaboration in the development process for resource efficiency • Annual customer satisfaction survey • Annual customer policy acknowledgment meeting • Joint social responsibility management • Participation in customer-community activities • Sustainability report • Company website

Stakeholders	Needs or expectations	Actions in Response	Communication and engagement channels
<p>Customers</p> 		<ul style="list-style-type: none"> • Social activities with customers • PDPA compliance policy • Human Rights Policy 	<ul style="list-style-type: none"> • Complaint channels https://www.satpcl.co.th/en/corporate-governance/whistleblowing-notice/whistleblowing-notice-policy
<p>Suppliers</p> 	<ul style="list-style-type: none"> • Mutual potential development and business growth • Business Code of Conduct, Transparency and Equality • Knowledge Sharing for development 	<ul style="list-style-type: none"> • Development of a code of conduct for suppliers and standardization of procurement policies • Projects for training and development of supplier • Equality treatment for all suppliers, as stated in the Business Code of Conduct 	<ul style="list-style-type: none"> • Annual supplier meeting • Supplier Sustainable Code of Conduct • Joint effort in the development of efficient use of resources in the production process • Supplier site visit • Sustainability report • Company website • Complaint channels https://www.satpcl.co.th/en/corporate-governance/whistleblowing-notice/whistleblowing-notice-policy
<p>Local communities / Private development agencies</p> 	<ul style="list-style-type: none"> • Promoting career development and education to strengthen the community sustainably • Good environmental campaigns without impact on the communities • Participation in Public Activities • Collaboration on Sustainability Projects 	<ul style="list-style-type: none"> • Implementation of projects to create more jobs and expand educational opportunities in the communities, such as hiring people with disabilities and opening an elderly school • Educational campaigns such as scholarships and bilateral projects for student internships • Compliance with the EIA measures to promote CSR-DIW activities • Donations to the underprivileged. 	<ul style="list-style-type: none"> • Community seminars and meetings based on EIA and CSR-DIW principles • Community needs surveys conducted on the ground. • Monitoring Governance Agencies across channels • Participation in project meetings led by the Company to ensure sustainability
<p>Government Sectors/ Government agencies</p> 	<ul style="list-style-type: none"> • Compliance with public rules, regulations, and laws • Cooperation in the projects of government agencies and the public sector • Social and environmental responsibility 	<ul style="list-style-type: none"> • Ensuring adherence to rules, regulations, and laws by implementing the ISO14001 system framework • Collaboration in government activities and ongoing support for public-sector social activities such as CSR-DIW activities 	<ul style="list-style-type: none"> • Monitoring government policies across channels • Meetings with government agencies • Sustainability report • Company website

3.2 Materiality Identification



“ The Company conducts an annual review of material sustainability topics to ensure that its operations remain aligned with the evolving business context and stakeholder expectations. In 2025, the Company began exploring the Double Materiality assessment approach as part of its preparation to elevate its reporting standards in the future. ”

Materiality Identification Process



1. Identification

The Company analyzes its operating environment through STEEP Analysis, encompassing both internal and external factors, as well as material issues at the global level in accordance with the GRI framework.

2. Stakeholder Engagement

Opinions and feedback are gathered from stakeholders across the value chain through meetings, surveys, and analysis of various communication channels, in order to identify issues that have an impact on both stakeholders and the Company's business operations.

3. Prioritization

In 2025, the Company conducted a review of the previous year's materiality assessment, taking into consideration driving forces from the transition of the automotive and agricultural machinery industries, as well as climate change management. While the review confirmed that the previously identified material issues remain relevant and comprehensive, the Company has elevated the importance of ESG risk management to better address the volatility of the industry.

4. Implementation & Disclosure

Material issues approved by the Sustainability Development Committee are translated into action plans and Key Performance Indicators (KPIs), with quarterly progress monitoring. Transparency is ensured through data verification by the Internal Audit department, as well as External Assurance covering environmental data under Scope 1, 2, and 3, to confirm accuracy in accordance with international standards.

Materiality Assessment Results 2025

In the 2025 materiality review, the Company assessed sustainability issues across three dimensions - Environmental, Social, and Governance (ESG) - identifying a total of 16 material issues. Considering the context of technological transition in the automotive industry, the Company identified three top-priority issues as follows:



1. Energy Management

- **Significance and Impact:** Energy consumption directly affects production costs and the Company's competitive ability. It is also a key variable in sustainability performance evaluations conducted by customers within the supply chain.
- **Management Approach:** The Company has increased the proportion of renewable energy usage alongside improvements in energy and machinery efficiency. This includes studying and applying appropriate energy management technologies, as well as continuously implementing energy conservation measures to support the reduction of environmental impacts and enhance long-term operational efficiency.
- **Strategic Target:** Reduce energy consumption per unit of production by 7.5% by 2030 (compared to the 2018 baseline year).



2. Climate Change Management

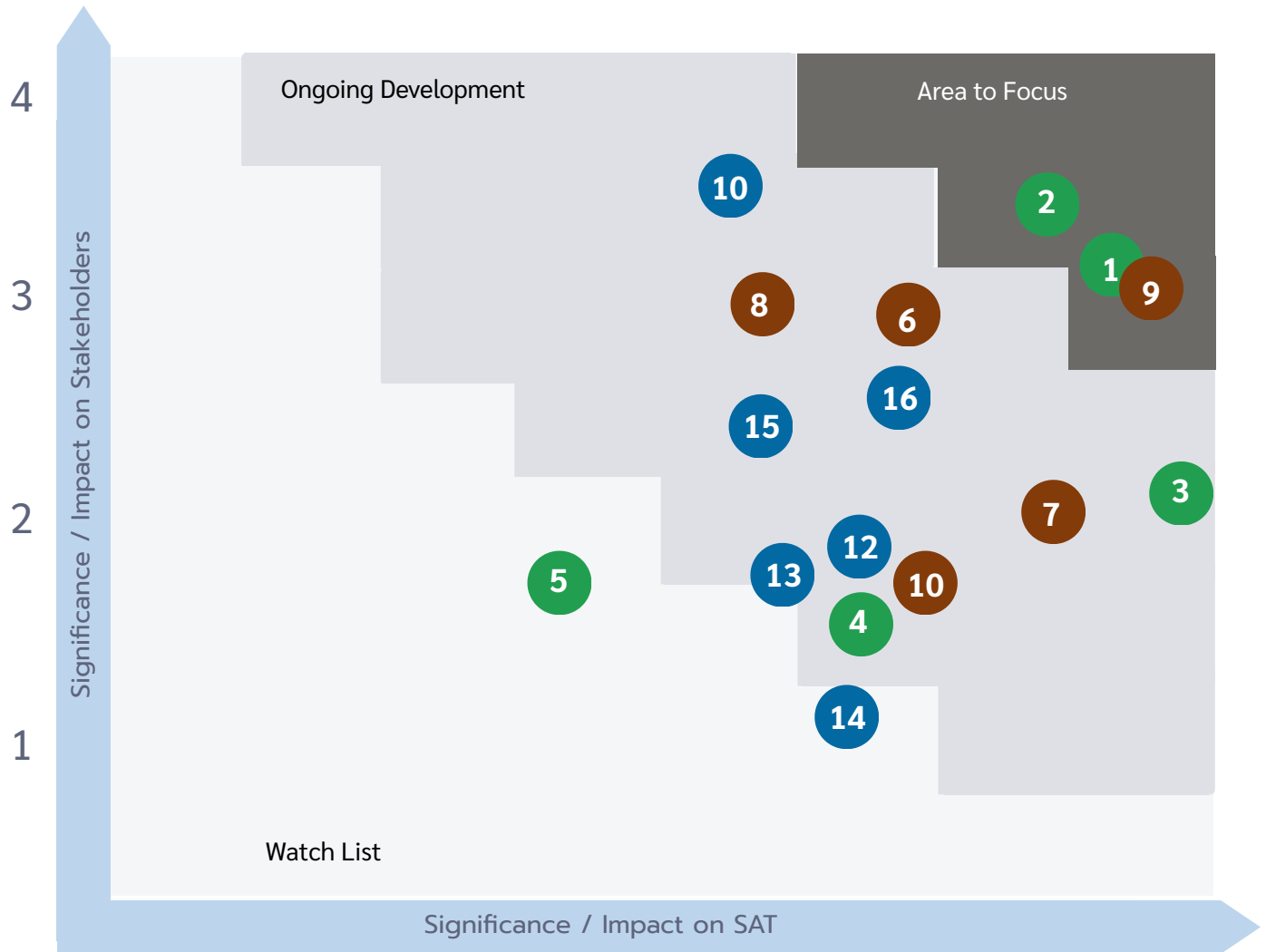
- **Significance and Impact:** The impacts of climate change may give rise to both physical risks and transition risks. Without clear management strategies, these could undermine investor confidence and result in future legal or trade-related compliance requirements.
- **Management Approach:** The Company is accelerating the implementation of its Decarbonization roadmap across the entire value chain, while also enhancing the verification of greenhouse gas data under Scope 1, 2, and 3 to ensure transparency and third-party assurance.
- **Strategic Target:** Reduce greenhouse gas emissions per unit of production by 30% by 2030 (compared to the 2018 baseline year).



3. Employee Engagement

- **Significance and Impact:** The loss of skilled personnel during the transition to modern automotive technologies poses risks to business continuity and production efficiency. Building employee engagement is therefore a key factor in reducing recruitment costs and sustaining the organization's capacity for innovation.
- **Management Approach:** The Company develops a work environment that fosters participation, with a focus on safety and occupational health, as well as benefits that are responsive to workforce diversity and inclusion.
- **Strategic Target:** Continuously maintain an Employee Engagement Score of above 80%.

Table of 2024 Materiality Assessment Results



Environmental 

1. Energy management
2. Climate change management
3. Waste management
4. Raw material management
5. Pollution management

Social 

1. Human capital development
2. Occupational health and safety
3. Human rights
4. Employee engagement
5. Creating value for society and local communities

Good Governance 

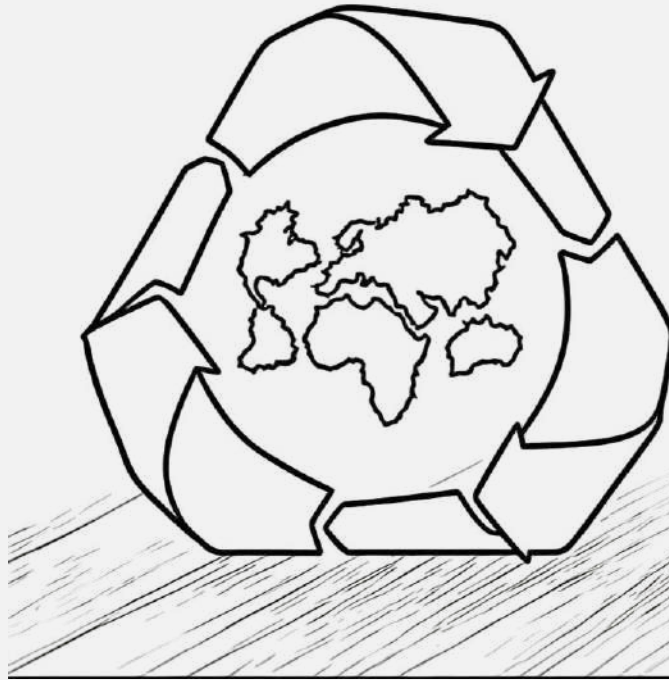
1. Regulatory compliance and anti-corruption
2. Innovation and product development
3. Business continuity management
4. ESG development in the value chain
5. Customer relationship management
6. Enhancing production efficiency

Material Issues	Strategy / Action	5-Year Targets	Monitoring and Reporting Topics
1. Energy Management			
Changes in energy related regulations (Net Zero/CBAM) and growing demand for clean energy from OEMs to enhance competitive capability	Promote the use of renewable energy, improve machinery efficiency, and foster employee awareness on energy conservation	Reduce energy consumption per unit of production by 7.5% (from the 2018 baseline)	7.7 Environmental Management
2. Climate Change Management			
Government policy drivers and customer expectations present opportunities for developing environmentally friendly products and services, reducing long-term environmental costs	Develop a Decarbonization roadmap, accelerate studies, and systematically establish greenhouse gas reduction targets	Reduce greenhouse gas emissions per unit of production by 28% (from the 2018 baseline)	7.7 Environmental Management
3. Waste Management			
Efficient waste management helps reduce costs, though high-technology investment is required. It also presents opportunities to create value through the Circular Economy concept	Apply the 3R principles to reduce hazardous industrial waste and drive toward Zero Waste to Landfill	Waste sent to landfill (Landfill) equals zero (compared to 2023 baseline)	7.7 Environmental Management
4. Raw Material Management			
Price volatility and material shortages, along with customer requirements for recycled/low-carbon materials, directly impact business continuity	Diversify material sources, stockpile reserves, and reuse internal scrap materials at 100% in accordance with Circular Economy principles	100% Achieve 100% reuse of internal scrap materials	55.5 Risk Management 7.6 Supplier and Supply Chain Management
5. Pollution Management			
Impacts on employee and community health, as well as regulatory risks that could cause business disruption and incur additional costs	Conduct regular air quality monitoring and install a Real-time monitoring system (TDS) to control PM10 particle emissions	Maintain all pollutant emission levels below legal requirements at 100%	7.7 Environmental Management

Material Issues	Strategy / Action	5-Year Targets	Monitoring and Reporting Topics
<p>6. Human Capital Development</p> <p>Labor market competition and technological transition (AI/IoT) necessitate continuous upskilling of employees</p>	<p>Develop Individual Development Plans (IDP), promote lifelong learning, and conduct QCC Kaizen activities</p>	<p>Training hours exceeding 18 hours/person/year and closing 2 competency gaps/person/year</p>	<p>6.2 Smart People Development</p>
<p>7. Occupational Health and Safety</p> <p>Increasingly stringent laws and ESG standards, along with the impact on business continuity in the event of workplace accidents</p>	<p>Conduct proactive workplace risk assessments, provide safety standard training, and create a suitable working environment</p>	<p>Lost Work Case (LWC) rate equals zero</p>	<p>7.4 Occupational Health and Safety Management</p>
<p>8. Human Rights Management</p> <p>Stakeholder credibility and legal risk exposure from human rights violations</p>	<p>Conduct Human Rights Due Diligence (HRDD) assessments covering 100% of operational areas and raise employee awareness</p>	<p>100% of employees trained with zero incidents of human rights violations</p>	<p>7.2 Human Rights Management</p>
<p>9. Employee Engagement</p> <p>Increasing labor market competition necessitates the development of competitive benefits and a supportive work environment to retain skilled personnel</p>	<p>Develop competitive employee benefits and continuously provide opportunities for skill development and new knowledge acquisition</p>	<p>Organizational Engagement Score exceeding 80%</p>	<p>7.3 Employee Care and Employee Engagement</p>
<p>10. Creating Value for Society and Community</p> <p>Building a positive corporate image and reducing negative impacts through community programs aligned with core business operations</p>	<p>Support youth education, improve the quality of life for persons with disabilities, and conduct volunteer activities</p>	<p>Generate social value of no less than 0.5% of net profit</p>	<p>8.1 – 8.4 Growth Society</p>

Material Issues	Strategy / Action	5-Year Targets	Monitoring and Reporting Topics
11. Regulatory Compliance and Anti-Corruption Investor confidence and legal risk reduction, as non-compliance may damage the Company's reputation and business value	Declare an ethics policy, extend anti-corruption networks to suppliers, and conduct employee integrity assessments	100% legal compliance with zero violations of the Code of Conduct	5.1 – 5.3 Good Corporate Governance
12. Innovation and Product Development Enhancing product value and competitive capability in the environmentally friendly product market	Collaborate with customers on new product development (Co-design) and foster a culture of creativity within the organization	Launch at least one social or environmental innovation project per year	7.8 Business Process Innovations for Sustainability
13. Business Continuity Management Cyber threats, natural disasters, and geopolitical instability that may disrupt the supply chain	Develop Contingency Plans and regularly conduct BCP drills to ensure preparedness for crisis situations	100% BCP drill completion covering all key departments	5.6 Business Continuity Management
14. ESG in the Value Chain Sustainability requirements from investors and customers who demand ESG implementation throughout the supply chain	Develop a Sustainable Procurement Handbook and conduct ESG risk assessments with targeted suppliers	100% ESG risk assessment completion for targeted suppliers	7.6 Supplier and Supply Chain Management
15. Customer Relationship Management Retaining existing customers and expanding market opportunities through quality products that meet customer requirements and cost reduction	Conduct annual customer satisfaction evaluations and collaborate closely with customers on production process development	Customer satisfaction score of 100%	7.5 Customer Relationship Management
16. Enhancing Production Efficiency Enhancing competitive capability through lower costs and higher quality standards at the global level	Adopt Automation/Robotics technologies and drive the Lean Manufacturing system	Reduce costs by 5% through Lean/Kaizen activities	6.2 Smart People Development 7.5 Customer Relationship Management

4



4. Sustainable Development

4.1 Sustainability Management Policy and Goals

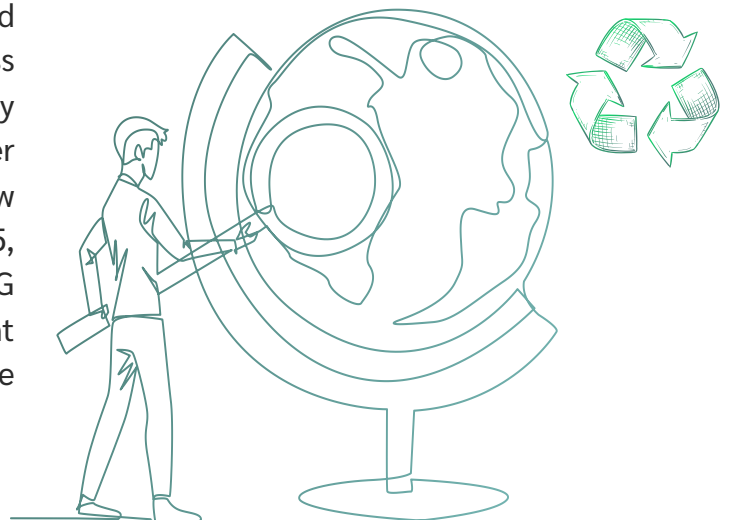
4.2 Supporting Sustainable Development Goals



4.1 Sustainability Management Policy and Goals

Somboon Advance Technology Public Company Limited conducts its business with sustainability at its core, integrating risk and opportunity management across economic, social, and environmental dimensions, while accounting for geopolitical factors and structural changes within the automotive industry. This approach aims to enhance competitiveness and achieve long-term growth, while simultaneously creating value for all stakeholders.

The Company focuses on establishing a solid and resilient business foundation (Business Resilience) to navigate future uncertainties by improving operational processes for greater efficiency and adaptability, and seeking new opportunities for sustainable value creation. In 2025, the Company continues to systematically embed ESG pillars into its corporate direction and management to enhance sustainability performance and drive shared value throughout the entire value chain.



ESG Framework 2025



Environmental

The Company is committed to managing environmental impacts throughout its business processes by prioritizing resource efficiency, reducing greenhouse gas emissions and energy consumption, and managing waste through a resource-optimization approach, while also managing and conserving water resources to support long-term sustainable growth.



Social

The Company conducts its business with social responsibility, focusing on developing human capital to continuously enhance employee skills and capabilities, while ensuring occupational health and safety, strengthening employee engagement, respecting human rights, and creating sustainable value for communities and society.



Governance

The Company adheres to the principles of good governance, transparency, and business ethics, aiming to enhance management efficiency, strengthen collaboration with business partners, and prioritize information and cybersecurity, while promoting innovation and technology for value creation and driving personnel at all levels to practice concrete ethical governance.

Sustainability Governance Structure

The Company's sustainability function works closely with its subsidiaries and key governance bodies, including the Board of Directors, the Risk Management and Sustainability Development Committee, and the Executive Sustainability Development Committee. Their primary role is to drive sustainability initiatives, ensuring that all subsidiaries and relevant units effectively implement sustainability practices and progress in alignment with the Company's sustainability plans and goals.

Risk Management and Sustainability Development Committee



Defines the Company's direction and policies regarding risk management and sustainability development.

Sustainability Development Committee (Executive Level)



Defines strategies and budget plans to ensure alignment with the Company's sustainability policies.

Sustainability Development Working Group



Sets operational guidelines and implementation plans in alignment with sustainability development strategies.

Corporate Strategy and Sustainability Development Department





Drives and supports sustainability initiatives, monitors progress, and reports to the Company's board.

Representatives from Various Business Units



Implements sustainability initiatives and participates in key business impact assessments.

  Environmental	Goal	Actual
Greenhouse Gas Emissions (Scope 1 & Scope 2) <ul style="list-style-type: none"> Reduction of greenhouse gas emissions per production unit (TonCO₂eq per ton of production) Reduction of absolute greenhouse gas emission (TonCO₂eq) 	17%	24.7%
Reduction of Non-hazardous waste disposed per production quantity (Tons non-hazardous waste/ Tons production unit)	13%	31%
Zero Industrial Waste to Landfill	60%	99.94%
Air Pollution Emission Control (CO, NO _x , SO ₂ , TSP)	<u>Below</u> the legal limit	<u>Below</u> the legal limit

   Social	Goal	Actual
Participation in social responsibility programs	100%	83%
Training Hours Closing Competency Gap	16 hours/person/year 2 topics/person/year Chief Up	16 hours/person/year 2 topics/person/year Chief Up
Loss Time Injury Frequency rate	0	0.58
Total operational where have been assessed Human Rights Risks	100%	100%
Employees have a Human Right training and Pass Test	100%	100%
In case of violation of Human Rights	0	0
Create Value for Society of Net Profit	0.5%	1.89%





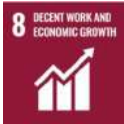



   	Governance	Goal	Actual
New Supplier Declaration with SAT		100%	100%
Suppliers are evaluated for ESG risks		100%	100%
Information Technology and Cyber Security Assessment		85%	92%
BCP Scenario Mock Drill		100%	100%
Employees acknowledge the Business Ethics and pass the test		100%	100%
Compliance with laws		100%	100%



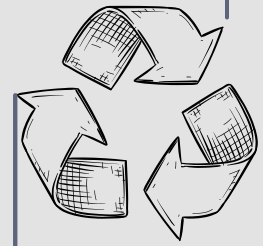
4.2 Supporting Sustainable Development Goals

The Company is committed to advancing progress in accordance with the United Nations Sustainable Development Goals (SDGs) by integrating them into its core business processes. In 2025, the Company has tracked quantitative performance results to reflect its achievements and contributions to driving sustainability, as follows:

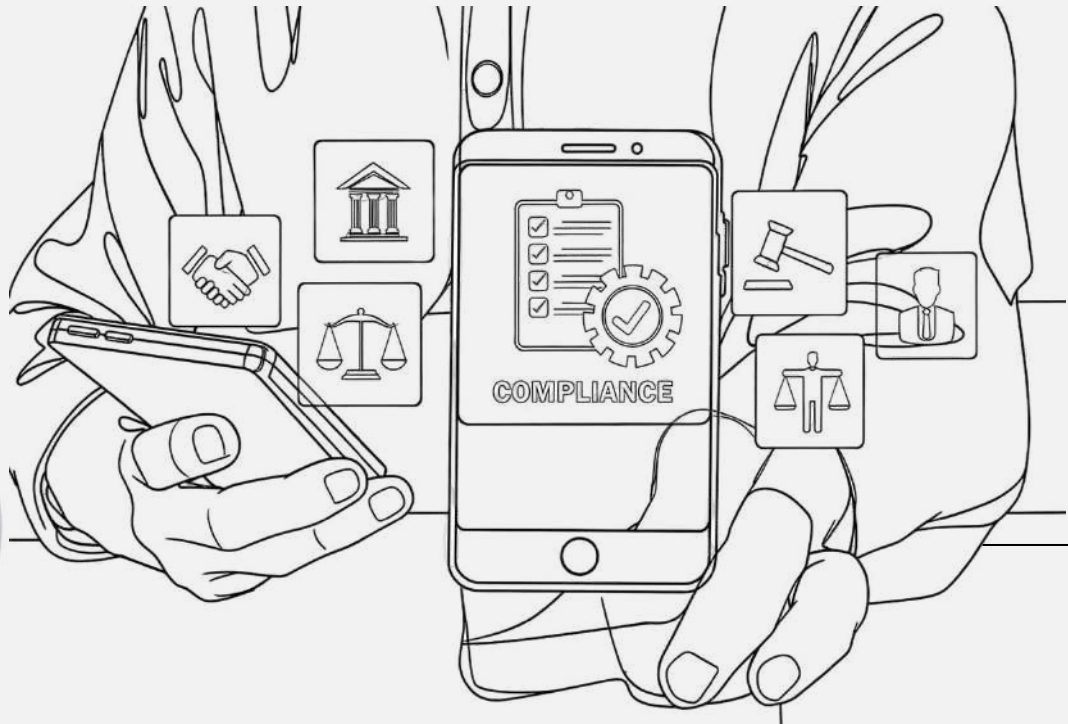
2025 Performance Progress Summary Table

Pillar	Key Progress	SDGs Goals	Progress Status
Environmental	<p>Transition to Clean Energy: Increased utilization of renewable energy (Solar Rooftop), resulting in a continuous reduction of greenhouse gas emissions.</p> <p>Renewable Resource Management: Achieved recycling targets of over 49,000 tons of waste and met the Zero Waste to Landfill target.</p>	  	On Track
Social	<p>Human Capital Upskilling: Developed workforce capabilities to support emerging automotive technologies (EV/AI), achieving an average training record of 20 hours per person per year.</p> <p>Human Rights and Safety: Conducted human rights risk assessments covering 100% of all operational areas and elevated safety standards toward a zero-incident target.</p>	  	Significant Progress
Governance	<p>Supply Chain Transparency: Expanded ESG assessments and extended anti-corruption practices to key supplier groups (Supplier Engagement).</p> <p>Ethics and Cybersecurity: Achieved 100% employee completion of online ethics assessments and enhanced cybersecurity risk prevention measures.</p>	  	On Track

Drive Business toward a Sustainable Future

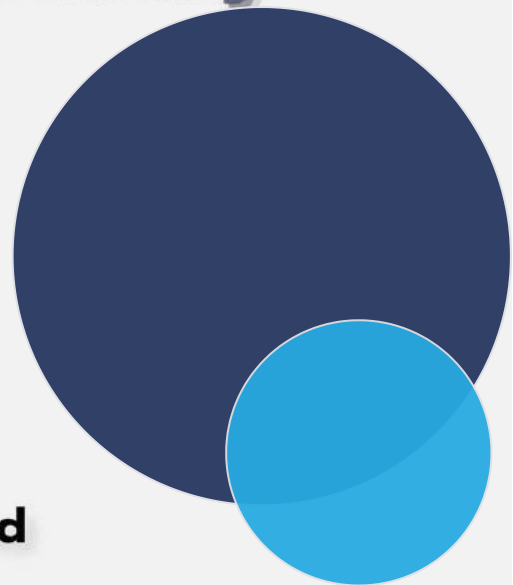


5



Governance and Sustainability

- 5.1 Good Corporate Governance**
- 5.2 Business Ethics**
- 5.3 Anti-Corruption**
- 5.4 Information Technology and Cybersecurity Policy Governance and Sustainability**
- 5.5 Risk Management**
- 5.6 Business Continuity Management**



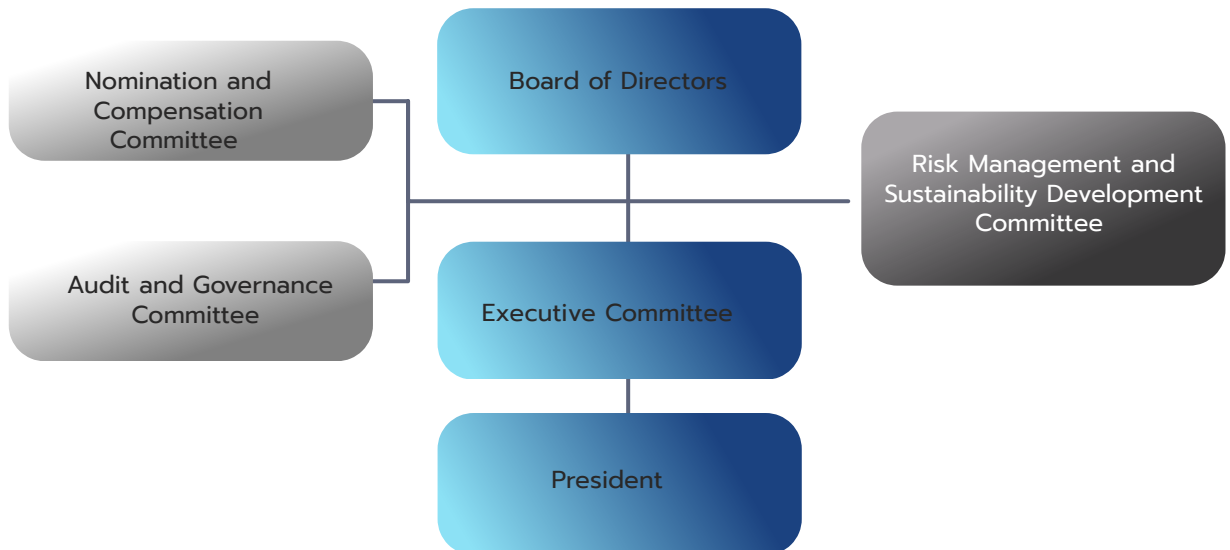
5.1 Good Corporate Governance

The Company is committed to fostering sustainable organizational growth based on transparency, good corporate governance, and accountability to all stakeholders and society. A strong emphasis is placed on developing personnel to be competent, ethical, and have a good conscience, while promoting a culture of continuous learning alongside enhancing the work environment.

The Company strictly adheres to its Corporate Governance Policy, Business Ethics Manual, and Code of Conduct, which apply to the Board of Directors, executives, and employees at all levels. In addition, the Company prepares its Sustainability Report in accordance with international standards, reflecting its commitment to sustainability and corporate governance practices.

Furthermore, the Company has extended the scope of good corporate governance practices to its subsidiaries and business partners by establishing guidelines and evaluation criteria to ensure that the supply chain upholds ethical standards and social responsibility in alignment with the Company's principles of good governance.

Governance and Sustainability Structure



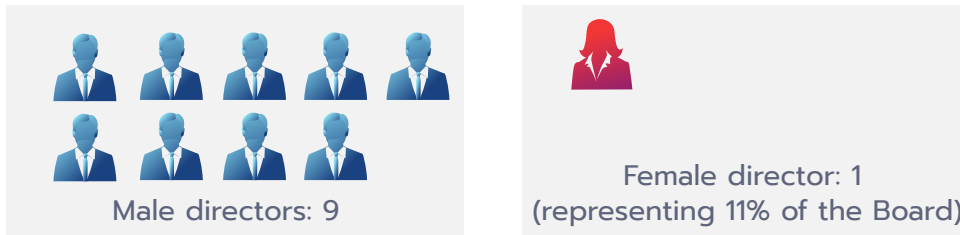
Management Approach

In 2025, the Board of Directors comprises a total of 10 members, of whom 6 are independent directors (including the Chairman of the Board). The Company has established four sub-committees, namely, the Audit and Corporate Governance Committee, the Nomination and Compensation Committee, the Risk Management and Sustainability Development Committee and the Executive Board. All sub-committees are chaired by independent directors, supporting the Board's functions in line with good corporate governance practices. These sub-committees report on their activities and performance to the Board of Directors on a quarterly basis.

In 2025, the Company's Board of Directors consisted of 10 members, including 6 independent directors, with one serving as the Chairman of the Board. Additionally, the Company established four sub-committees as follows:

- The Audit and Corporate Governance Committee
- The Nomination and Compensation Committee
- The Risk Management and Sustainability Development Committee
- The Executive Board

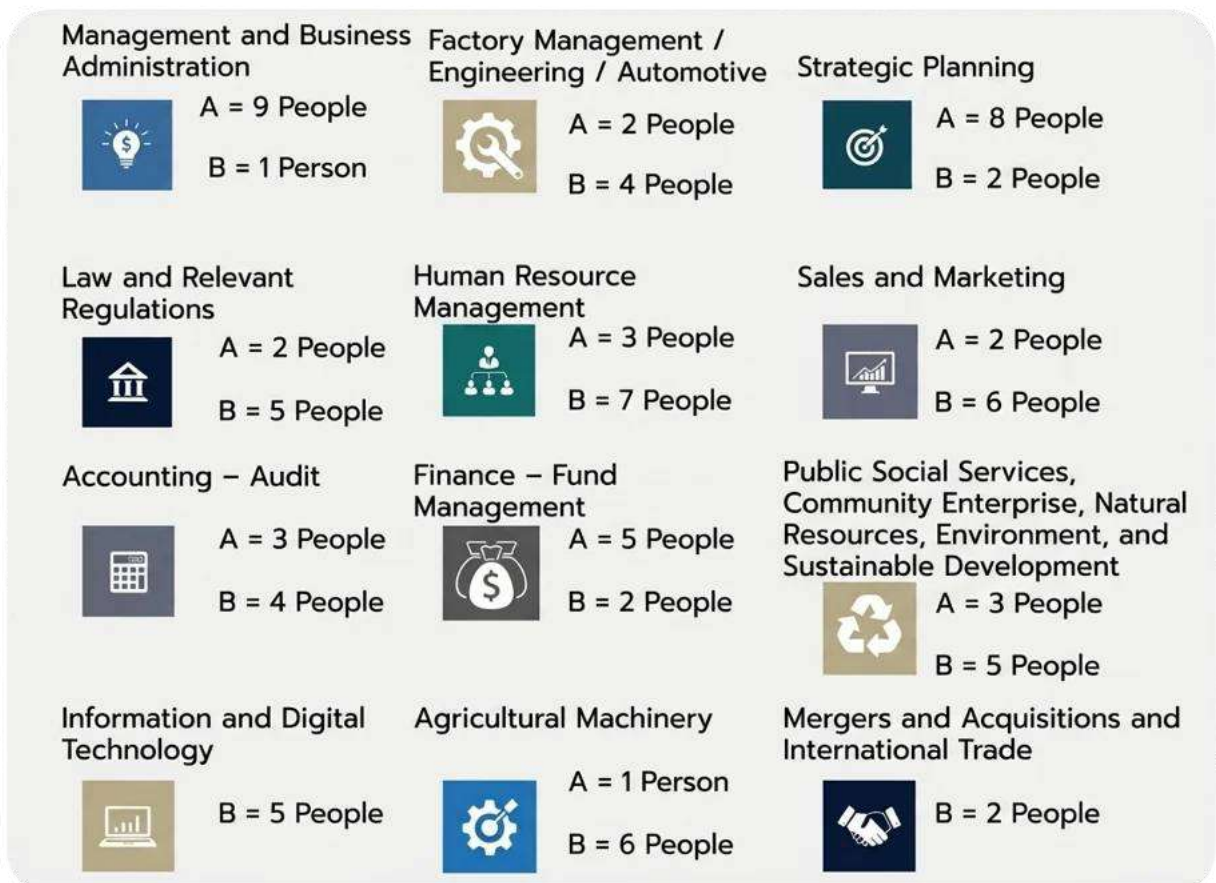
The four sub-committee chairs are all independent directors, providing essential support to the ten-member Board of Directors. (Six out of ten (60%) of the total directors are independent). Executive director: 1



The Company prioritizes the structure and qualifications of its Board of Directors, selecting members based on their knowledge, capabilities, professional experience, skills, and specialized expertise. Furthermore, the Company considers suitability in alignment with its current situation and strategic objectives, ensuring all candidates meet legal requirements and are not disqualified by the Securities and Exchange Commission (SEC) criteria.

To ensure effective and transparent governance, the Company has developed a Board Skills Matrix. This matrix defines the necessary qualifications for director appointments, aligning them with business strategies. The Company is committed to non-discrimination, ensuring no restrictions or limitations based on gender, age, race, or religion are imposed on directors in the performance of their duties.

Knowledge/Experience/Expertise Unit: Persons



Remark : A = master to expert and B = practice but not yet master



Board of Directors' Meetings

In 2025, the Board of Directors held a total of 10 meetings, conducted as Physical Meetings to support the Board of Directors in overseeing and deliberating on various matters. The key agenda items were as follows:

1. Review and follow up on corporate strategy
Consider the recruitment and appointment of new directors
2. Consider the appointment of sub-committee members
3. Consider investment projects
4. Consider the renewal of membership and co-practice guidelines of the Thai Private Sector Collective Action against Corruption (CAC)
5. Updates on the automotive industry outlook and the transition to electric vehicles
6. Follow up on the performance of subsidiaries and joint ventures

Board of Directors' Capability Development

In 2025, the Board of Directors participated in the following training programs and seminars:

Training Program / Seminar / Activity	Number of Directors
Automotive Industry Outlook and the Transition to Electric Vehicle Technology	10 persons
Study Visit: Kubota Farm	9 persons
Director Mentorship Program 1/2025	1 person



Board of Directors' Performance Evaluation

The Board of Directors conducts an annual self-assessment to ensure that its oversight and operations are comprehensive and effective. The evaluation results are used as a guideline for the continuous improvement and development of corporate governance practices.

The Company has developed its evaluation form with reference to the self-assessment template provided by the Stock Exchange of Thailand, adapted to suit the characteristics of the Company's Board of Directors. The evaluation results are subsequently presented to the Board of Directors for acknowledgment.

Self-Assessment Results:



Note: The full score of evaluation criteria: 3

The Company participated in the following corporate governance assessments:

1. Corporate Governance Report (CGR), conducted by the Thai Institute of Directors Association (IOD). This initiative aims to monitor and evaluate corporate governance practices in Thailand against international standards. The Company received an overall rating of “Excellent” in all assessment categories.

The Corporate Governance Report (CGR) survey

Conducted by the Thai Institute of Directors Association (IOD). This survey's objective is to monitor and evaluate the corporate governance practices of listed companies in Thailand against international standards. The Company achieved an "Excellent" rating across all evaluated categories.



The assessment results demonstrate the Company's ongoing commitment to and development of good corporate governance. The Board of Directors emphasizes the importance of a systematic balance of power within the organization, along with fostering transparency and accountability.

In 2025, the Company recorded no significant instances of non-compliance with laws or regulations, nor were there any associated fines or other penalties.

5.2 Code of Conduct

Adhering to the principles of sustainable business operations under the “Sufficiency Economy” philosophy, the Company has adopted the “Somboon Triple Bottom Line” approach to promote business sustainability while protecting interests of stakeholders and society.

The approach opens an opportunity for stakeholders to express their opinions regarding business operations, serving as a mechanism and process to ensure proper business practices, leading to an organization with good corporate governance.

The Company has created the Good Corporate Governance Policy, Business Ethics and Code of Conduct to use as best practices in conducting business based on the fundamental principles of Good Corporate Governance, transparency, and accountability. Employees shall adhere to these practices and guidelines for appropriate operations. Additionally, communication is facilitated to ensure that employees have knowledge and understanding of these policies, allowing them to utilize effectively in their work. This creates sustained value for stakeholders through various processes as follows.

1) Knowledge sharing and test regarding business ethics, good governance and sustainability of organization.

To create a shared understanding of guidelines on the Company’s policies regarding ethics, good governance, and sustainability among executives and employees, the Company has provided the Business Ethics Manual and Code of Conduct. Communication and knowledge are disseminated to employees through many channels such as

- New employee and executive orientation sessions.
- Self-directed learning for executives
- Annual employee training using online platforms, emails, and company activities.

Furthermore, the Company has required annual business ethics tests for executives and employees to assess the level of knowledge and understanding of organizational ethics through online and other channels. This is conducted to ensure that executives and employees are adequately aware of the ethics regularly. The operation results are listed below.

- Orientation for new employees and executives totaling 22 individuals; all employees achieved a good level of knowledge and understanding of organizational ethics.
- Corporate Governance and Business Ethics Training Program, This year, the Company required all employees across the Somboon Group at every level to complete an online corporate governance and business ethics course and examination, aimed at enhancing awareness and understanding of corporate governance principles throughout the organization. (Further details are available in the Good Corporate Governance section.)

Furthermore, the Company regularly reviews its Business Ethics Manual and related policies to ensure alignment with new legislation, emerging risks, and current circumstances, as well as compliance with the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC) and relevant standards, such as the OECD Principles of Corporate Governance and the Corporate Governance principles for listed companies under the Securities and Exchange Act B.E. 2535 and the criteria of the Securities and Exchange Commission of Thailand (SEC).



Link : Business Ethics
(satpcl.co.th)

2) Complaint handling and whistleblowing

The Company offers opportunities to employees and stakeholders of all groups to have complaint channels, express opinions, and whistleblow for illegal conduct through the following channels.



Website

Link : Complaint Channel | Somboon Advance Technology (SAT)
(satpcl.co.th)

E-mail

Reports can be submitted directly to the Audit Committee (Audit.committee@somboon.co.th), Independent Directors, the Company Secretary (Nopamas.p@somboon.co.th), or the Legal and Corporate Governance Department (Sathit.tun@somboon.co.th).

Telephone

Directly contact the Company Secretary or Compliance Department

Letter

Deliver directly to the Company Secretary at The Company Secretary, Tower 2, Somboon Advance Technology Plc., No. 215, Moo 2, Debaratna Road, Bang Chalong Subdistrict, Bang Phli District, Samut Prakan 10540

The company has a screening and consideration process for all received complaints. The Internal Audit Department will conduct a preliminary verification. If a complaint is found to be substantiated, the Internal Audit Department will propose that the President appoint an Investigation Committee to conduct a fact-finding inquiry. The Investigation Committee will then recommend disciplinary action in accordance with the company's work regulations for approval by the authorized person or committee.

The Internal Audit Department will report the results to the Executive Committee for their consideration and for directing management to take further action as required .

3) Monitoring Code of Conduct practices

The company is committed to upholding the highest standards of business ethics. Accordingly, department heads or assigned representatives must report any breach of the Code of Conduct to the Compliance and Audit Department immediately upon becoming aware of an incident. Any violation of the Code of Conduct constitutes a disciplinary offense. The matter will be subjected to the company's formal investigation process, and disciplinary measures will be imposed on the offender commensurate with the severity of the violation. Furthermore, corrective and preventive measures will be determined on a case-by-case basis to prevent future occurrences.

Furthermore, the Company has reviewed and refined its operational authorities to ensure they are robust and appropriate, aligning with its business model and recent structural adjustments. This approach aims to reinforce confidence among shareholders, investors, and stakeholders, while also supporting sustainable business growth.



Enhancing Corporate Governance Systems

The Company requires all employees at every level to complete an online corporate governance course and examination regularly to enhance awareness and understanding of corporate governance principles throughout the organization. Short-film-based learning materials are used to ensure accessibility for all employees. The curriculum covers foundational knowledge of good corporate governance principles and business ethics, supplemented by relevant case studies from everyday situations to enable practical application in their work.

As a result, 100% of employees across the Somboon Group completed the training and examination, with a pass rate of **100%**

- For executives and employees at the managerial level and above, including those involved in procurement activities.

The Company mandates an annual Conflict of Interest Report to proactively prevent potential conflicts of interest. New employees must submit their initial report upon joining the Company, and all employees are required to report any subsequent changes to their relevant information.

• Insider List and Blackout Period Policy

The Company maintains a defined Insider List and enforces a Blackout Period during which individuals with access to material non-public information are prohibited from trading Company securities until at least one day after the relevant information has been publicly disclosed. The Company collects and reports this data quarterly to the Risk Management, Corporate Governance and Sustainability Development Committee, as well as to the Board of Directors.

• Legal and Regulatory Compliance

The Company has implemented a governance framework to ensure strict adherence to all applicable laws and regulations. The Compliance Department continuously reviews and updates the legal register to ensure it remains current, and provides regular quarterly reports to management, as well as to the Risk Management, Corporate Governance and Sustainability Development Committee.

Furthermore, the Company has continuously implemented preventive measures to prevent corporate ethics violations across the organization, as follows:

- (1) Requiring all employees to acknowledge their responsibility to comply with corporate ethics.
- (2) Establishing disciplinary measures for non-compliance with corporate ethics.
- (3) Conducting orientation programs for new employees and executives.
- (4) Communicating and providing annual training to employees and executives through online channels and various Company activities.
- (5) Establishing and communicating whistleblowing and complaint channels, as well as the Company's fact-finding investigation process conducted by an ad hoc committee. Complaints submitted through the Company's designated whistleblowing channels are reviewed by the investigation committee, which determines appropriate penalties based on the severity of each case. Corrective and preventive measures are also defined and monitored to ensure that each complaint is fully resolved and that adequate preventive guidelines are in place to prevent recurrence.
- (6) Regularly reporting corporate governance performance results to the Risk Management, Corporate Governance, and Sustainability Development Committee as a standing agenda item at committee meetings.
- (7) Updating the Procurement Manual to ensure that the procurement management system is efficient, transparent, and auditable.

In 2025, the Company received 2 complaints through the designated channels, of which 1 has been fully investigated, and 1 is currently under investigation. The completed case involved a complaint requesting an investigation into an employee's conduct with respect to potential fraud and misconduct in the Company's project procurement process. The investigation committee examined the facts and gathered evidence, which revealed no evidence of fraud by the employee in question in the procurement process. However, it was found that the employees concerned had not followed proper work procedures in accordance with their roles and responsibilities and had not performed their duties to full efficiency. Nevertheless, such misconduct had no significant impact on the Company's overall performance.

The investigation committee considered disciplinary action and imposed disciplinary penalties on all relevant employees. Following this case, the Company analyzed the root causes of the issues identified in order to establish corrective measures and strengthen preventive controls within the internal control system and procurement process. Continuous monitoring has been carried out to reduce the risk of recurrence. The corrective and preventive measures have since been fully implemented.



4) Anti-Money Laundering

The Company maintains a policy of zero tolerance for bribery and does not support any form of acceptance or transfer of assets related to criminal offenses under laws governing the prevention and suppression of money laundering, whether directly or indirectly, to prevent individuals from using the Company's channels or business processes as a means to conceal, disguise, or misrepresent the source of assets obtained through unlawful means, which could cause damage to the Company or its stakeholders.

5.3 Anti-Corruption



The Company is committed to conducting business with honesty, integrity, and transparency under the principle of "Zero Tolerance" toward all forms of corruption, with a focus on building a sustainable anti-corruption organizational culture through a long-term awareness and mindset development plan.

Progress and International Standard Recognition

In 2025, the Company maintained its membership in Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) by adhering to practices derived from its Recertification, which encompasses audit processes, high-risk operations, No Gift Policy, hospitality and gift giving, and entertainment expenses, to ensure that internal controls are robust and transparent in accordance with international standards.

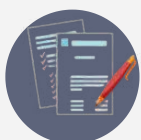
Extending Transparency Across the Supply Chain

The Company places emphasis on accountability throughout the entire Value Chain by continuously implementing programs that encourage business partners to join the anti-corruption declaration through the CAC SME program.

Key Performance Highlights:



- **Supplier Engagement:** Expanding the transparency network through downstream promotion, encouraging business partners to maintain CAC certification on a consistent basis, in order to reduce corruption risks within the supply chain.



- **Building Awareness:** Conducting training and assessments on business ethics and anti-corruption for employees and business partners at 100%, to foster an ethical culture throughout the organization.

The Company rejects all forms of corruption, be it direct or indirect. It has formulated policies and guidelines to combat corruption in the Business Ethics Manual and Code of Conduct as follows:

Terms and Conditions:

1. Directors, executives, and employees of the Somboon Group are strictly prohibited from engaging in or accepting any form of corruption, both directly and indirectly. This includes providing and receiving goods, gifts, receptions, collection of money, donations, and any other benefits from individuals conducting business with companies within the Somboon Group.
2. Disseminate this anti-corruption policy to provide knowledge and understanding, covering employees, trading partners, customers, and stakeholders both domestically and internationally. Moreover, conduct regular reviews of work practices in accordance with the anti-corruption policy at least once a year, along with periodically reviewing operation guidelines and regulations to ensure compliance with changes in business, regulations, rules, and legal requirements.

Roles and Responsibilities

1. **Board of Directors** - Responsible for establishing policies and overseeing the Company to ensure it has sufficient and effective systems to support anti-corruption efforts, while emphasizing the importance of anti-corruption practices across the Group.
2. **Audit Committee** - Responsible for reviewing financial reporting systems, accounting, internal control systems, and internal audit systems, as well as handling anti-corruption whistleblowing reports, fact-finding investigations, follow-up on policy compliance, and reporting significant matters to the Board of Directors
3. **Managing Director** - Management Committee, and Executives — Responsible for implementing this policy in practice throughout the organization, defining and supporting the development of systems necessary for anti-corruption efforts, and ensuring communication to all employees and relevant parties. This includes regularly reviewing the appropriateness of systems in various matters to keep pace with changes in business direction, regulations, and applicable laws.
4. **Internal Audit Department** - Responsible for auditing and assessing the risk of corruption within the Company, as well as reviewing to ensure that the Company has appropriate and sufficient control systems to manage such risks. Various departments are required to comply with policies, practices, and applicable laws on an annual basis. Advisory guidance on corruption risk prevention is also provided, and audit results are regularly reported to the Audit Committee, including expedited reporting to senior management and the Board of Directors in cases where significant issues posing a risk to the Company are identified.



Guidelines

1. Directors, executives, and employees of the Somboon Group shall adhere to the anti-corruption policy, the Business Ethics, and the Code of Conduct. They are required to refrain from involvement in any form of corruption, whether directly or indirectly.
2. Employees of the Somboon Group shall not neglect or ignore any observed actions that fall under the scope of corruption associated with the Company and its subsidiaries. It is mandatory to report to their supervisors or persons in charge and cooperate in investigating any suspicions. For inquiries or consultations, employees shall seek advice from their supervisors or the people in charge of monitoring compliance with ethical business matters through the given channels.
3. The Company shall provide fairness and protection to employees who refuse, or report corruption related to the Company and its subsidiaries. Protective measures, as defined in the Company's Whistleblowing Notice Policy, will be implemented for complainants or individuals collaborating in reporting corruption.
4. Individuals engaged in corruption will be deemed to have violated the Company's ethical standards, shall be subject to disciplinary action as specified in the Company's regulations, and legal penalties if the actions are unlawful.
5. The Company and its subsidiaries recognize the importance of disseminating knowledge and promoting understanding among individuals with responsibilities related to both the Company and its subsidiaries, including stakeholders, to conduct operations in accordance with the mentioned anti-corruption policy.
6. The Company is committed to developing and shaping individuals into the "Smart People" with a strong ethical conscience, acting as a good citizen of society and the country, and collaborating to create a culture that rejects all forms of corruption.



Principles and Processes for Corruption Risk Assessment

The Company recognizes the importance of corruption risk assessment in order to identify significant risks, separate from organizational-level risk assessments. The assessment covers processes and activities with significant corruption risks, such as procurement, sales and marketing, liaison with government agencies, giving or receiving gifts and hospitality, and asset management by individuals. Risks are evaluated based on the likelihood of corruption occurring and its potential impact, in order to prioritize risks and establish appropriate control measures. Based on the assessment, the Company found that the majority of corruption risks remain at a moderate-to-low level. The risk area of particular concern is activities involving coordination with government agencies, for which the Company has established appropriate internal controls, policies, and practices, along with continuous communication and training for employees.



Furthermore, the Internal Audit Department continues to perform audits of the Company's processes and activities to identify channels and opportunities for corruption, while assessing the associated likelihood and impact (based on likelihood and impact scoring in accordance with the Management Manual and organizational risk criteria). High-risk assessment results are used to develop annual audit plans, with follow-up conducted on a regular basis.

The Company has established guidelines for monitoring and evaluating compliance with its anti-corruption policy, as follows:

1. Requiring governance departments to monitor corruption risks and coordinate with the Internal Audit Department to develop audit plans aligned with the annual internal audit plan.
2. Establishing whistleblowing channels and whistleblower protection measures on the Company's website and intranet, communicating to employees at all levels that they can access complaint and whistleblowing channels, which is considered an employee duty to report observed misconduct. Follow-up on recurring compliance measures is conducted, and if investigation results indicate actual corruption, a recovery report will be submitted to the Managing Director, Audit Committee, Risk Management, Corporate Governance and Sustainability Development Committee, and/or the Executive Board to ensure that the aforementioned measures are properly implemented.
3. Those who commit acts of corruption against the Company's ethics are subject to disciplinary consideration in accordance with the Company's established regulations, and legal penalties if such actions violate the law.
4. Promoting knowledge through an orientation curriculum for new employees to foster understanding of business ethics, workplace conduct, the anti-corruption policy, and guidelines for receiving and giving gifts or other benefits within the Somboon Group.
5. Conducting knowledge and understanding assessments related to anti-corruption, and using the results to evaluate the level of knowledge and understanding in order to monitor and develop business ethics, workplace conduct, and build awareness of anti-corruption in all forms.

Guidelines for receiving goods or other benefits:

- (1) Executives and employees are strictly prohibited from receiving or collecting gifts, receptions, services, financial support, or any prize money from clients, creditors, or stakeholders who engage in business with the Company.
- (2) Requests for financial support or goods can only be made officially between organizations, with approval permitted and signed by the authorized signing directors.
- (3) Except on occasions or customary festivals widely practiced by the general public, any goods or other benefits must have a price or value not exceeding 2,000 Baht and/or be necessary to maintain good relationships between individuals or organizations.
- (4) Senior executives are designated as organizational representatives for receiving goods or any other benefits and are required to submit to Directors through the Company Secretary's Office within 5 working days from the date of receiving such goods or benefits.
- (5) Except for customary festival gifts, employees can receive gifts with a value not exceeding 500 Baht, such as keychains, calendars, and notebooks with identified organizational logo. Senior executives are designated as representatives to receive and report such gifts in writing to Directors through the Company Secretary's Office.
- (6) To prevent conflicts of interest, the Company does not allow employees to represent the organization when receiving goods or benefits unless under exceptional circumstances. In such cases, executives below the senior management level (whether from their own department or another) are permitted to act as recipients and must promptly report to senior executives.



Guidelines for providing goods or other benefits:

- (1) The provision of goods is mandatory for occasions of customary festivals widely practiced by the general public. In providing goods or any other benefits, the Company acts as the operator to procure them by setting a price or value not exceeding 2,000 Baht. Additionally, an examination/verification of appropriateness is conducted beforehand to prevent any involvement in corruption.
- (2) Senior executives are designated as organizational representatives for the act of providing goods or other benefits.

Operations for the Year 2025

1. The Company has established a strategy to elevate governance, risk management, and accountability to stakeholders and society, grounded in the principle of knowledge coupled with integrity. This forms 1 of 6 key missions of the corporate strategy, aimed at driving sustainable business growth in accordance with the Sufficiency Economy Philosophy and building sound immunity in business operations, while promoting knowledge, understanding, and a sense of duty among employees at all levels throughout the organization to perform their responsibilities with accountability, diligence, honesty, and integrity.

2. The Company has promoted knowledge through training programs, seminars, workshops, and various activities to cultivate a new organizational culture under the Corporate Ethics Promotion and Instillment Plan, as follows:

2.1 The Company has established an orientation curriculum with content focused on the Company's policies, ethics, and workplace conduct, emphasizing integrity, honesty, accountability to oneself and others, and anti-corruption awareness for all new employees at every level. This aims to foster knowledge and understanding of good corporate governance principles and business ethics, leading the organization toward becoming a "transparent organization" with quality and auditability in every process. In 2025, 100% of all new employees received training and were assessed, achieving a good level of knowledge and understanding.

2.2 The Company has established a corporate governance and business ethics training program, in which the anti-corruption policy is included as one of the course topics. This year, all employees at every level are required to complete an online course and examination to strengthen knowledge and understanding of corporate governance throughout the organization for the second consecutive year. Short film-based learning materials have been developed to ensure accessibility for employees at all levels, with relevant case studies and everyday situations included to enable practical application in their work. As a result, 100% of all employees completed the training and examination, and 100% passed.

2.3 The Board of Directors has a policy to encourage business partners and stakeholders to grow alongside the Company, by establishing a strategy to enhance business value from the outset through the Thai Private Sector Collective Action Coalition Against Corruption (CAC) in combating corruption within the Somboon Group, to ensure genuine transparency in the Supply Chain process. The network of intent declarations has been extended to suppliers by promoting knowledge, understanding, and awareness of the importance of anti-corruption, in order to continuously and broadly expand the Thai private sector anti-corruption network.

2.4 Plans and performance reports on anti-corruption practices and compliance with good corporate governance principles are reported to the Board of Directors through the Risk Management and Sustainability Development Committee every quarter.

2.5 Establishing whistleblowing and misconduct reporting channels (Whistleblower) to provide opportunities for employees and all stakeholder groups to freely express their opinions and report any unlawful actions or corruption, with the following objectives:

- (1) To provide clear whistleblowing and feedback channels (Whistleblower channel)
- (2) To correct and improve management practices
- (3) To conduct fact-finding investigations



The Legal and Corporate Governance Department is designated as the central unit responsible for receiving and managing complaints related to the Company's corporate governance and business ethics matters.

In 2025, the Company received a total of 2 whistleblowing reports and complaints, of which 1 has been fully investigated and 1 is currently under investigation. The completed case involved a complaint requesting an investigation into an employee's conduct with respect to potential fraud and misconduct in the Company's project procurement process. The investigation committee examined the facts and gathered evidence, which revealed no evidence of fraud by the employee in question in the procurement process. However, it was found that the employees concerned had not followed proper work procedures in accordance with their roles and responsibilities and had not performed their duties to full efficiency. Nevertheless, such misconduct had no significant impact on the Company's overall performance.

The investigation committee considered disciplinary action and imposed disciplinary penalties on all relevant employees. Following this case, the Company analyzed the root causes of the issues identified in order to establish corrective measures and strengthen preventive controls within the internal control system and procurement process, specifically the Vendor List preparation process and the price review process, to be more robust. Continuous monitoring has been carried out to reduce the risk of recurrence. The corrective and preventive measures have since been fully implemented.

Complaint, Whistleblowing, and Suggestion Channels

The Company has reviewed and updated its complaint and whistleblowing management channels to ensure they are appropriate, current, and systematic, managing complaints and whistleblowing reports through multiple channels as follows:

Channel: Company Website



Complaint Channel |
Somboon Advance
Technology (SAT)
(satpcl.co.th)



Channel: Email. Directly email to independent directors, the Company Secretary, or Compliance Department

- | | |
|------------------------------|---|
| 1. Mr. Sansern Wongcha-um | Email: sansern.w@somboon.co.th or |
| 2. Mr. Paitoon Taveebhol | Email: ptaveebhol@somboon.co.th or |
| 3. Dr. Suthad Setboonsarng | Email: suthad.set@somboon.co.th or |
| 4. Mr. Prayong Hirunyawanich | Email: prayongh@somboon.co.th or |
| 5. Mr. Sobson Ketsuwan | Email: sobson.k@somboon.co.th or |
| 6. Dr. Somchai Harnhirun | Email: somchai.har@somboon.co.th or |
| 7. The Company Secretary | Email: Nopamas.p@somboon.co.th or Call 02-080-8271 |
| 8. The Compliance Department | Email: Sathit.tun@somboon.co.th or Call 02-080-8267 |

Or send by post to the Company Secretary at The Company Secretary, Tower 2, Somboon Advance Technology Plc., No. 215 , Moo 2, Debaratna Road, KM. 15, Bang Chalong Subdistrict, Bang Phli District, Samut Prakan 10540

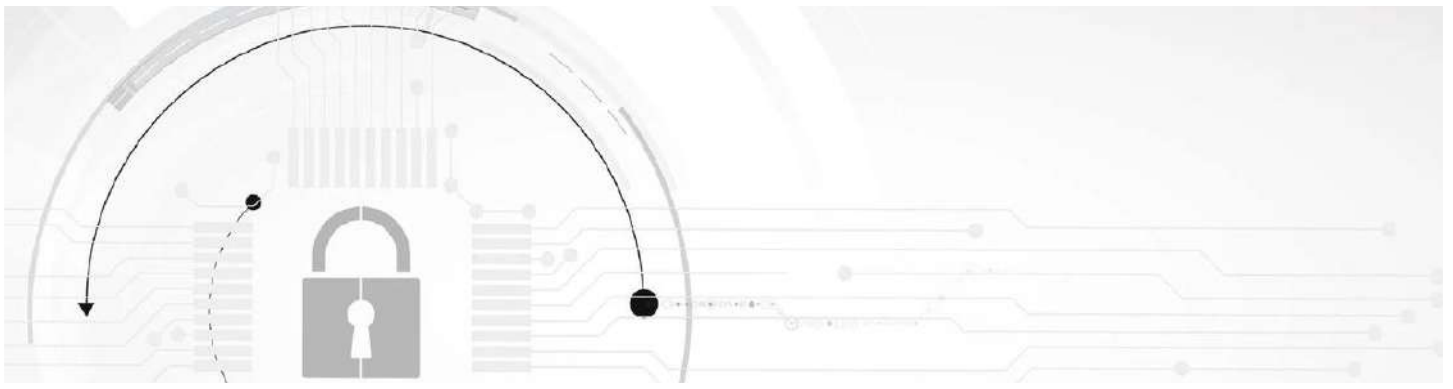
2.6 The Company has declared a No Gift Policy, prohibiting the acceptance or giving of gifts or any other benefits in all forms, in order to reduce risks associated with giving and receiving gifts, to foster a good workplace culture without expectation of reciprocal benefits, and to continuously prevent corruption on an annual basis.

Operations: Expanding the anti-corruption network through the Company's Thai Private Sector Collective Action Coalition Against Corruption (CAC).

The Company requires all of its business partners to sign a declaration of intent to combat corruption alongside the Company, and communicates its policies to business partners through the annual supplier meeting.

In 2025, the Company continued to promote knowledge and encourage business partners to join the declaration of intent with the Thai Private Sector Collective Action Coalition Against Corruption (CAC).





5.4 Cybersecurity and Information Technology Policy

The company prioritizes and recognizes the importance of managing risks, maintaining cybersecurity and information technology systems to prevent risk levels and prepare for threats.

The Risk Management and Monitoring Committee and a technical issue consideration team have been appointed. The company assesses its Cybersecurity Maturity based on the National Institute of Standards and Technology (NIST) framework to ensure confidence and security for customers and stakeholders comprehensively.

Actions are driven to align with the cybersecurity and information technology policy, which must be strictly complied.

Guidelines for managing risks to data security and information systems

The Company has established systematic and effective guidelines for managing and controlling information security and information system risks, adhering to principles and practices aligned with international standards such as ISO/IEC 27001 and the NIST Cybersecurity Framework, in order to strengthen the security of data and information systems. This ensures the Company is well-prepared to plan, prevent, detect, and respond to various threats in a timely, systematic, and highly effective manner.

These guidelines are aimed at strengthening the security of data and information systems while ensuring readiness to plan, prevent, detect, and respond to potential threats in a timely, systematic, and effective manner. The Company operates in accordance with the following approaches:



Governance:

Information technology security and stability.



Self-Assessment:

Evaluating the capability to manage IT security and stability.



Planning and Improvement:

Continuously reviewing the IT security and safety policy.



Awareness and Preparedness:

Continuously raising awareness and preparing all employees and partners for cybersecurity.



Monitoring and Risk Assessment:

Monitoring operational outcomes, using strategies and measures to reduce the risk or mitigate damage.

Governance of Information Technology Security and Safety

The Company has announced and reviewed its cybersecurity and information technology system policies, taking into consideration relevant legal requirements as well as stakeholder expectations, in order to establish appropriate directions, principles, and operational frameworks for information security.

Furthermore, the Company has appointed a Risk Management Oversight Committee and established a technical working group, with the Information Technology Department serving as the primary responsible unit for monitoring operations and regularly reporting results to the relevant committees. The full policy document is available for download at:

<https://www.satpcl.co.th/storage/content/sd/disclosure-documents/20230328-sat-policy-cyber-security-and-it-systems-th.pdf>



Self-understanding through the assessment of capabilities in managing information technology security and safety.

The Company participated in the Cyber Resilience Survey 2025, conducted by the Stock Exchange of Thailand in 2025, and also carried out assessments related to key customers, referencing the internationally recognized NIST Cybersecurity Framework under both Version 1 and Version 2, in order to determine the level of capability in managing information technology security. The assessment results are utilized for continuous improvement of policies, operational planning, and development, to sustainably maintain its position as a leading company in the industry under efficient and appropriate resource management.

Planning and improving information technology security policies

The company plans to control and oversee the information technology system, along with improving processes related to information technology security and data protection. This includes data analysis enhancement and extending the scope to cover all companies in the group, including subsidiaries, to ensure that the systems meet the appropriate standards. The preventive plans are as follows:



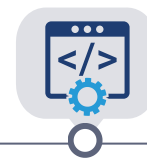
Improvement

Review the Business Continuity Plan (BCP).



Supply Chain Risk Management

Conduct joint BCP drills with relevant partners.



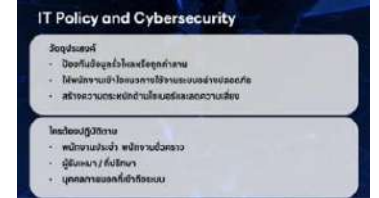
Analysis

Improve procedures for analyzing cybersecurity incidents upon receiving alerts.

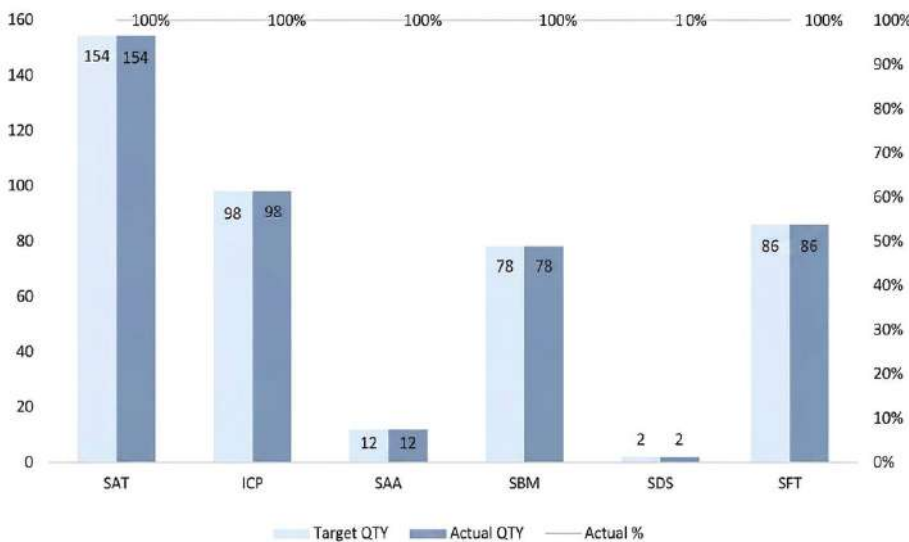


Promoting awareness of the information technology security policy

The Company places importance on developing employees' knowledge and awareness of cybersecurity and safe use of information technology systems by providing continuous training, communication, and learning through a self-learning system, covering employees at all levels, including new employees.



User Training : Cyber Security Awareness 2025

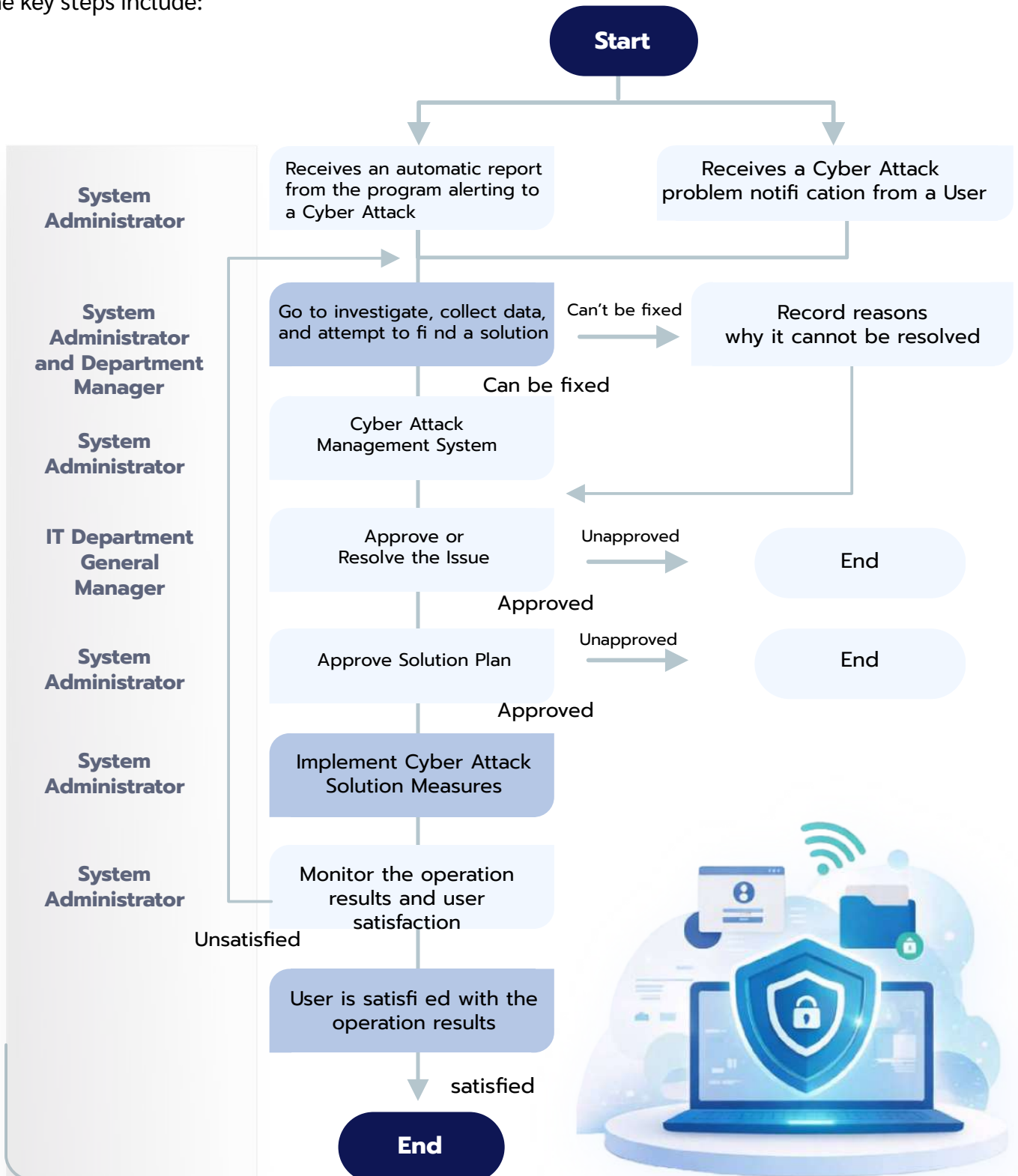


Continuous monitoring and risk assessment

Currently, the Information Technology department has conducted risk assessments with key risk indicators for evaluation, reporting to the organization-level risk committee monthly. This ensures effective risk management and minimizes potential impacts on the organization and business opportunities.

Handling Complaints and Responding to Cybersecurity and Information Technology Incidents

The company has established a system for managing complaints regarding information technology security, accessible through a web application, email, and telephone. Employees can contact the complaint recipient around the clock via telephone or email through the Helpdesk system, an internal company web application, or at cybersecurity@somboon.co.th. The key steps include:



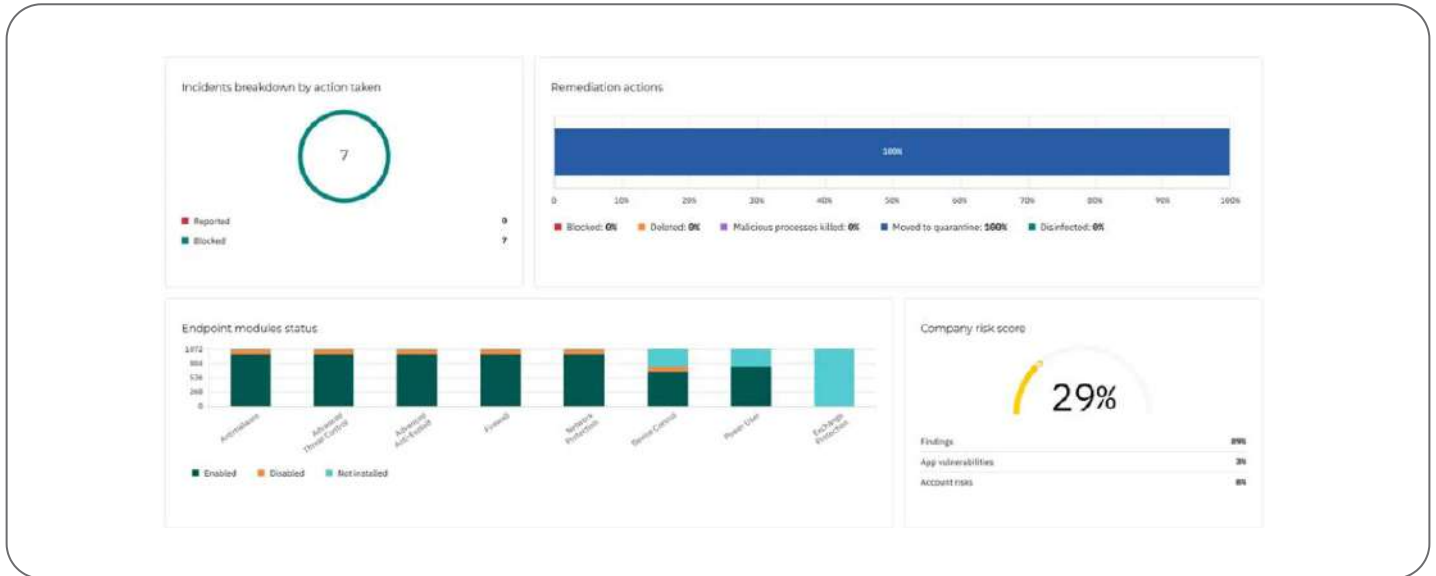
Performance Result of IT and Data Security in 2025

The Organization's Preventive Computer Virus Capability for 2025

Month	No of Attacks	No of Preventions	No of Successful Incidents
January	573	573	0
February	575	575	0
March	620	620	0
April	569	569	0
May	615	615	0
June	663	663	0
July	744	744	0
August	608	608	0
September	654	654	0
October	659	659	0
November	649	649	0
December	916	916	0
Total	7,845	7,845	0



Prevention Measures



- Implemented a backup server system for authentication and authorization of devices accessing the internal network via the cloud.
- Achieved 100% protection against computer virus attacks.

performance 2025



1. Project to Upgrade ERP-SAP ECC เป็น ERP-SAP S/4 HANA (Effective from 2 May 2025)



2. Prevented 100% of attacks from computer viruses



3. Deployment of a Two-Factor Authentication (2FA) Security System



4. None of interrupted business continuity incidents arising from cybersecurity risk



5. The SAP-ERP system vulnerability test has been validated by an independent audit company.



6. Provided 100% of cybersecurity and information system trainings to new employees using computers.

5.5 Risk Management

The company recognizes risk factors across multiple dimensions that may affect the achievement of business objectives amid changes in the business environment and global trade landscape. At the same time, such risks may also lead to business opportunities. Therefore, the company emphasizes comprehensive consideration and analysis of relevant factors, implementing a systematic risk management approach and integrating it into strategic planning and business plans to effectively control and mitigate risks, as well as minimize potential impacts on the organization.

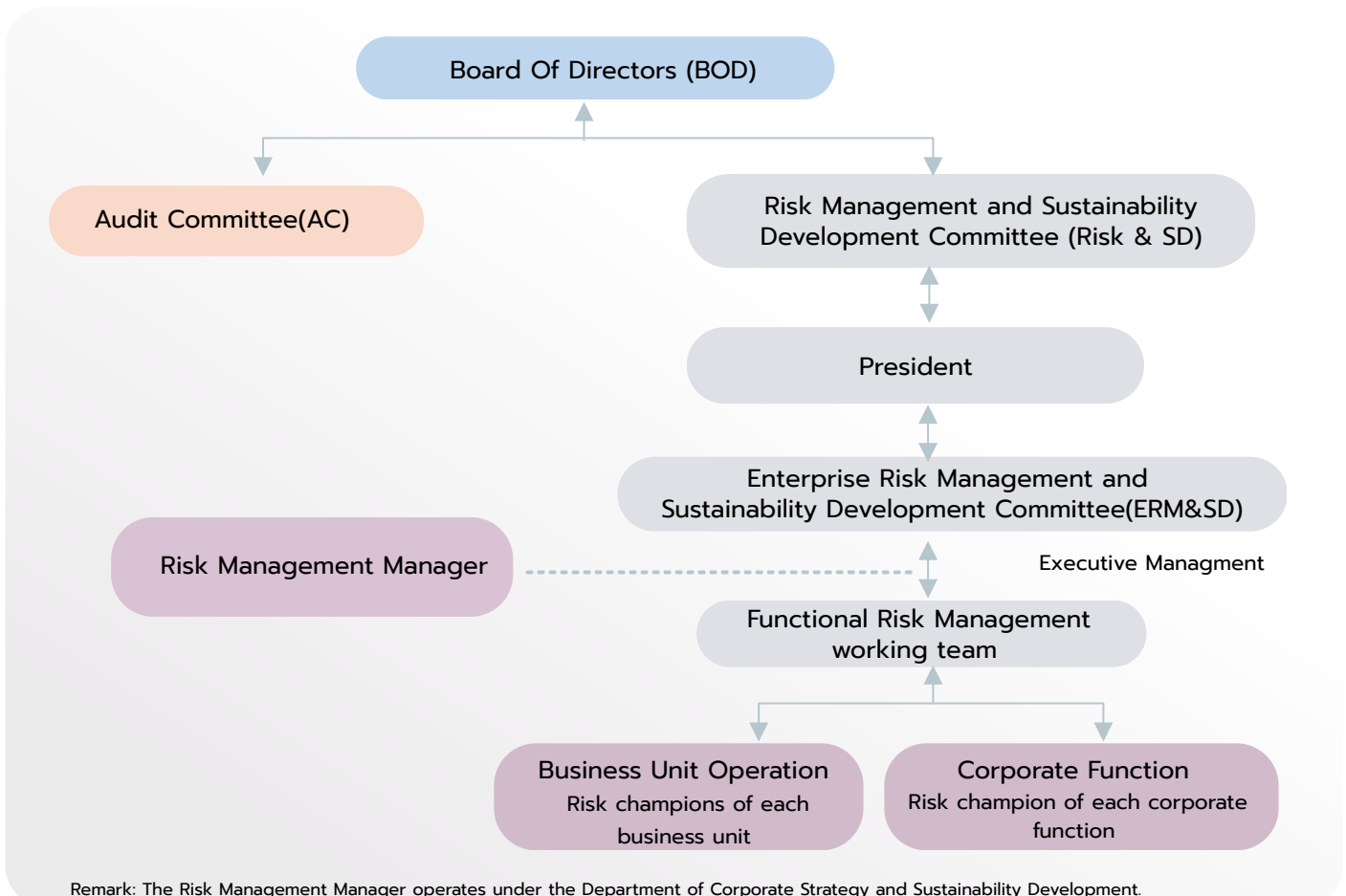
Risk Management Policy and Plan

The company implements a risk management framework in accordance with the international standard set by The Committee of Sponsoring Organizations of the Treadway Commission (COSO), which aligns with the principles of good corporate governance and promotes the integration of risk management into the organizational culture.

Risk Management Structure

The company is well aware of the uncertainties that may arise from both internal and external business factors, including risks related to environmental, social, and governance (ESG) issues. Therefore, the Board of Directors has established the **"Risk Management and Sustainability Development Committee."**

The Risk Management and Sustainability Development Committee is responsible for establishing the direction and policies for risk management and sustainability development, ensuring alignment with corporate strategic and business objectives. It aims to effectively meet stakeholder expectations while driving the organization to create value and achieve sustainable growth.



1. The Board of Directors (BOD) : oversees the company's operations according to its risk management policies and strategies and has the authority to approve for the organization's Risk Appetite.

2. The Risk Management and Sustainability Development Committee (Risk & SD) : reviews the organization's risk management policies and acceptable risk appetite, presenting them for the Board of Directors for approval. The committee establishes an organization-wide risk management structure, has the power to appoint the Enterprise Risk Management and Sustainability Development Committee (ERM) at the executive level, and provides guidance and monitors the performance of this committee to strengthen the organization's risk management system.

3. The Enterprise Risk Management and Sustainability Development Committee (ERM & SD) : is tasked with setting corporate-level risk management strategies and acceptable risks for consideration by the Risk Management and Sustainability Development Committee. They outline processes and measures for managing corporate-level risks, oversee risk reviews and reporting to the Audit Committee, and have the authority to appoint the Functional Risk Management working team (FRM) as appropriate.

4. The Functional Risk Management working team (FRM)) are responsible for identifying, assessing risks, and developing functional-level risk management plans. They also designate responsible individuals and monitor and report on operational risk management performance to ensure compliance with company policies.

5. The Functional Risk Management working team (FRM) supervises and evaluates the effectiveness of the organization's risk management operations. It reviews risk management practices and offers recommendations to the Board of Directors and the Risk Management and Sustainability Development Committee for improvements in the organization's overall risk management.

Risk Management Culture

The company fosters a risk management culture at all organizational levels, instilling a consciousness among executives and employees alike about the significance of risk management. This culture is embedded throughout the organization in a continuous and comprehensive manner, ensuring the effectiveness of risk management and the tangible outcomes of risk management practices. The company 's risk management policy, external factor analyses, and risk management training materials, are communicated across the company through our internal website, ensuring accessibility for all employees to understand their roles and responsibilities in risk management and apply them appropriately in alignment with the company's framework.

The company lays the foundation for systematic risk management by adhering to international standards, in order to apply risk management systems effectively and efficiently to business operations. Through the efforts of various committees, the company can promptly identify business risks or opportunities as they arise and devise practical risk management strategies. The framework for risk management is as follows:



- Review the risk management policy and the acceptable level of risk (Risk Appetite) annually, and communicate this to executives, employees at all levels, and all units across the organization. This is to ensure that both management and employees are aware of the potential risks, the impacts arising from those risks, the importance of risk management, and their shared responsibility towards risk. Additionally, integrate the risk management policy into daily operations, using it as a guideline for decision-making and planning.
- Integrate risk assessment is mandated alongside the formulation of strategic plans and the evaluation of overall organizational risk profiles. This is to encourage a thorough understanding of the Risk Appetite across various functional lines, facilitating informed assessment, planning, and management.
- Apply the result of Maturity Assessment for organizational risk management to ensure ongoing and efficient implementation
- Promote the integration of operational lines by following the Three Lines of Defense approach to mitigate risks, reduce operational errors, and to support the organization's strategic objectives and enhancing stakeholder confidence.
- Define guidelines to develop Risk Champions for each operational line, representing their units in coordinating and monitoring the implementation of risk management plans.
- Advocate for policies that foster the development of skills, knowledge, and understanding of risk management, emphasizing the importance of related certifications to ensure competent and effective advice is provided to the management and staff.
- Continuously improves and refines its risk information database, providing a robust platform for the collection, monitoring, analysis, and reporting of data, ultimately facilitating effective risk management decisions.

Business Continuity Plan

The Emergency drill are an activity that the company recognizes as important in preparing for unforeseen events, ensuring that the company's operations can continue without interruption or can be quickly restored. In 2025, the company's Business Continuity Management working team reviewed the results of the emergency drills conducted in the previous year, while improving preparedness measures and testing response plans in alignment with the specific risk characteristics of each operational area. For the head office in Samut Prakan Province, the company selected a flood scenario for the emergency drill, focusing on testing notification procedures, evacuation processes, resource management, and crisis communication. Meanwhile, at the Rayong site, the company conducted a drill simulating damage to critical machinery leading to a production line shutdown, to test the readiness of response plans, the allocation of alternative resources, and the recovery of production processes.

The results of the drill were successful, effectively testing the employees' readiness to handle potential real-life situations, as well as evaluating resource management and communication systems during a crisis. The company is confident that it can continue operations efficiently.

In March 2025, following the earthquake incident, the company responded appropriately and was able to operate in accordance with the established procedures. This was the result of regular emergency drills and periodic reviews of preparedness measures, reflecting the company's readiness in terms of personnel, systems, and processes to effectively manage emergency situations.

Risk Factors Affecting the Company's Business Operations

• Risks to the Company or Group's Business Operations

The company conducts analysis and assessment of the business environment by considering both internal and external factors alongside the organization's goals and strategies. This includes evaluating economic, industry and technological trends, competitive landscape, and other environmental factors at the global, regional, and national levels. The objective is to establish appropriate operational strategies while identifying and assessing potential risks that may impact business operations and the achievement of organizational objectives.

In 2025, the company has evaluated and established critical risk management plans by integrating additional analysis on the following key sustainability issues as follows:

Strategic risks

1. Automotive Industry Competitive Risk



Environmental



Social



Governance

The automotive industry is facing intensifying competition, driven in part by competition with component manufacturers from low-cost countries, which gain a competitive edge through lower raw material costs supported by domestic steel resources, along with lower labor costs, allowing them to offer more competitive pricing.

Risk Management

The company has prepared and implemented risk management measures to reduce potential impacts as follows:

- 1) Improving production cost efficiency and raw material costs by sourcing, developing raw materials and enhancing work processes in collaboration with partners. Additionally, the company ensures product quality control, promotes employee skill development in technology, training and development of the Somboon Production System (SPS), to reduce processes and waste while enhancing production efficiency, thereby maintaining cost competitiveness. Furthermore, the company is committed to managing and fostering trustful relationships with customers at all levels while sustaining long-term engagement with all customer groups and continuous monitoring customer needs.
- 2) Increasing market share (domestic and overseas) by seeking business opportunities to expand both existing products and new products. This is aimed at reducing the impact of the aforementioned risks and to ensure business performance aligns with ongoing business plans.

2. New Business Development Risk



Environmental Governance

The company has expanded investments into the automotive components and electric vehicle system platforms, as well as into the development, production, and distribution of mechanical machinery and agricultural equipment, aligning with the set goals and long-term growth strategic directions. However, the investments and operations of subsidiaries and joint ventures in these new businesses remain subject to various risks and uncertainties such as uncertainties in order volume, both in term of quantity and price, production and assembly costs and product quality, which pose challenges that the company must actively manage. These include equipment procurement, partner management, capital management, investment costs and skilled labor with expertise, along with climate change, which affects testing in the agricultural machinery sector, are among the key challenges. These risk factors may impact the company's performance, potentially leading to deviations from targets.

Risk Management

The company has measures to manage these potential risks as follows:

- 1) Partner management by recruiting experts with knowledge and experience in automotive industry.
- 2) Work plans and processes are continuously improved, with the integration of technology such as scenario simulations based on weather conditions or economic situations, and adjusting business models, to keep pace with rapidly changing circumstances, with reports presented to the board of directors.

3. Climate Change Risk



Environmental Governance

Climate change remains a globally recognized risk factor, with all sectors acknowledging its potentially significant impacts. The 30th session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP30), scheduled for November 2025 in Brazil, has advanced several measures such as increasing adaptation finance targets for droughts and floods, launching the Belém Mechanism for Just Global Transition, to support a fair transition to a low-carbon economy. Discussions on phasing out fossil fuels remain under consideration, which the company continues to closely monitor.

In the automotive industry, continued emphasis is placed on greenhouse gas (GHG) emissions and climate change. Customers have requested cooperation in collecting GHG data and in setting both short-term and long-term GHG reduction targets.

In Thailand, climate change has contributed to flooding caused by La Niña in 2025, affecting the northern, central, and southern regions of the country. This resulted in impacts on agricultural output and crop prices and signals the increasing frequency and severity of extreme weather events.

Risk Management

The company recognizes the significance of climate change risks and is committed to playing an active role in mitigating their impacts. Setting targets to reduce greenhouse gas emissions, implementing measures to combat global warming and continuously enhanced energy management efficiency. These initiatives include operations in various areas, including:

- 1) Utilizing clean energy from solar panels
- 2) Optimizing machinery operation and maintenance for maximum efficiency, further enhancing the SPS System in conjunction with the implementation of TPM to reduce processes and waste, minimize the use of unnecessary equipment and tools, and ensure comprehensive machinery maintenance.
- 3) Reducing energy loss from the production of substandard products by applying digital technologies to minimize energy consumption, which is one of the key mechanisms in reducing greenhouse gas emissions.

In agricultural machinery component production, the company has adopted a flexible manufacturing approach, including adjustments to raw material procurement plans, production schedules, and inventory management. These measures ensure responsiveness and efficiency in adapting to changing circumstances.

Furthermore, the company remains dedicated to its sustainability development policy, striving to become an organization that can adapt to climate change, alongside reviewing and conducting emergency drills for flood scenarios to enhance preparedness for unforeseen events, while promoting renewable energy use and energy conservation. This commitment aims to balance business growth with environmental responsibility.

Operational risks



Social

1. Risk from Declining Production in the Pickup Truck and Agricultural Machinery Sectors Due to Economic Factors

The country's overall economic recovery remains in a slowdown, with government economic stimulus measures having limited effectiveness. Constraints on household income recovery, persistently high household debt levels, and weakened repayment capacity of buyers, particularly in the pickup truck and agricultural machinery segments, continue to pose challenges. These factors have led financial institutions to maintain stringent lending policies, restricting access to financing and weakening overall consumer purchasing power. In addition, the entry of electric vehicles (EVs), as well as PPV and SUV models from Chinese manufacturers offering a wide range of pricing and technologies, may influence some consumers to shift their purchasing decisions away from pickup trucks toward these vehicle segments. Consequently, domestic pickup truck production volumes have declined significantly.

Risk Management

The company is aware of the potential impacts of such risks and has adjusted its production to align with changing demands by optimizing resource utilization throughout the supply chain. Continuous improvement of production processes, together with the implementation of the SPS System, are undertaken to minimize waste and enhance efficiency. Along with exploring market opportunities, collaborates with customers on sales promotion initiatives, expanding sales channels by increasing export volumes, expanding the product range in current markets, entering new countries, and focusing on maintaining the existing customer base. These strategies aim to mitigate potential operational impacts arising from these risks.

2. Risk in Human Resource Management for Adapting to Business Changes



Social



Governance

The slowdown and decline in both the domestic automotive market and the agricultural machinery and equipment market, driven by fragile economic conditions and volatile climate factors, have directly impacted the manufacturing sector within the automotive industry, related component manufacturers and businesses in agricultural machinery and equipment. These sectors face significant challenges in adjusting production plans, workforce planning, and operational structures to align with changing market conditions.

In the event that the company is unable to effectively manage the transition of its workforce and work systems, it may adversely affect operational efficiency, competitiveness, business continuity, fairness to labor, and the organization's long-term sustainability in alignment with the ESG framework.

Risk Management

The company has planned workforce adjustments and continuous employee skill development, while enhancing operational flexibility to align with business trends. In addition, production lines have been improved and diversified employment arrangements have been prepared to effectively accommodate changes in a timely manner.

3. Cyber Security Risks



Social



Governance

Rapid advancements in technology have made information access easier and faster, posing a risk that may impact data breaches and the security of the company's information systems. Without adequate security measures or a well-structured management approach, these risks could negatively affect the company's reputation, image, and stakeholder confidence.

Risk Management

The company prioritizes data security, including information related to all stakeholders across the value chain. The company has prepared to address cyber threats in accordance with the NIST framework, covering issue identification, prevention, monitoring and detection, incident response, and systematic recovery measures. In addition, the company has announced a policy on the use of Artificial Intelligence (AI). The company has undergone cybersecurity risk assessments based on the evaluation criteria of key customers. Additionally, enhanced authentication measures have been implemented for system and network administrators and employees to further strengthen system security. Also supports efforts to raise awareness and knowledge of information technology and cybersecurity risks among employees and stakeholders by communicating through comprehension tests conducted before and after training sessions on "Decoding the Top 10 Cyber Threats 2025" together with communications via the official Line Somboon channel and the internal website on " AI-Driven Cyber Threats Businesses Must Watch in 2025". These measures help mitigate the risk of cyberattacks and foster trust among stakeholders in the security of the company's information systems.

4. Human Rights Risks



Social



Governance

The company is committed to equitable and fair treatment of its workforce, adhering to international labor standards, the Thai Labor Protection Act, and Thai labor standards, as well as other relevant laws and regulations. With the company's diverse workforce and multiple regional offices, it manages information dissemination and creates an environment that promotes cooperation and mutual understanding.

Risk Management

The company and the group acknowledge and respect human rights in all aspects of every individual, as well as society and communities, according to the laws of the country and international agreements to which each country is bound. The company evaluates and acts in accordance with the law, continuously applying international human rights principles, such as the Thai Labour Standard TLS 8001-2020, the United Nations Guiding Principles on Business and Human Rights (UNGPR), and the Guide to Human Rights Impact Assessment and Management (HRIAM). Communication and knowledge dissemination on human rights are provided to employees through comprehension assessments, along with promoting a culture of occupational health and safety among employees through Safety Talks activities. Also there have various channels for receiving complaints, such as suggestion boxes and company whistleblower systems. To date, no cases of human rights violations have been identified within the Group.

5. Readiness to Strengthen ESG Management of Key Tier 1 Suppliers across the Supply Chain



Environmental



Social



Governance

With the business philosophy of "Somboon Triple Bottom Line" which includes “[Smart People](#), [Business Trust](#), and [Growth Society](#)”, the company also supports, promotes and develops both upstream and downstream partners to follow the company's sustainable business practices.

The company's core business is the manufacturing of automotive parts and agricultural machinery components, with steel as the primary raw material. The company procures steel from domestic distributors and collaborates with overseas manufacturers to develop material properties according to customer requirements. Customers specify the material properties and sources of steel production, while the company purchases compressed steel scrap from multiple domestic suppliers.

In view of the supply chain's linkages with domestic and international customers, any failure by the Company's key upstream Tier 1 suppliers to comply with ESG standards may expose the Company to risks of non-compliance with customer requirements, regulatory obligations, and applicable international standards, potentially affecting supply continuity, corporate reputation, and stakeholder confidence.

Risk Management

The company prioritizes enhancing supply chain management efficiency while integrating sustainable development principles throughout the supply chain. The company has actively participated in strengthening ESG readiness among its key suppliers by integrating the “Somboon Triple Bottom Line” into the establishment of ESG standards and expectations for suppliers. This has been implemented through the adoption of the supplier Code of Conduct, together with ongoing support and capacity-building initiatives, including training programs on Carbon Footprint and other relevant sustainability topics conducted by the company representative. In addition, the company continuously evaluates and monitors suppliers' ESG performance, commencing from the selection and procurement process, followed by periodic assessments, gap analyses, and collaborative improvement initiatives to ensure alignment with the established standards.

Financial risk

1. Foreign exchange Volatility



Governance

In 2025, the Thai Baht appreciated further, adversely affecting the company's export revenue and profitability. On the cost side, although the Company derived partial benefits from imported steel, most of procurement is sourced from domestic suppliers and settled in Thai Baht. As a result, the overall impact of exchange rate fluctuations on the company's operating performance remained limited.

Nevertheless, the company continues to closely monitor and place importance on foreign exchange risk in order to address potential uncertainties arising from future economic and financial market conditions.

Risk Management

The company manages foreign exchange risk by closely monitoring currency movements and aligning the risk management of foreign currency-denominated transactions with its revenue and cost structure, while utilizing financial instruments, including foreign exchange forward contracts, together with appropriate contract management practices to mitigate the impact of exchange rate volatility. In addition, the company conducts analyses of currency movements under both depreciation and appreciation scenarios and assesses the potential impact on profitability to support prudent management decision-making.

Compliance Risks

1. Readiness to Comply with Changing Standards and Regulations



Environmental



Social



Governance

In response to the revision or introduction of criteria, regulations, or measures related to business operations, the company realizes the importance and conducts studies to ensure full compliance, especially in the areas of sustainability and environment, for instance, studies if IFRS S1 and S2 sustainability disclosure standards come into effect, and studies for implementation and compliance if the Clean Air Act is enacted. These are all challenges that the company and the Somboon Group must be prepared for, study, comply with, and be able to effectively adapt to the changing legal and regulatory context.

Risk Management

The company has measures in place to manage these risks by regularly reviewing and studying all relevant business regulations. This includes training employees on these changes to study, improve and develop policies to accommodate various new standards, appointing responsible individuals, and establishing working groups as necessary. For the preparation of environmental reporting, systematic data collection and organization of information related to the environmental impact of business operations are being carried out. Relevant information has been uploaded to the ESG Data Platform and utilized for retrieval and access to the company's ESG data management system, improving the efficiency of data retrieval, accessibility, and reporting.

Emerging Risk

1. Supply Chain Risk from Geopolitical Factors



Environmental



Social



Governance

The ongoing geopolitical conflicts, including international political tensions and unrest along the Thai–Cambodian border, constitute factors that may affect the company's strategies and operations including ESG-related dimensions. Such impacts may include fluctuations in energy and fuel prices, increased transportation costs, and delays in maritime shipments, U.S. tariff measures, as well as heightened regulatory requirements and the need for greater organizational resilience amid uncertainties directly affecting the automotive supply chain and automotive parts manufacturers in Thailand.

An analysis of the impact of such events on critical suppliers, particularly steel used in production, can be concluded that there was no impact from these incidents that would cause disruption to relevant transportation route in supply chain. However, it is still necessary to remain vigilant and closely monitor the situation.

Risk Management

The company has implemented measures to closely monitor and keep abreast of news related to these risk factors. Comprehensive impact analyses, both internal and external factors, with a particular focus on U.S. trade policies regarding import tariff increases, together with ongoing negotiations with customers, to mitigate and minimize potential impacts, the company has adjusted its strategies accordingly. For example, optimizing inventory levels in overseas markets, adjusting transportation routes in accordance with the situation, and exploring alternative shipping methods to ensure timely fulfillment of customer demands, mitigate risks associated with delivery delays, and maintain supply chain continuity. Additionally, seeking opportunities to expand into other regions to diversify its market presence and reduce the potential impact of this risk on business performance.

Investment Risks for Security Holders

1. The risk of uncertainty in the expected returns to investors

The share price is contingent upon the company's performance and ability to generate long-term growth, which could be influenced by various factors such as:

- The production structure of automobiles in Thailand
- The production volumes of agricultural machinery in Thailand
- Changes in policies, laws, regulations, or conditions affecting the automotive and agricultural machinery industries
- Increases in production costs due to rising raw material, energy prices and costs of compliance with environmental and sustainability standards.
- Volatility in domestic and international economic conditions; uncertainties in global supply chains and logistics networks; the structural transition of the automotive industry from internal combustion engine vehicles to electric vehicles (EVs); heightened competition from foreign automotive manufacturers, particularly from China; and fluctuations in exchange rates and international trade policies, such as import and export tariffs and conditions for using domestic raw materials (local content)

These factors may impact the company's operations and stock price.

2. The risk that dividend payments may not meet investors

Expectations depend on several factors, such as maintaining sufficient reserves for business operations, regular investment budgets, and reserves for business expansion. These factors could affect the level of cash available for dividend payments to shareholders. However, the company has a policy to pay dividends of no less than 30% of net profits after deducting various types of reserves as required by law and company regulations.

Risks of Investing in Foreign Securities (In cases where the issuer is a foreign company)

-None-

5.6 Business Continuity Management

In a highly volatile business environment facing increasingly complex risks — whether natural disasters, fires, information technology system disruptions, or public health incidents — the Company places the highest priority on Business Continuity Management (BCM) as a critical foundation for building organizational resilience and as an integral part of good corporate governance, to ensure that core production activities continue to operate smoothly and efficiently even in the face of unexpected circumstances.

Business Continuity Management Policy

The Company has established a clear governance structure through the Business Continuity Management Committee (BCM Committee), integrated with the Management-Level Risk Management Committee, to set strategic direction, oversee operations, and regularly review the effectiveness of the system. This structure promotes the organizational SMART Culture, with a particular focus on the Agility (A) dimension - emphasizing the ability to adapt swiftly and prepare for rapid changes.

Management Approach

The company has adopted the ISO 22301: 2016 Business Continuity Management standard as a framework to develop a 9-step business continuity plan that fits the organizational context. The Deming Cycle, or PDCA (Plan-Do-Check-Act) Cycle, a continuous quality management system, is used as a guideline for operational processes.



- 1 Define policy and scope, establish a governing committee, set operational objectives, and determine performance indicators for effectiveness.
- 2 Establish a Business Continuity Planning (BCP) working team.
- 3 Develop the Business Continuity Plan.
- 4 Prepare for and mitigate impacts, respond to incidents, and restore business operations.
- 5 Manage the supply chain from a business-continuity perspective.
- 6 Review and test the Business Continuity Plan.
- 7 Evaluate the effectiveness of the Business Continuity Plan.
- 8 Management reviews.
- 9 Communicate and embed a business-continuity mindset throughout the organization.

The key processes integrated within the BCM system comprise Business Impact Analysis (BIA) to identify and prioritize critical processes, risk assessment of threats that may cause business disruptions, and the development of Incident Response Plans along with Recovery Plans at the business unit level that are comprehensive and up-to-date, covering all 7 factories and the head office.

The preparation of such plans is carried out in accordance with the processes specified in the Quality Procedure manual and has been formally registered as official documentation.

Goals and Performance Results for 2025

In 2025, the Company continuously conducted drills and plan reviews, and successfully maintained business continuity in accordance with its established targets, covering all business units as follows:

KPI	Goals for 2025	Performance	Status
Business Continuity Plan (BCP Scenario Mock Drill)	100%	100%	
Review and update of BCP plans for all business units (7 factories and the head office)	At least annually	100%	



Business Continuity Plan



Smart People

6.1 Smart People Strategy

6.2 Good People Development

6.3 Smart People Development

Performance 2025

Employee participation in social contribution activities

83%

Course personnel Development

95 Programs

Average training provided

22 Hour/People /year

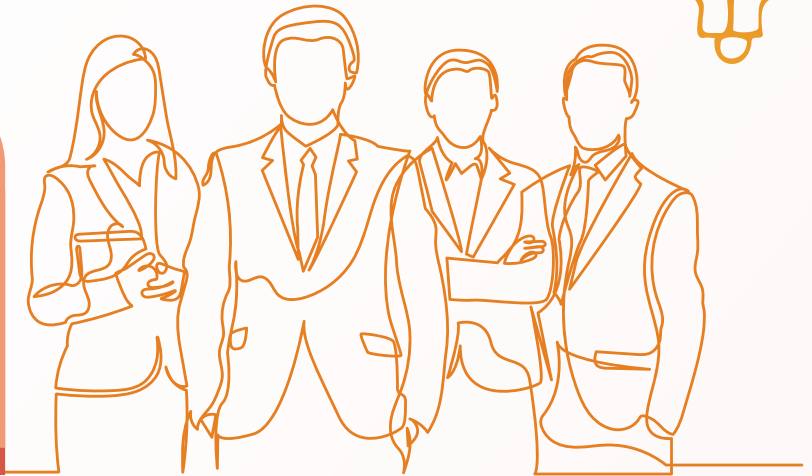
Budget for employee capability development

2.8 Million Baht

6.1 Smart People Strategy



“Create Value for Oneself, the Organization and Society”



Amid rapid and complex global changes across technology, economy, society, and the environment, the company recognizes that "people" are the driving force behind the organization's journey toward sustainability. The company has therefore established the Smart People Strategy as a comprehensive framework for human resource management and development, enabling every employee to grow in all dimensions - as individuals, as members of the organization, and as part of society

Smart People Policy

The company is committed to creating a positive work experience for all employees by driving the organization toward becoming a Learning Organization where employees can develop Future Skills to adapt to changes in all dimensions, alongside instilling a strong sense of ethics, responsibility, and good corporate citizenship, with the ultimate goal of nurturing truly **"Smart People."**

Management Approach

- **Smart People Development:**
Building essential skills and competencies to enable employees to perform effectively and achieve sustainable career growth through a variety of strategic development tools, such as Reskilling & Upskilling, Individual Development Plan (IDP), Learning by Doing, and Coaching & Mentoring.
- **Good People Development:**
Instilling ethics, transparency, and a sense of social responsibility alongside skill development, to cultivate employees who are valuable to both the organization and society as a whole.
- **Building a Learning Organization:**
Developing systems for knowledge sharing both within and outside the organization, and fostering an environment where employees feel empowered to think creatively, take initiative, and learn from real experience.
- **Driven by Technology**
Leveraging technology to enhance learning, manage human resources, and build efficient communication systems, to strengthen the organization's overall growth potential thoroughly.

In 2025, the company continued to advance its Smart People initiatives through two complementary pillars: developing employees into Smart People by enhancing competencies and future skills (Section 6.2), and developing employees into Good People by promoting volunteerism and social contribution activities (Section 6.3). Together, these two pillars reflect the company's commitment to nurturing employees who are physically, mentally, and intellectually well-rounded, grounded in virtue and gratitude, in accordance with the business philosophy of "Somboon Triple Bottom Line."

6.2 Smart People Development

In the highly competitive and rapidly evolving automotive industry, the company firmly believes that "people" are the organization's most valuable resource. The company therefore invests systematically and continuously in employee capability development to strengthen its competitive edge, drive sustainable growth, and deliver value to all stakeholders — in alignment with the company's ESG strategy.

Management Approach

The company conducts systematic personnel development beginning with a Training Needs Analysis (TNA) process covering four key dimensions, to ensure that development efforts are targeted, cost-effective, and aligned with organizational goals and ESG standards.

Training Needs Analysis Process

Annual Performance Evaluation and Competency Assessment:

Analyzing annual Performance Appraisal results in conjunction with job-specific competency assessments to identify skill gaps and formulate Individual Development Plans (IDPs).

Technological Trends and Business Direction:

Monitoring developments in electric vehicles (xEV), Automation & Robotics, and modern Agritech to design future-ready training programs.

Employee Needs Survey and Line Walk:

Gathering in-depth information directly from employees and through Management Line Walks on the production floor to design training programs that address real operational contexts.

Skill Map Development Based on SSO Standards:

Utilizing the Standard Skill for Operation (SSO) framework as the basis for analyzing essential skills required for each position, covering specialized knowledge, technical skills, and professional ethics.



Competency Development Framework



Targets and Performance 2025

The following table presents the personnel development performance for 2025 compared to the established targets.






KPI	Target	Performance
Average training hours per person per year	14 hours	22 hours
Skill Gap Closure (Gap Competency)	2 topics / person / year	4 topics / person / year
Employee Engagement Score	80%	72%

* Training hours may vary across data sources due to the coverage of different employee groups.

Personnel Development Programs 2025

1. Quality & Innovation Development Program

The company promotes a culture of Continuous Improvement through QCC and Kaizen activities. In 2025, Somboon Group employees achieved success at both national and international levels, as follows:

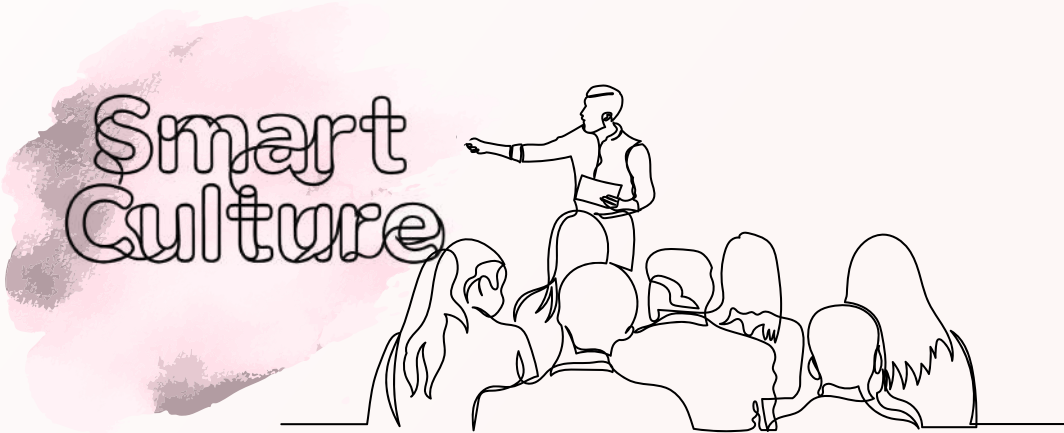
Event/ Award	Company	Achievement
Thailand Quality Prize Award 2025 (TPA)	SBM and SFT	<p>2 Golden Awards: "Resolving STAMP PART NO. Wrong Model Issue" / "Reducing END RR. Wing Problems" / "Reducing Losses from Short-Cut Piece Issues"</p> 
THCC QCC Activity 2025 (Thai-Hino Convention)	SBM and SFT	<p>SFT: 2 First Place Awards + 2 Runner-up Awards / SBM: 4th Runner-up Award</p> 
Kaizen Community 2025 (Kubota)	SBM	<p>Bronze Prize for achieving Productivity improvement of 359%</p> 

Event/ Award	Company	Achievement
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MCC-QCC Activity 2025 (Mitsubishi Motors)	SAT	4 teams advanced to the Final Presentation round (100% of submitted teams)
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SAT QCC Awards 2025 (Internal Event)	SAT	22 projects: Production 7 / Non-Production 7 / Back Office 8
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2. Future Skills Development



Digital & AI Literacy

Building on the project to promote knowledge in AI and Power BI with 172 employees trained, covering: (1) Prompt Design Prompt for Generative AI 32 people (2) AI in Action 66 people (3) Power BI for Accounting & Finance 52 people (4) Copilot 22 people.



Sustainability (ESG DNA)

Expanding sustainability knowledge training to cover operational staff. Participation target 100% to raise awareness of Carbon Footprint and waste management.



Leadership & Succession Planning

Continuously implementing the Talent Successor development project, preparing successors for managerial positions and above using Talent Assessment and Mapping Key Talent to key positions. >50% have employees in the Talent pool being promoted. 1 people

3. Training and Development Programs – Overview

The company aims to enhance personnel capabilities across Functional Skills, Future Skills and strategic management through the following programs

Program / Activity	Employee Benefits	Benefits to the Company
1. Individual Development Plan (IDP) defines skill development plan with supervisor. Referencing Competency and organizational goals	Employees have a clear career progression path.	Enhance talent retention and reduce employee turnover rates
2. Leadership Development: Develop executive capabilities across business management, people management, and financial management.	Enhance management capabilities and provide career growth opportunities	Executives drive the organization in alignment with strategic direction.
3. Project Talent Successor Prepares successors for manager-level positions and above, focusing on leadership and strategic management.	Promote career advancement, with one targeted employee currently under promotion consideration	Mitigate leadership shortage risks and reduce executive recruitment lead time, with over 50% of key talent mapped

Program / Activity	Employee Benefits	Benefits to the Company
Skill Map–Based Training (SSO) : Provide training aligned with the skill matrix and professional standards, with a focus on production roles.	Possess skills aligned with professional standards and have opportunities for competency-based career growth.	Achieve a 20% reduction in human error and decrease waste in the production process.
5. AI & Digital Literacy : Provide training on AI tools (ChatGPT, Copilot), Power BI, and Generative AI prompt design for 172 employees.	Employees are able to effectively apply at least one AI tool in their work.	Achieve an average 20% reduction in time spent on repetitive tasks (e.g., documentation) within 3 months.
6. Continuous Improvement (Kaizen, QCC, Lean) : Drive continuous improvement in work processes through Kaizen, QCC, and Lean methodologies.	100% of employees participate in work improvement and teamwork, achieving full KPI bonus payout	Achieve ≥5% cost reduction and win 3 Golden Awards from the Thailand Quality Prize 2025
7. SPS (Somboon Production System) : Drive continuous development of the production system, covering processes, maintenance, and quality management.	Learn and apply tools to enhance work efficiency and ease of execution.	Reduce waste-related costs and establish new work standards.
8. Financial Planning Program: Provide training on debt management, savings, and retirement planning for 30 employees.	Enable effective monthly budgeting, reduce financial stress, and promote financial discipline.	Achieve a 5% increase in employee participation in the provident fund, contributing to improved work efficiency.

Driving Organizational Culture (SMART Culture)

The Company firmly believes that a strong organizational culture serves as the foundation for sustainable human resource development. Therefore, the Company systematically instills “SMART Culture” values through the Step Culture policy, enabling employees to adapt quickly, demonstrate agility, and foster a strong sense of ownership (Ownership Culture). This approach supports the Company’s continued progress toward becoming a learning organization.

Management Approach

In 2025, the Company advanced its organizational culture through 6 key initiatives, ensuring that the SMART core values are embedded across all business processes.

SMART "Do"

Reinforcement and Awareness Building:
The Company consistently communicated the SMART core values through video clips, posters, and internal communication channels, encouraging employees to reflect on and integrate SMART behaviors into their daily work.



SMART "Commitment"

Role models: Executives at the AGM level and above (41 individuals) demonstrate commitment and behaviors aligned with the organization's values, inspiring their teams.



SMART "Event"

Driving Engagement: Organizing practical initiatives such as SMART Check-in, the 30-Day Learning Challenge, and SMART Caption to promote behavioral change through hands-on experience.



SMART Driver Team Sharing

Sharing for Scaling: Providing a platform for teams to share lessons learned from successes, enabling the adoption of best practices across the organization.

Performance & Benefits

Behaviors aligned with SMART values are integrated into performance management, including salary adjustments, bonuses, career progression, as well as talent identification and succession planning.

Culture Assessment

Culture Assessment: Assessment results are used as indicators of employees' awareness and demonstration of organizational values, with a target score of $\geq 90\%$.

Integration with the Performance Management System

SMART Culture (Driving organizational culture through 6 initiatives)

Benefits for Employees:	Employees understand and can effectively apply SMART values in practice (2023 assessment result: 91.48%), and receive recognition in terms of behavior and promotion opportunities.
Benefits for the Organization	Employees' behaviors are aligned with strategic direction, turnover among talent is reduced, and the organization's employer brand credibility is strengthened.

Systematic Operational Process

The Company plans and drives its organizational culture from the recruitment stage through onboarding, training, performance evaluation, and awareness-building activities, ensuring that SMART behaviors are instilled from the first day of employment and fully integrated with the compensation and career progression systems.



6.3 Good People Development



“Morality and gratitude”



The Company is committed to advancing social and community development in parallel with its business growth. It instills in employees a strong sense of “morality” and “gratitude,” in accordance with the vision of the founder, Mr. Somboon Kitaphanich, which serves as a fundamental foundation for building a strong society. In addition, the Company fosters good relationships and trust with stakeholders across all sectors. It also places importance on holistic social development, including education, community development, and environmental stewardship. The objective is to help reduce inequality, promote equality, and enhance the quality of life in society, enabling sustainable growth and self-reliance.

In addition, the Company promotes a culture of teamwork within the organization by providing a platform for employees to brainstorm ideas, exchange perspectives, and share experiences. This aims to further develop the design of social initiatives that generate positive impacts for stakeholders, while also strengthening the community’s self-reliance and fostering long-term collaboration. Reflecting the comprehensive nature of **“Smart People”** in human capital development, the Company empowers individuals to create value for themselves, the organization, and society. This includes being well-rounded in physical health, mental well-being, and intellectual capability, in alignment with the concept of the **“Somboon Triple Bottom Line.”**



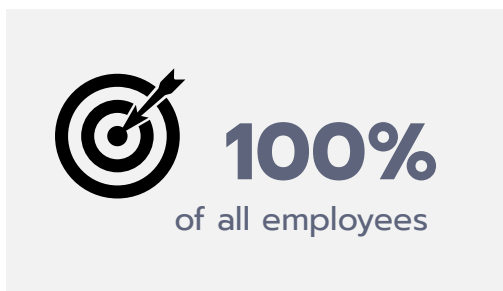
Good Deeds Promotion Policy

The Company recognizes the importance of participatory processes in driving social and community development alongside its business growth, ensuring that no one is left behind. In this regard, the Company has reviewed and established its community development strategy to align appropriately with the needs of each stakeholder group. This is achieved through collaboration among the Company, government agencies, local authorities, customers, and communities. The Company also supports the United Nations Sustainable Development Goals (UN SDGs).

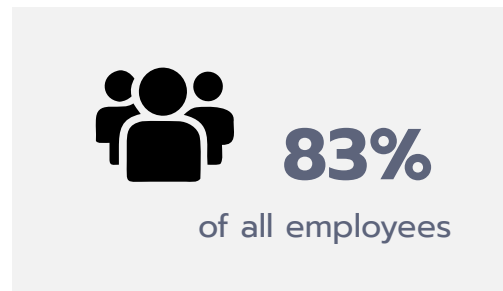
Management Approach

The Company acknowledges the significance of employee participation and the development of their potential alongside social responsibility. Therefore, the Company has set a target for 100% of all employees to participate in social activities as per established goals. This initiative aims to genuinely instill a sense of responsibility and active participation in society.

Target for social activity participation



Actual social activity participation



In 2025, the Company implemented a wide range of social initiatives and projects covering education, community development, environmental stewardship, and blood donation. A total of 1,591 employees participated in these activities, contributing a combined total of 12,728 volunteer hours to society.



1. CSR Activities

The Company has a long-standing foundation in driving social contribution initiatives, as reflected in its business philosophy and practices that emphasize growth alongside social responsibility. The Company places strong importance on employee engagement through volunteerism, while actively supporting and empowering employees to initiate, design, and continuously participate in social initiatives. In addition, the Company promotes equitable access to resources for all stakeholder groups, covering key dimensions of social development, including education promotion, community development, and environmental.

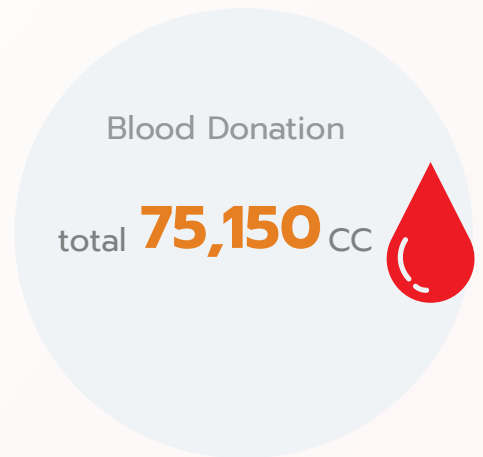
CSR Activities	Total
1. Education	5
2. Environmental	5
3. Elderly Empowerment	1
4. Crisis Relief and Support for Vulnerable Groups	3
5. Traditions	1

Participation in these initiatives goes beyond mere activities; it serves to instill core values in employees, reflecting the essence of “Smart People” well-rounded individuals who are committed to giving back while collectively creating positive impacts for society

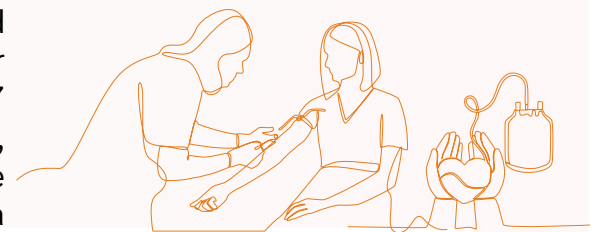


2. Blood Donation

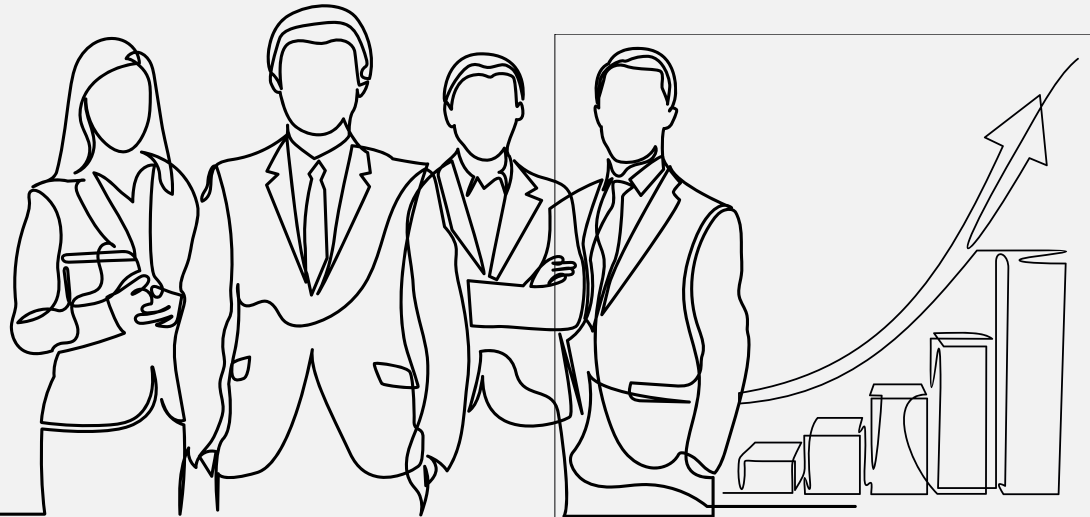
Blood donation is a key social initiative that creates humanitarian value and delivers broad societal benefits through employee participation. By supporting life-saving medical treatment and strengthening the public healthcare system, this activity reflects the Company’s commitment to social responsibility beyond community and environmental development. In addition to enhancing blood reserves for medical institutions, the initiative fosters a sense of social responsibility, compassion, and active engagement among employees. It also promotes a culture of giving and strengthens the connection between employees and society, forming an important foundation for sustainable social development.



Furthermore, the Company has consistently organized annual blood donation activities for its employees over the past 27 consecutive years. In 2025, a total of 167 employees, executives, and suppliers participated, contributing 75,150 cc of blood. This reflects the Company’s continued commitment to promoting a



7



Business Trust

- 7.1 Business Trust Strategy
- 7.2 Human Rights
- 7.3 Employee Care and Employee Engagement
- 7.4 Occupational Health and Safety Management
- 7.5 Customer Relationship Management
- 7.6 Suppliers and supply chain management
- 7.7 Environmental Management
- 7.8 Business process innovations for sustainability
- 7.9 Tax practices

Performance 2025

Customer satisfaction assessment

92.4%

GHG release from process Scope 1,2

35%

The Lost Time Injury frequency rate

0.58

Suppliers Trained on CFO Reporting

27 suppliers

7.1 Business Trust Strategy

The Company operates under the "Somboon Triple Bottom Line" philosophy, encompassing Smart People, Business Trust, and Growth Society, with "Creating Value for Stakeholders" as the core principle of its operations, covering all dimensions of economy, society, environment, and corporate governance (ESG).

In 2025, the Company has elevated its sustainability operations to be more proactive in addressing global challenges, such as climate change, ESG expectations across the supply chain, and technological transition. The Company has integrated its management approach to align with the Sustainable Development Goals (SDGs) and international standards, while systematically promoting engagement from all stakeholder groups.



“Create Value for Stakeholders”

Management Approach

The Company drives its business operations by continuously creating value for stakeholders, guided by a sustainability strategy aligned with the global context, across 5 key approaches as follows:

- 1. Creating Value for Stakeholders:** The Company conducts business on the foundation of human rights, labour rights, and equality, coupled with ensuring workplace safety, developing products and services that meet customer needs, enhancing employee well-being and engagement, and continuously undertaking activities for society and the environment.
- 2. Responsible Supply Chain Management:** The Company expands ESG engagement with suppliers in a transparent manner, while supporting the enhancement of supplier standards through international standard system development and ESG assessments across the supply chain
- 3. Efficient Resource Use:** The Company sets targets to reduce resource consumption per production unit, including energy, water, and waste, in line with the circular economy concept, while promoting a systematic and measurable environmental management system.
- 4. Innovation for Sustainability:** The Company focuses on developing technologies and innovations that create business value alongside environmental impact reduction, by fostering a culture of internal creativity, such as the SAT Innovation Day project, to continuously promote an innovation-driven culture.
- 5. Transparent Tax Management:** The Company develops financial and tax plans in accordance with good corporate governance principles, and prepares and discloses tax policies in compliance with applicable laws and internationally accepted standards.

7.2 Human Rights Management



The Company is committed to protecting and promoting human rights across all dimensions of its business operations, upholding them as fundamental entitlements and a key principle in fostering an equitable working environment. The Company believes that embracing diversity and treating employees, suppliers, and communities equally not only helps reduce the risk of human rights violations, but also serves as the foundation for conducting business ethically to create shared value for all stakeholders.

The Company upholds and develops its operations in alignment with international standards and national regulatory frameworks to enhance stakeholder confidence, as follows:

The Company's Human Rights Policy

- United Nations Guiding Principles on Business and Human Rights (UNGPs): Integrating the principles of "Protect, Respect and Remedy" into business processes.
- Business Ethics: Establishing clear operational guidelines covering fair employment practices, prohibition of child and forced labour, and promotion of workplace safety.
- Human Rights Due Diligence (HRDD): Conducting impact assessments and managing risks in accordance with the Human Rights Impact Assessment and Management (HRIAM) framework to identify and prevent human rights violations throughout the supply chain.

Human Rights Practices and Employee Education

The Company has continuously implemented its Human Rights Policy by assessing human rights issues across 4 stakeholder groups, namely: 1) Employees and Subcontractors, 2) Customers, 3) Suppliers, and 4) Communities and Society, categorized into 2 groups of practices as follows:

Group 1: Internal Stakeholders (Employees and Subcontractors)

The Company places great importance on protecting the rights of employees and subcontractors at all levels by establishing Fair Labour Practice guidelines, incorporating them into the official work regulations, and communicating them in both Thai and foreign languages for foreign employees. Furthermore, the Company is a member of the UN Global Compact to strengthen labour standards in alignment with applicable laws and international principles, covering the following key issues:



Issue	Practice Guidelines
<p>1. Fundamental Rights and Freedoms</p> <p>Freedom of Expression</p> <p>Freedom of Association</p> <p>Right to Collective Bargaining</p>	<p>Encourage employees at all levels to express their opinions openly and constructively through multiple channels, such as suggestion boxes, internal online systems, employee meetings, and official complaint channels, with a transparent process for receiving and responding to suggestions.</p> <p>AssociationSupport employees' right to form associations in accordance with applicable laws and human rights principles, without obstructing or interfering with any such associations, and provide appropriate guidance within legal frameworks.</p> <p>Respect employees' right to collective bargaining, with the Welfare Committee appointed as employee representatives, and conduct negotiation meetings as required by law on a regular basis.</p>
<p>2. Equality and Diversity</p> <p>Non-Discrimination</p> <p>Organizational Diversity</p> <p>Employment of Underprivileged Individuals</p>	<p>Committed to fostering an equitable organizational culture by applying principles of ability and suitability in all processes, free from discrimination based on race, religion, gender, age, or personal status, with mechanisms in place to handle discrimination-related complaints.</p> <p>Support diversity within the organization by providing opportunities for individuals of all genders, ages, nationalities, races, and backgrounds to collaborate and grow within the organization to their full potential.</p> <p>Support inclusive employment by offering job opportunities to people with disabilities and other disadvantaged groups, with appropriate facilities, training, and working environments tailored to individual needs.</p>
<p>3. Employment Conditions and Compensation</p> <p>Working Hours</p> <p>Minimum Wage Compliance</p>	<p>Strictly comply with regulations regarding working hours, overtime, and holidays in accordance with labour laws, with systems in place to record and monitor overtime hours to maintain appropriate levels, and compensate overtime at rates prescribed by law.</p> <p>Provide compensation that surpasses the minimum wage required by law and regularly review the compensation structure to align with the cost of living and industry trends, ensuring fairness for workers at all levels.</p>

Issue	Practice Guidelines
Equal Compensation	Adhere to the principle of equitable compensation by basing pay on overall performance and individual contributions, with no bias toward any group, and regularly monitoring and reviewing wage disparity.
4. Protection and Safety	
Prevention of Child and Forced Labour	Strictly prohibit all forms of child and forced labour, with a rigorous system for verifying employee age and employment documents prior to commencement of work, including retaining copies of required documents as specified in the employment contract.
Child and Forced Labour Risk Assessment	Conduct child and forced labour risk assessments at all operational sites on an annual basis, covering 100% of operational areas, by considering current risk factors such as industry conditions, sources of labour supply, and the volume of migrant workers. All employees may report concerns through the Company's complaint channels, which are safe, accessible, and confidential.
Workplace Harassment Prevention	Committed to creating a work environment free from harassment, intimidation, or violence, by communicating the anti-harassment policy to all employees, and providing safe and accessible channels for reporting complaints to protect complainants.
Protection of Personal Data	Safeguard the personal data of employees and customers in strict compliance with the Personal Data Protection Act (PDPA), limiting access to authorized personnel only, and ensuring data is not used for purposes beyond the scope of consent.
5. Development and Promotion	
Support for Children's Rights	Create opportunities for youth through promoting and supporting education, including scholarships for employees' children and students in local communities, as well as intern development programs in collaboration with both public and private sector educational institutions.

Group 2: External Stakeholders (Customers, Suppliers, and Communities)

The Company monitors and manages human rights impacts on external stakeholders both directly and indirectly, covering the following key practices:



Customers

Respect customer rights as individuals, safeguard personal data in strict compliance with the Personal Data Protection Act (PDPA), and refrain from using customer data beyond the purposes for which consent has been granted.



Communities

Maintain a systematic mechanism for receiving feedback and complaints from communities, while monitoring and assessing impacts that may arise from business operations, such as pollution and noise.

The Company also implements appropriate site remediation measures and refrains from engaging in activities that obstruct access to natural resources or the fundamental rights of local communities. This includes promoting employment opportunities within the area, without any policy of restricting or blocking local community members from working, so that communities genuinely benefit from the Company's business operations.



Suppliers

Treat suppliers fairly and respect their contractual rights, encourage suppliers to uphold human rights principles, and require human rights self-assessments as part of the procurement criteria.



The Company continuously communicates its Human Rights Policy to employees through internal channels, such as meetings, internal announcements, the intranet system, and work-related documents, as well as communicating to external stakeholders. The Company also conducts training and testing for employees at all levels to strengthen understanding and reduce the risk of human rights violations.

In 2025, the Company launched the "Corporate Governance Knowledge Refresh and Update 2025" program to enable employees at all levels to refresh their knowledge and update their understanding of corporate governance through an e-Learning system, accessible and assessable instantly via QR Code. One of the key modules in the program covers Human Rights, comprising 4 training topics as follows:

Target:

100% of employees complete training and pass the assessment.

Performance:

100% of employees completed training and passed the assessment.



Fundamental Human Rights



Respecting Diversity and Differences



Child Labour Rights



Forced Labour Rights

Management of Non-Compliance

If the Company identifies any practices that violate the Fair Labour Practice Guidelines or involve breaches of employees' fundamental rights, the Company has established the following response framework:

- Conduct fact-finding investigations with fairness and transparency, protecting the anonymity of complainants and adhering to good governance principles.
- Provide corrective opportunities for cases resulting from misunderstandings or inappropriate internal processes.
- Apply disciplinary measures for serious offenses or cases with clear intentional breaches of guidelines.
- Provide remediation to affected parties, including compensation, medical treatment, or reinstatement of violated rights.
- Review and continuously improve internal control procedures to prevent the recurrence of such incidents.

Human Rights Risk Assessment

The Company conducts a comprehensive Human Rights Due Diligence (HRDD) process, covering 5 key steps as follows:



Human Rights Risk Issues

In 2025, the Company conducted Human Rights Due Diligence (HRDD) assessments covering 100% of all operational sites, to systematically and proactively identify, assess, and manage potential human rights risks. Risk issues are categorized by the severity of impact and the relevant stakeholder groups affected, as follows:

Target:

Human rights risk assessments conducted at 100% of the Company's operational sites.

Performance:

Human rights risk assessments conducted at 100% of the Company's operational sites.

Summary of Human Rights Risk Assessment Results for 2025: The assessment covers 8 key issues, with a focus on analyzing risk levels affecting employees, business partners, communities, and government sectors, along with concrete preventive and remedial measures.

Risk Issues and Impact Levels



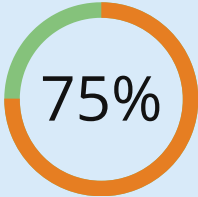
High

Incidents resulting from insufficient PPE represents the highest level of risk.

Ensuring adequate PPE supply and full medical care coverage.



Employee



75% of risk issues covering supply chain, employment, and community impact are at a moderate level.



Moderate

Failure to communicate policies within the supply chain



Suppliers
Customers



Moderate

Business partners lacking self-assessment



Suppliers



Moderate

Discriminatory practices in hiring / promotion



Employees



Moderate

Unfair compensation for temporary workers



Employees



Moderate

Pollution or impact on communities



Communities



Moderate

Labor risks in new projects



Employees
Suppliers



Use of resources in disputed areas **Low**

Material origin verification policy in place, with immediate partner replacement upon violation.



Suppliers
Customers

Risk Management Strategy



Proactive Preventive Measures

- Regularly communicating policies to business partners and requiring annual human rights self-assessments.
- Requiring annual ESG self-assessments from business partners, with Onsite Audits.
- Applying fair employment policies with transparent promotion processes.
- Reviewing compensation to ensure compliance with laws and industry standards.
- Establishing procurement guidelines for new projects in compliance with labor laws.
- Conducting regular emissions audits with legally compliant control measures.
- Implementing a Conflict Minerals policy with regular material origin verification.



Fair Remediation

- Suspending or reviewing business partner status in cases of non-compliance.
- Providing safe reporting channels with appropriate investigation and follow-up.
- Conducting investigations and impact remediation in a fair manner.
- Providing wage compensation upon finding below-standard pay.
- Re-auditing labor violations and compensating affected employees.
- Transparently disclosing information to communities, implementing restoration measures, and providing damage compensation.
- Requiring immediate change of sourcing location upon finding conflict minerals-related violations.

Complaint Mechanism and Remediation for Human Rights Violations



The Company has established a systematic mechanism for receiving complaints and providing remediation to ensure that individuals and communities adversely affected by the Company's business operations are treated appropriately and fairly. The Company transparently discloses information about this mechanism, covering complaint procedures, confidentiality, and anonymity. The Company is committed to providing remediation to affected parties in an appropriate and fair manner on a case-by-case basis.

Complaint Channel:

<https://www.satpcl.co.th/th/corporate-governance/whistleblowing-notice/whistleblowing-notice-policy>

Human Rights Performance 2025

KPI	Target 2025	Performance 2025
Number of human rights violations within the organization	0 cases	0 cases
Number of non-compliance cases with labour standards	0 cases	0 cases



7.3 Employee Care and Employee Engagement

The Company believes that human resources are the foundation of organizational success. Under the Smart People philosophy, the Company focuses on developing skills, fostering ethical values, and building employee happiness so that they are capable and committed to growing alongside the organization. In particular, for 2025, the Company places great importance on comprehensively caring for employee well-being across physical, mental, social, and environmental dimensions, enabling employees to perform at their highest potential.

1. Employee Development for Growth

The Company maintains a comprehensive employee development policy, with a clear career path from entry level to advancement. The focus is on developing skills aligned with industry trends and organizational needs, through the following approaches:

Approach	Details
Training and Skill Development	Provide comprehensive training programs covering technical, managerial, and digital skills, in both In-house and Public Training formats, tailored to the development needs of employees at all levels through learning centers such as Somboon, Advance, and Techno Valley.
Performance Evaluation	Conduct fair and transparent employee performance evaluations at a consistent frequency and standard, linked to individual development plans and career advancement pathways aligned with organizational sustainability goals.
Individual Development Plan (IDP)	Develop individual career and advancement plans with clear short- and long-term objectives, prioritizing current gaps and defining targeted development activities to enable employees to achieve their fullest potential.
Internal Mobility and Job Rotation	Maintain a policy of prioritizing internal candidates before external recruitment, providing opportunities for employees to apply for and be considered for higher-level positions, including job rotation programs to broaden skills and expand experience across functions.
Special Development Programs	Support learning in programs such as SPS, QCC, Lean, Kaizen, and Cross-Functional Teams to strengthen skills in problem-solving and process improvement in real working environments.

2. Welfare and Compensation

The Company maintains a compensation and welfare policy that places great importance on caring for employee quality of life at all levels, by setting compensation rates that surpass the legal minimum wage. A comprehensive wage structure review is conducted every 2 years, with adjustments aligned with economic conditions and a commitment to paying compensation that truly meets employees' cost of living needs (Living Wage) for all employees on a continuous basis.

Achievements 2025



Outstanding Establishment Award: Provincial-level recognition for outstanding labour relations and employee welfare, presented at the 20th National Labour Relations and Welfare Day.



Certificate of "Ethics-Promoting Organization through the Moral Credit System – Private Sector", awarded by the Association of Organizational Well-Being Practitioners in collaboration with the Moral Center (Public Organization).



3-Star Happiness Workplace Award under the Organizational Well-Being Promotion Project for Quality of Work Life, aligned with the 10-year direction and goals of the Thai Health Promotion Foundation (ThaiHealth).

Welfare and Compensation

Financial Security and Monetary Benefits



Health and Work-Life Balance

Compensation and Bonus

Performance-based bonus, with base salary exceeding the legal minimum wage and overtime compensation paid in accordance with applicable laws.

Savings and Investment

Provident fund, savings cooperative, credit union, and MOU with partner banks offering preferential interest rates.

Financial Assistance for Family Members

Support for employees facing financial difficulties through the Employee Life Quality Promotion Program, scholarships for employees' children, and vocational training.

Peer Support Group

Employee groups that assist members facing hardship, accidents, or illness, to foster solidarity and mutual support within the organization.

Health Insurance and Annual Health Check-up

Group health insurance for employees and their families, annual health check-ups, and online medical consultations for comprehensive employee health care.

Health Promotion Programs

Exercise and relaxation activity programs, knowledge sharing on Non-Communicable Diseases (NCDs) prevention, and support for a healthy lifestyle.

Work-Life Balance

Special benefits for both regular and part-time employees, including special holidays, car purchase discounts, shuttle services, and uniforms.

3. Employee Well-Being

The Company implements the "Good Health and Well-Being" program across 4 dimensions, recognizing that employees' physical, mental, social, and environmental well-being is a critical foundation for work performance and organizational engagement.

- **Physical Health Care:** The Company promotes physical health and prevents Non-Communicable Diseases (NCDs) through annual health check-ups, close monitoring and follow-up for at-risk groups, and continuous exercise programs, coupled with ergonomic measures to prevent work-related injuries. In 2025, a total of 924 employees out of 1,970 participated in the exercise program, accounting for 47%, with a cumulative total of 20,126 exercise hours.



- **Mental Health Care:** The Company monitors employee mental health through regular stress level surveys to consistently assess the situation, while providing HR Caring to support employees on an individual basis and coordinating with specialist physicians when necessary. Additionally, the Company provides financial literacy education to address debt problems, which is one of the key factors affecting employee mental well-being.



- **Social Well-Being:** The Company fosters a warm and well-connected workplace community among employees at all levels through a variety of activities, such as Morning Talks, Top Management Communication Activity (TCA) — which provides opportunities for executives to communicate directly with employees — as well as Children's Day celebrations, blood donation drives, community visits, and retirement ceremonies, to strengthen organizational engagement.



- **Environmental Well-Being:** The Company maintains a health-friendly working environment by systematically implementing measures to control exposure to hazardous substances and reduce noise levels in production areas, coupled with CSR activities in the community, such as tree planting programs, school development initiatives, educational scholarship funds, and the provision of electric wheelchairs for persons with disabilities, to ensure that both employees and surrounding communities share a good quality of life together.



4. Participation and Communication

The Company places great importance on employees' rights to collective bargaining and two-way communication, by encouraging employees to actively participate in defining welfare benefits and freely expressing their opinions through a formally elected Welfare Committee, covering all business units.



Channel	Details
Weekly/Monthly Meetings	A platform for exchanging opinions and suggestions between employees and management to track progress and plan work collaboratively.
Morning Talks & TCA	Top Management Communication Activity providing opportunities for senior executives to communicate directly with employees and listen to their feedback.
Welfare Committee	Formally elected employee representatives responsible for collective bargaining and welfare management, serving as a communication link between employees and management.
Complaint/Suggestion Channels	A systematic mechanism for receiving complaints, protecting complainant anonymity, ensuring transparency, and operating in accordance with good governance principles.
Open Challenge	Promoting an innovation culture by encouraging employees to propose new ideas through Morning Talks and Shop Floor activities to stimulate internal engagement.

5. Diversity, Equality, and Inclusion

The Company promotes diversity in all dimensions, regardless of race, nationality, gender, age, or physical ability, upholding these as fundamental human rights and the foundation for building an equitable and sustainable organization.

- **Gender Equality:** The Company has a policy to support female employees in advancing their careers on an equal footing, without gender barriers in recruitment, promotion, or professional development processes, and provides development programs and advisory support for female employees with the potential to advance to executive positions. In 2025, the Company has a female employee ratio of 15% organization-wide, with senior female executives at 14%.

- **Workforce Diversity:** The Company welcomes employees from all ethnicities and nationalities on an equal basis. In 2025, there will be foreign employees who receive equivalent welfare and benefits to Thai employees in all respects.

- **Care for Employees with Disabilities:** The Company has a policy of employing persons with disabilities in numbers exceeding the legal requirement. In 2025, there are 23 employees with disabilities, with appropriate facilities provided and working environments adapted to ensure that this group of employees can perform their duties to their fullest potential.

- **Anti-Discrimination:** The Company provides DEI (Diversity, Equity, and Inclusion) training for employees at all levels, with proactive anti-discrimination measures in place at every stage, a transparent complaint and remediation mechanism, as well as monitoring and analysis of compensation disparities among employee groups consistently to ensure equity in remuneration.

6. Employee Family Care

The Company believes that employees who have family stability and good well-being are able to perform their duties more effectively and create sustainable value for the organization. For this reason, the Company focuses on developing and designing welfare benefits and various activities that extend to employees' families, in order to promote quality of life, well-being, and a comprehensive work-life balance.



Family Health Care

Extend health benefits to cover employees' families, including group health insurance for spouses and children, support for out-of-pocket medical expenses, and family health care activities, as well as health and nutrition knowledge programs for families through various organizational activities.



Children's Education Support

Provide educational scholarships for employees' children to help alleviate expenses and expand educational opportunities for children of employees at all levels, along with organizing annual Children's Day activities to foster engagement between the organization and employees' families.



Family Care Leave

Define flexible leave entitlements to accommodate family needs, covering bereavement leave for parents, paternity leave for childcare, leave for caring for sick family members, as well as flexible working hours for employees with dependent children or elderly family members.



Family Financial Well-Being Support

The Company organizes activities to strengthen relationships between employees and their families, such as Family Day events and Children's Day activities for employees' children. Additionally, the Company offers loan programs under the Company's name to help alleviate the financial burden of employees' families.

7. Employee Engagement and Satisfaction Survey

The Company conducts an employee engagement and satisfaction survey every 2 years, using a comprehensive questionnaire covering 16 dimensions, comprising 60 closed-ended questions and 2 open-ended questions, to assess the organizational climate and inform continuous employee care improvement.



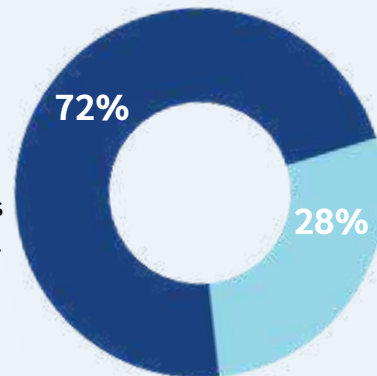
Survey Response Rate

97.2%

1,853 employees participated in the survey.

Engaged Group

Reflecting a level of organizational engagement that is at a good standard.



Disengaged Group

An opportunity for development to enhance satisfaction in the future.

Results Analysis and Development Planning

From the survey results, 3 dimensions were identified as requiring gap-closing initiatives. The Company has therefore established improvement approaches in each area as follows:

- **Empowerment/Autonomy:** The Company focuses on fostering a culture that embraces new ideas by promoting Open Challenge through Morning Talks forums, establishing Scrum Teams and Cross-Functional Teams, as well as providing opportunities for employees to participate in SPS, QCC, and Kaizen projects, so that employees feel a genuine sense of autonomy in decision-making and active contribution to driving the organization forward.
- **Rewards & Recognition:** The Company will design an Incentive Pay structure that fairly reflects work performance, establish an Employee Recognition Wall to acknowledge high-performing employees, and define Career Paths with clear Roles & Responsibilities (R&R) for every position, so that employees can see their growth trajectory and feel that their dedication is recognized and valued.
- **Enabling Infrastructure:** The Company will apply SPS to reduce wasteful steps in repetitive work processes and implement ECRS to streamline operations, while also integrating Digitalization technologies, Power BI, and AI to support daily operations, ensuring that employees have the right tools to perform their duties to their fullest potential.

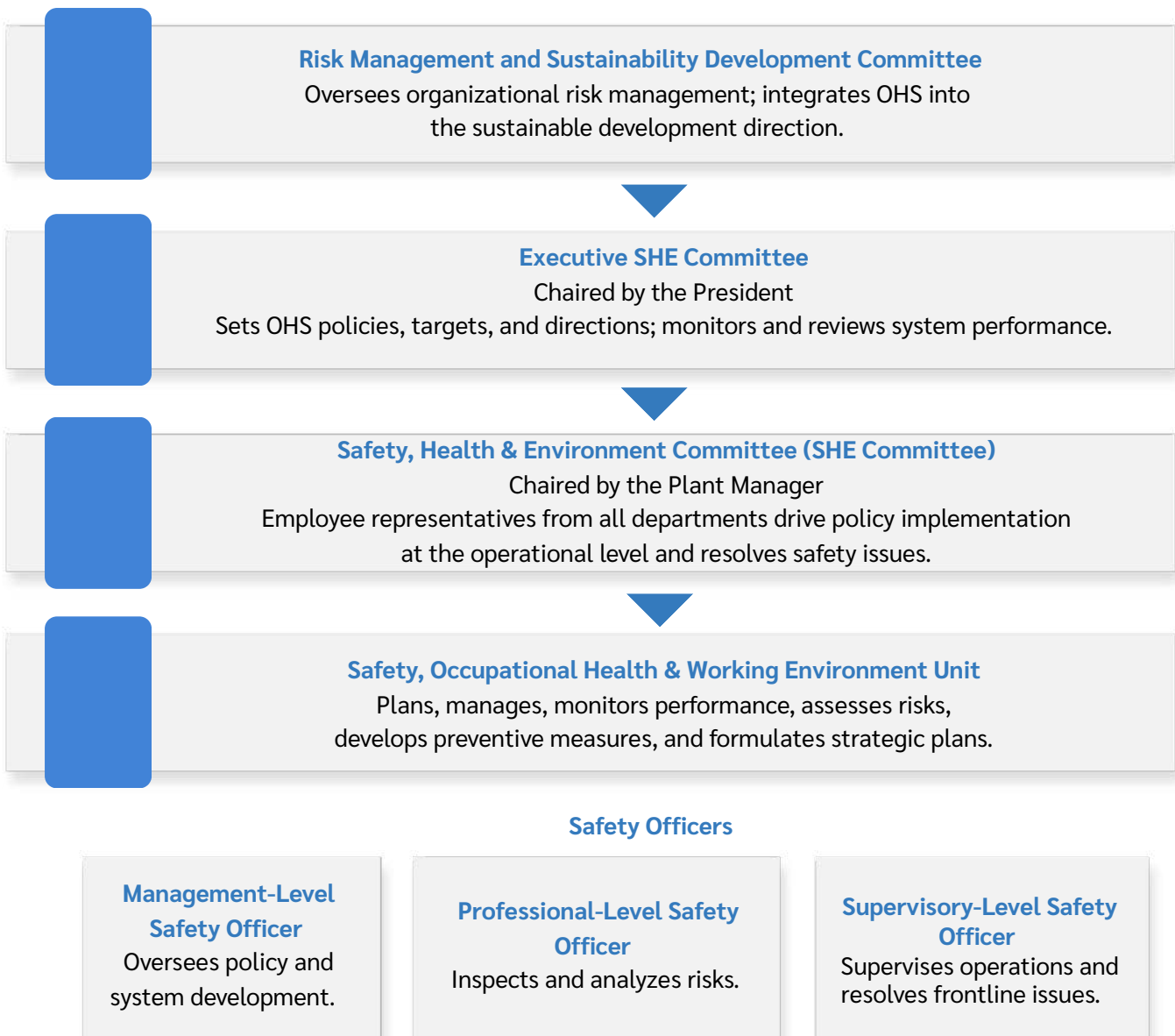
7.4 Occupational Health and Safety Management

The Company implements occupational health and safety management by focusing on controlling and reducing risks that may affect the health, safety, and working environment of employees, subcontractors, and relevant stakeholders. The Company places great importance on creating a safe workplace and continuously fostering a safety-conscious mindset among employees, through an efficient occupational health and safety management system and compliance with applicable laws and international standards.



Occupational Health and Safety Governance

The Company has established a comprehensive occupational health and safety governance structure spanning 5 levels, from policy-setting, executive, operational, to supervisory levels, to ensure efficient and sustainable safety management.



Collective Bargaining Agreement on Occupational Health and Safety

The Company has a Collective Bargaining Agreement (CBA) on occupational health and safety between the Company and employee representatives, defining the rights and responsibilities of both parties in creating and maintaining a safe working environment, covering compliance standards, incident reporting, and employee participation in safety improvements.

Occupational Health and Safety Policy



The Company places great importance and is committed to creating a safe working environment to ensure employees' good health and quality of life, while developing personnel with knowledge and competency in occupational safety, and maintaining accountability to all stakeholders in the Company's business operations. The Company also promotes the introduction of safety innovations and technologies into the production process to meet customer satisfaction requirements. In line with its safety policy, the Company continuously translates these commitments into practice and ongoing improvement through systematic accident reduction programs and activities, including the Zero Accident Campaign, CCCF activities, continuous safety training, and the promotion of safety officer roles at all levels with clearly defined and measurable targets, as follows:



Employee Accidents
0 cases

No incidents requiring medical treatment beyond first aid and no lost-time injuries from operations.



Severe Fire Incidents
0 times

No major fire incidents arising from operations at operational sites.



LTIFR 0 times

Lost Time Injury Frequency Rate maintained at zero – targeting the elimination of lost-time injuries.

Occupational Health and Safety Activity Promotion

- **Executive-Level Participation Activity:** Promote the safety leadership role by requiring senior executives to consistently participate in workplace inspection walks, in order to foster a safety culture and reflect the organization's commitment. The target is to inspect 100% of all operational areas.



- **Proactive Safety Culture Promotion:** Through the Completely Check Completely Find Out (CCCF) activity to encourage employees to take an active role in identifying hazards, assessing risks, and proposing workplace improvement approaches. Employees achieved the hazard identification target of 100%.
- **Chemical Hazard Management Personnel Training:** By inviting 2 external specialist speakers, with 60 participants across 2 sessions, achieving a 100% pass rate in both theoretical and practical assessments.



- **Knowledge Sharing with Nearby Communities:** On occupational health and safety topics, at least once per year, achieving the target of 100%.



- **Transportation Risk Management:** Conducting safe driving campaigns and safety inspections of employee shuttle vehicles on a quarterly basis. Inspection results were accurate and complete at 100%.



Risk Assessment in Operational Areas

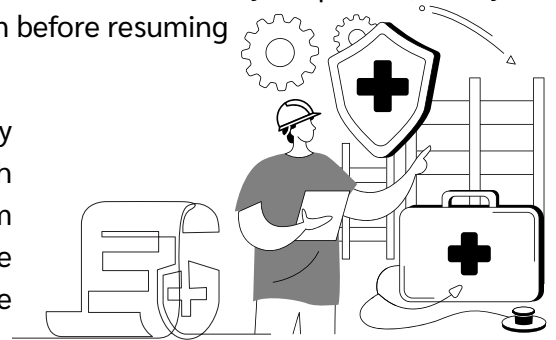
The Company conducts health and safety risk assessments covering 100% of its premises to ensure that all operational activities are carried out safely, efficiently, and in compliance with legal requirements and organizational standards.

Proactive Risk Management

The Company implements Incident Prevention Learned by collecting and analyzing lessons from incidents occurring both within and outside the organization, then communicating them to employees at all levels, while continuously monitoring the implementation of preventive measures to prevent recurrence of the same incidents.

In addition, the Company requires employees and subcontractors to adhere to the **"Stop – Call – Wait"** protocol upon encountering any unsafe incident or condition — to immediately stop work, notify the relevant person, and wait until corrective action has been taken before resuming operations, in order to prevent potential accidents.

The Company implements Incident Prevention Learned by collecting and analyzing lessons from incidents occurring both within and outside the organization, then communicating them to employees at all levels, while continuously monitoring the implementation of preventive measures to prevent recurrence of the same incidents.



At the operational level, the Company encourages employees and subcontractors to participate in KY (Kiken Yochi: Hazard Prediction) activities before commencing every task, so that everyone collectively analyzes potential hazards and establishes joint prevent

Risk Assessment Procedure

The Company conducts safety risk assessments in 4 steps, as follows:

Step 1: Hazard Identification



The Company conducts thorough inspections of operational sites, covering environmental conditions, machinery, equipment, and work activities at every stage, to identify sources of hazards and risks that may affect employees, subcontractors, and the surrounding environment. Examples of hazards found in the production process include rotating machinery that may cause entanglement, areas with hazardous chemicals from cleaning or coating processes, noise from compressors and welding equipment, as well as risks from repetitive heavy lifting that may lead to muscle and skeletal injuries.

Step 2: Risk Assessment



Once hazards have been identified, the Company analyzes the risk level by considering the likelihood of an incident occurring and the severity of its potential impact. This requires pre-assessment at least once before commencing new projects or when work processes change. For example, the introduction of a new production line requires a risk assessment before operation; changes in cleaning agent types used in the production process require assessment of toxicity and health risks to employees, including modifications to the workplace layout or internal traffic routes within the factory that may require assessment of collision and congestion risks.

Step 3: Risk Control & Mitigation



The Company defines risk control measures in order of priority, beginning with eliminating the hazard at its source before considering substitution with safer methods or materials, followed by engineering controls such as installing barriers, ventilation systems, or Lock Out Tag Out (LOTO) systems. Administrative controls are then applied, including job rotation, limiting exposure time to hazardous substances, and training, as well as providing appropriate Personal Protective Equipment (PPE) suited to the nature of each task, such as chemical-resistant face masks with full hearing protection, safety glasses, and protective gloves.

Step 4: Monitoring



The Company continuously inspects and evaluates the effectiveness of implemented control measures, without waiting until an incident occurs before reviewing the measures. For example, monitoring noise levels in production areas to verify they remain within safe limits, and compiling monthly accident statistics to identify trends and improve measures, including re-assessment when there are changes in production processes, seasonal raw materials, or related regulations, to ensure that risk control measures remain aligned with the constantly evolving working environment.

Sample safety risk assessment form for employee and supplier operations.

Sample work permit and project/activity risk assessment form.

Additional Health and Safety Measures

Measure	Details
Repetitive Strain Injury (RSI) Prevention	Implement ergonomics measures to reduce the risk of muscle and tendon injuries from repetitive motions, covering workstation design, job rotation, and employee training.
Hazardous Substance Exposure Control	Implement control measures for hazardous substance exposure in the production process, including installation of ventilation systems, use of barriers, job rotation, and provision of appropriate PPE, with regular monitoring of exposure levels.
Equipment Safety Inspection	Conduct regular maintenance and safety inspections of machinery and equipment in accordance with defined schedules, with records of inspection results and implementation of corrective measures upon identification of deficiencies.

Safety Risk Issues and Measures 2025

Measure	Details
Accidents from Unsafe Behaviors	Foster a proactive safety culture, promote unsafe condition reporting and near-miss reporting, encourage behavioral observation, and enforce disciplinary measures for non-compliance with regulations.

Occupational Health and Safety Performance

Indicator	Target	2024	2025	Remark
Employee non-lost-time injuries (cases)	0	5	3	Decreased 28.57%
Employee lost-time injuries (cases)	0	1	3	Increased 200%
Employee Lost Time Injury Frequency Rate (LTIFR)	0	0.22	0.58	Increased 163.64%
Number of workdays lost due to accidents (days)	0	45	67	Increased 48.89%
Supplier lost-time injuries (cases)	0	0	0	Maintained
Supplier Lost Time Injury Frequency Rate	0	0	0	Maintained
Severe fire incidents (times)	0	0	1	Increased by 1
% of operational sites passing OHS risk assessment	100%	100%	100%	Maintained

In 2025, three employees sustained lost-time injuries, with the primary cause related to unsafe behaviors. The Company conducted investigations, root cause analyses, and defined corrective and preventive measures to prevent recurrence, including fostering a safety culture by providing opportunities for employees to participate in reporting unsafe conditions and near-miss incidents, promoting behavioral observation and safety behavior recommendations in daily operations, and strengthening safety leadership roles as a role model for employees.

Nevertheless, when benchmarking the Company's LTIFR of 0.58 against international standards set at below 1.0 for organizations with excellent safety performance, and leading manufacturing industries such as the global steel industry with an average LTIFR of 0.76 in 2023 (World Steel Association, 2024), the Company maintains a safety level that remains competitive with international standards. The Company is nonetheless committed to continuous improvement efforts to reduce the number of accidents toward a target of zero.



Occupational Health and Safety Awards 2025

In 2025, the Company received awards from participating in the national competition for model establishments in safety, as follows:

Business Unit	Award	Presented by
SFT1	Certificate of Honor: National-Level Award of Excellence for Model Establishments in Safety, Occupational Health, and Working Environment (Year 2), and Certificate of Merit for the Zero Accident Campaign (Year 2)	 
SFT2 (Branch 0001)	Certificate of Honor: National-Level Award of Excellence for Model Establishments in Safety, Occupational Health, and Working Environment (Year 5), and Zero Accident Campaign Award (Year 2)	 
SFT3 (Branch 0002)	Certificate of Honor: National-Level Award of Excellence for Model Establishments in Safety, Occupational Health, and Working Environment (Year 5), and Zero Accident Campaign Award (Year 1)	 
ICP2 (Branch 0001)	Certificate of Honor: National-Level Award of Excellence for Model Establishments in Safety, Occupational Health, and Working Environment (Year 1), and Zero Accident Campaign Award (Year 1)	 

7.5 Customer Relationship Management

Customer relationship management is a critical business strategy, particularly in the current context where industry volatility is increasing and customers place growing importance on ESG standards. The Company is therefore committed to continuously improving product quality, enhancing production efficiency, and maintaining strong customer relationships, while driving the organization forward through innovation, environmental management, and business continuity planning, to meet the needs of existing customers and expand its new customer base in the future. These commitments are formally defined as policies in the Company's Business Ethics Manual for 2025.

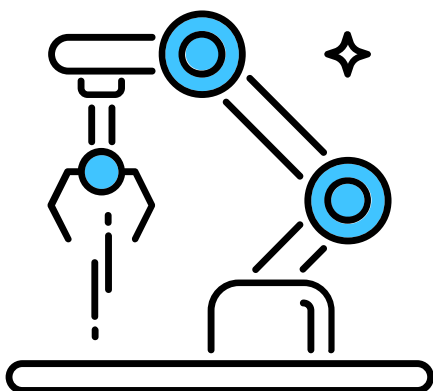
Customer Relationship Management Policy

The Company has established policies for employees at all levels to acknowledge and strictly adhere to, covering 10 key principles as follows:

1. Produce and deliver products that meet quality certifications and standards at a fair price, without overcharging.
2. Provide accurate, sufficient, and timely information and advice to customers about products and services.
3. Strictly adhere to the terms and conditions with customers. If unable to meet any conditions, promptly inform customers to consider solutions together.
4. Treat customers with courtesy and earn their trust.
5. Securely store customer data, with measures to maintain customer confidentiality. Do not share data without customer consent and do not misuse customer data for personal and/or related parties' benefits improperly.
6. Guarantee products under the terms/conditions and duration specified in the commercial contract and comply with the Consumer Protection Act.
7. Establish systems/processes for customer complaints regarding products and services, including prompt response to problem-solving and thorough action to ensure customer satisfaction.
8. Initiate and support social responsibility activities with customers, covering the scope of ESG operations.
9. Focus on developing products, packaging, and environmentally friendly transportation methods.
10. Create channels for providing continuous information on product development to customers.

Management Approach

- Continuous technology integration in production and development:



The study and implementation of appropriate technologies in operations, especially in production processes, to maximize efficiency and extend into digital technology services that meet customer needs. This enhances performance and competitive capability, ensuring adaptability to future business trends.

Participation in ESG development within the supply chain:

The Company places great importance on elevating ESG standards through engagement with suppliers and customers across the supply chain, and aligning its operational direction with customers' ESG policies, covering greenhouse gas emissions reduction, respect for human rights, anti-corruption, and the creation of shared social value, in order to strengthen long-term trust throughout the supply chain.

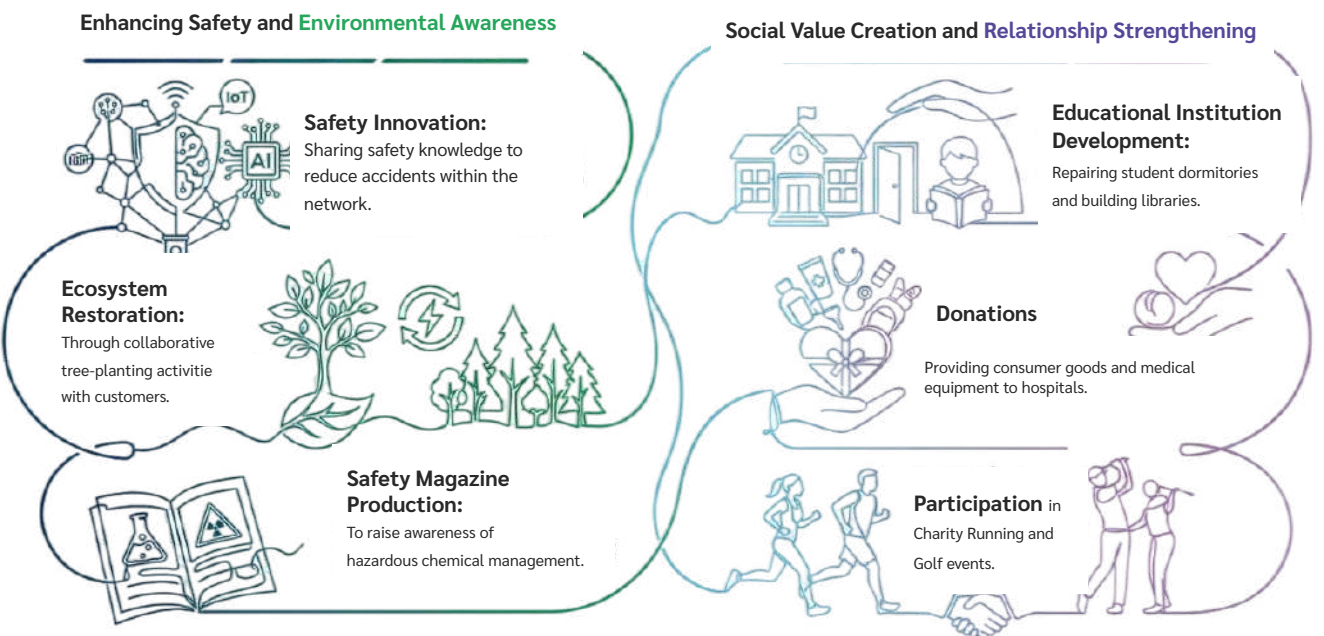
In 2025, the Company played an active role in supporting ESG within its customers' networks, as follows:

CFO Advisor to Isuzu's Supplier

Serving as an advisor on greenhouse gas emissions data collection and analysis to support effective internal emissions reduction planning, with 50 suppliers participating (continuing from 2024).

Customer and Network Relationship Building Activities in 2025

The Company takes a proactive role in participating in and supporting activities organized by three major customer network clubs: THCC (Toyota-Hino Cooperative Club), TCC (Toyota Cooperative Club), and MCC (Mitsubishi Cooperative Club), covering 12 activities in 2025, categorized as follows:



Customer Satisfaction Survey

The Company consistently conducts customer satisfaction surveys by gathering feedback and suggestions across 5 key dimensions: Quality, Delivery, Management, Engineering, and Cost/Price.



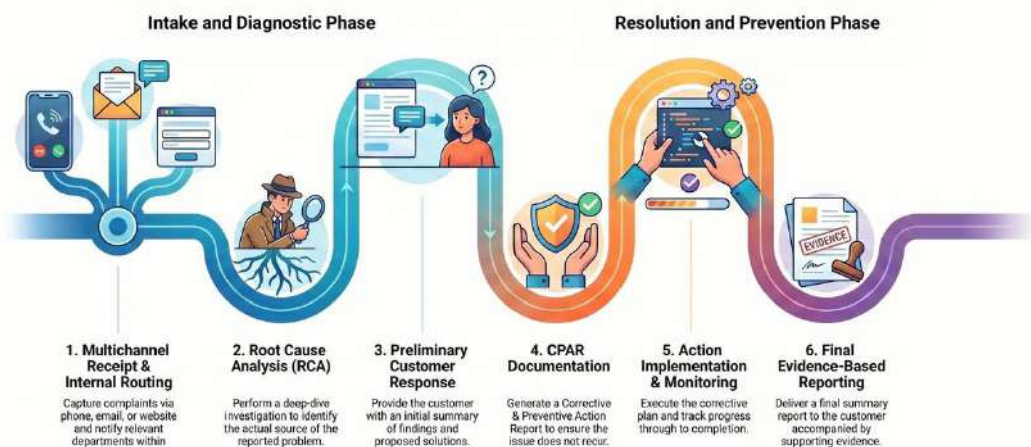
In 2025, the overall satisfaction score stands at 92.4%, improving from the previous year's 92.0%, with Delivery and Engineering scores rising to 95.3%, and Cost/Price recording the most significant improvement from 87.0% to 92.7%.

Post-Survey Improvement Process

Dimension	Details
Quality	Systematically analyze defects in the production process, establish quality standards from the start of operations, implement proactive corrections, and conduct repeated evaluations for continuous improvement.
Delivery	Enhance the daily data inspection system and manage inventory (Stock) to respond to customer orders in a timely manner.
Management	Develop a more systematic organizational work structure, emphasizing clear frameworks and operational guidelines to reduce errors.
Engineering	Integrate advanced and flexible technologies and tools into product design and improvement to meet customer requirements.
Cost/ Price	Review and adjust pricing strategies to align with production costs, market conditions, and customer expectations.

Complaint Receiving and Management Process

The Company provides multiple complaint channels, including telephone, email, and website, with a 6 - step management process to ensure customers receive prompt and comprehensive problem resolution.



Customer and External Organization Awards for 2025

Reflecting the Company's commitment to quality development, innovation, and sustainable relationships with customers.



A total of over 15 distinguished awards.



HINO (THCC)

The 36th The 36th QCC Activity 2025

- Winner - Production 2 Group (SFT1)
- Winner - Support Production Group (SFT1)
- 2nd Runner-up - Production Group (SFT2)



Technology Promotion Association

Thailand Quality Prize Award 2025

- Golden Award (SFT2, SFT3, SBM) (Total: 3 awards)



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Thailand Kaizen Award 2025

- Silver Award, Genba Kaizen (ICP2)
- Certificate, Kaizen Suggestion System (ICP2)



MITSUBISHI (MCC)

MCC QCC Final Presentation

- Winner - Support Production Group (SFT1)
- 1st Runner-up - Production Group (SBM)
- 2nd Runner-up - Support Production Group (SBM)
- 2nd Runner-up - Production Group (SFT3)



KUBOTA

Kubota Supply Chain Award

- Supply Chain Most Inspiring (SBM)
- Bronze Award, Excellence Performance (SBM)



THCC Club

THCC QCC Award 2025

- Honorable Mention - Production Group (ICP2)



7.6 Supplier and Supply Chain Management

SAT is committed to collaborating with all partners throughout the supply chain to build business growth and strength with transparency and fairness, through continuous transformation and improvement across every process, to transcend competition and achieve sustainability. Guided by the ideology of building a "complete" business, we believe in developing complete people to create a complete business and to fulfill this society completely.

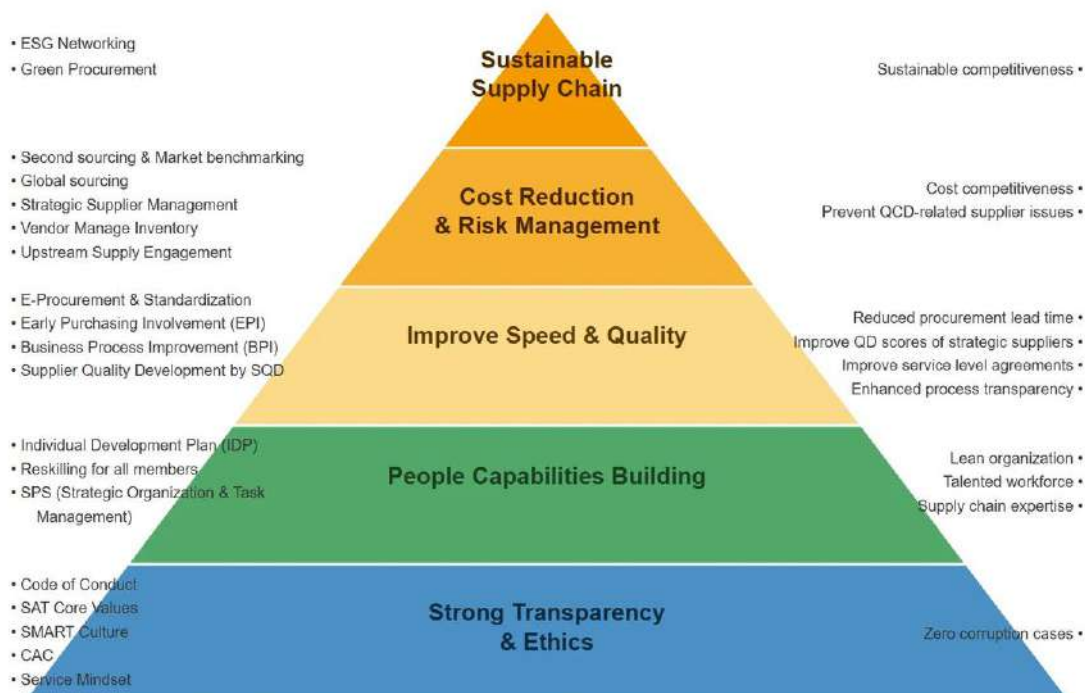
Supply Chain Management Performance 2025

KPI	Target	Performance
New and existing suppliers sign declaration of intent with SAT	100%	100%
ESG risk assessments conducted for targeted supplier groups	38 suppliers	38 suppliers
การสื่อสารและกระตุ้นคู่ค้าให้มีส่วนร่วม การจัดทำบัญชี GHG	10 suppliers	27 suppliers

Supply Chain Management Strategy

SAT implements its supply chain management strategy in accordance with the Supply Chain Development Framework:

1. Build a foundation of quality and ethics.
2. Develop personnel to support future competitiveness and sustainable growth.
3. Elevate the supply chain and co-develop suppliers through proactive collaboration and the adoption of innovation.
4. Enhance cost competitiveness and risk management capabilities.
5. Build an ESG network for the sustainable growth of the entire supply chain.



Supply Chain Management

The Company follows a 4-step supplier management process, as follows:

1. Survey, Screen, and Evaluate Qualified Suppliers

By key product and service categories, considering three primary criteria:

1. Quality (Q)
2. Cost (C)
3. Delivery (D)

2. Supplier Group Management and Risk Assessment

Categorize suppliers using the SAT Supply Positioning Model into 4 groups:

1. Bottleneck
2. Critical
3. Routine
4. Leverage.

Assess sustainability risks across 2 key dimensions:

1. ESG
2. Economic

3. Supplier Planning and Management

Systematically develop supplier plans by:

1. Fostering a culture of ethics and defining the roles and responsibilities of all stakeholders across the supply chain.
2. Analyzing and developing communication plans and building supplier engagement for sustainable and ethical development.

4. Execute Development Plans and Elevate Suppliers

Rigorously execute development plans through various activities:

1. Communicate policies and business operational directions via SAT Group's Annual Supplier Meeting.
2. Transfer knowledge of the SPS/Lean Supply Chain system.
3. Provide guidance on improving work processes for greater transparency.
4. Provide knowledge and coaching to suppliers on GHG Inventory.

1. Survey, Screen, and Evaluate Qualified Suppliers



SAT conducts procurement under sustainable development principles, placing importance on environmental, social, governance, and long-term economic stability impacts, with the following key practices:

- SAT conducts procurement by considering Quality (Q), Cost (C), Delivery (D), responsiveness, and alignment with the Company's policies to maximize efficiency and effectiveness.
- SAT conducts procurement in a transparent, fair, and auditable manner, and upholds ethical principles in all procurement activities.
- SAT strictly complies with all applicable laws and regulations related to procurement in a complete and rigorous manner.
- SAT treats all suppliers fairly and equitably, providing accurate and complete information, and is receptive to feedback and suggestions for operational improvement.
- SAT places importance on suppliers who operate with responsibility toward the environment and society, and uphold good corporate governance, while supporting suppliers with standards and sustainability policies aligned with the Company's.

To align the Company's procurement with sustainable development guidelines, the Company has required ESG considerations to be incorporated into every procurement process, for both new and existing suppliers, as follows:

1) New Suppliers

During the selection and approval process for new suppliers, the Company conducts an initial assessment to determine whether the supplier has appropriate ESG-related policies or practices, by reviewing supporting documents and evidence, such as:

- Environmental Policy
- Occupational Health, Safety, and Working Environment Policy
- Labour, Human Rights, and Fair Labour Practice Policies
- Internal Corporate Governance Guidelines
- Management system certifications, such as ISO 14001 or equivalent

The evaluation is conducted based on the criteria outlined in the Company's procurement manual and the new supplier selection form.

2) Existing Suppliers

For approved suppliers, the Company periodically monitors and reviews ESG data, or when significant changes occur, such as:

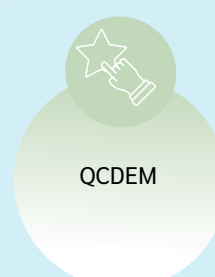
- Updates or changes to ESG policies
- Occurrences of environmental, social, or governance risks
- Expiration or changes in management system certification status
- Stakeholder complaints regarding non-compliant ESG behavior

The Company uses a Self-Assessment Form for suppliers in the target group to report relevant ESG data, and applies the assessment results to support decisions regarding contract renewal or further supplier development.

3) Continuous Supplier Guidelines and Development

Since 2024, the Company has officially adopted the Sustainable Code of Conduct for suppliers, covering ESG issues, and has continuously communicated these guidelines to all suppliers.

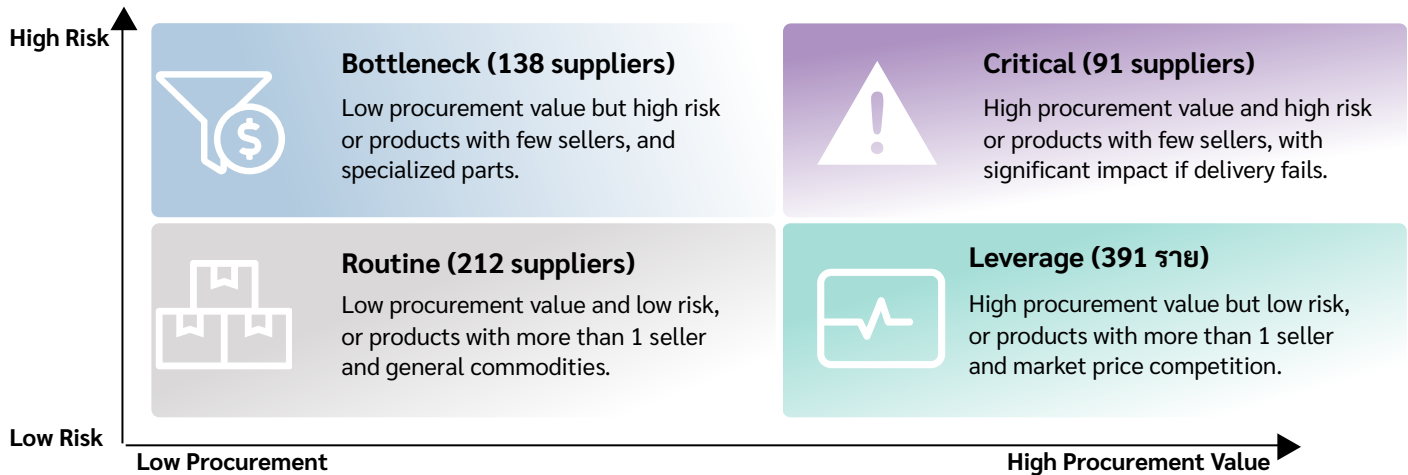
In addition, the Company has reviewed and updated its procurement manual to ensure that the procurement process is efficient, transparent, and responsive to the needs of both internal and external customers accurately and promptly, under sustainable development principles. Furthermore, the Company has prioritized and managed supply chain risks by encouraging suppliers to participate in developing and elevating quality standards under the QCDEM framework, covering Quality, Cost, Delivery, and other related elements. Suppliers who meet the Company's defined assessment criteria will receive recognition in accordance with the Company's guidelines.



2. Supplier Group Management Based on SAT Supply Positioning and ESG Risk Assessment

Supplier group management and ESG risk assessment of the supply chain is a critical process and an essential tool that enables the Company to define approaches for mitigating and preventing environmental and social impacts.

● Supply Chain Analysis and Supplier Group Management Based on SAT Supply Positioning



In supplier development, the Company prioritizes the Critical category first, as these suppliers carry high risk and high-value impact on the Company. The subsequent step is to expand development to Critical non-tier 1 suppliers, which are manufacturers and distributors of key goods and services for the Company's Critical suppliers.



- **Supplier Risk Assessment**

The Company conducts supplier risk assessments across various dimensions in 5 steps, as follows:

1. New Vendor Pre-Qualification

Conduct initial pre-screening by considering suitability based on product/service category, business capability, and compliance with the Company's requirements, before proceeding to in-depth assessment.

2. Financial Analysis and Sourcing Risk Assessment

Supplier Financial Assessment

Such as cash flow status, liquidity, business stability, and credit standing.

Sourcing Risk Assessment

Using the Supply Positioning Model to categorize the criticality level of products/services (Critical / Bottleneck / Routine / Leverage).

3. Sustainability Risk Assessment

3.1 ESG Risk

Environmental

Environmental law compliance, waste management, and environmental impact reduction.

Social

Workplace safety, labour standards, and supplier workforce management.

Governance

Transparency, anti-corruption, and regulatory and contractual compliance.

3.2 Economic / Business Continuity Risk

Assess sourcing and delivery capabilities, business continuity, supply chain resilience, and market volatility risks.

4. Integration of Sustainability Issues in Sourcing and Contract Management

ESG clauses integrated into procurement contracts

Incorporated into procurement agreements.

Supplier Code of Conduct

Established and required supplier acknowledgement and sign-off.

Performance Monitoring & Audit

Monitor performance and conduct risk-based Supplier Audits.

Corrective Action Plan

Joint improvement plans when risk issues are identified.

5. Management of Other Risk Types

Industry-Specific Risks

Such as sector-specific regulations and geopolitical risks.

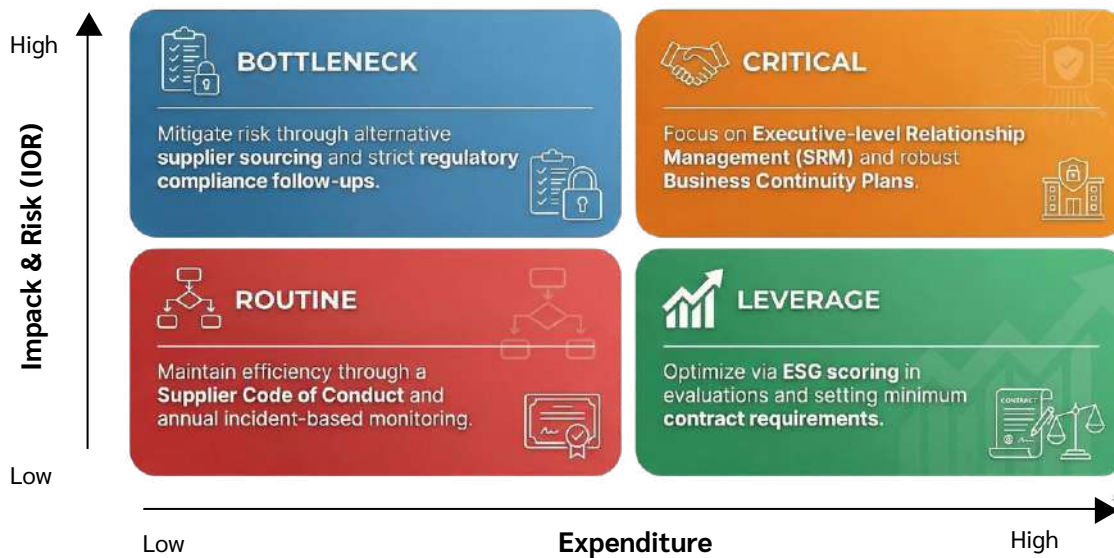
Product-Specific Risks

Commodity price volatility and Supply Shortage.

Technology Risks

Technology risks and Cybersecurity.

High-risk supplier groups are assessed by a Multidisciplinary Team, led by the Supply Chain department, along with safety assessments based on the risk type of each operation. In addition, the Company conducts on-site visits to supplier establishments at least every 3 years. If high-level risks are identified, suppliers are required to develop corrective and risk mitigation plans, along with compliance verification plans in accordance with the Company's guidelines and manuals, to ensure that risks are managed to a level that does not impact business operations, communities, or the environment.



● **Supplier Selection Criteria for ESG Self-Assessment and ESG On-Site Audit**

The Company selects suppliers to conduct ESG self-assessments, using the data obtained as a foundation for supplier development planning and supply chain elevation in the future. The key criteria comprise:

- 1. Environmental Sustainability:** Assess whether suppliers have appropriate environmental management practices, such as regulatory compliance, waste control, efficient resource utilization, and environmental impact reduction.
- 2. Social & Human Rights:** Examine fair and safe employee care practices and respect for human rights within supplier establishments, such as compliance with labour laws, implementation of workplace safety measures, and commitment to conducting comprehensive human rights assessments, with no use of child or forced labour.
- 3. Business Management:** Evaluate suppliers' internal management systems, such as risk management, quality control, production processes, or service delivery that meets established standards.
- 4. Governance:** Assess transparency, business integrity, compliance with applicable laws, and adherence to the Company's corporate governance policies.

Sample Supplier ESG Self-Assessment Form

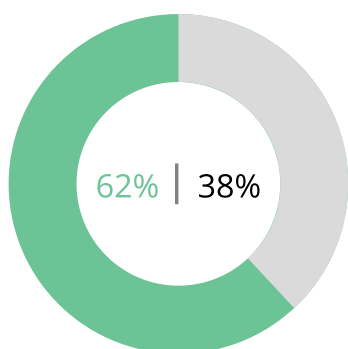
Scoring Criteria	
5	Fully compliant with standards/laws and certified under an environmental management system (ISO 14001).
4	Fully compliant with standards/laws but not yet certified.
3	Partially compliant with standards/laws.
2	Operations exist but not yet compliant with standards/laws.
1	Minimal operations and not compliant with standards/laws.
0	No operations in place.

Once suppliers have completed the ESG self-assessment, the Company will use the assessment results to select suppliers for ESG On-Site Audits accordingly.

ASSESSMENT CRITERIA	
≤ 90%	Pass
≤ 80%	Pass - required to define an action plan and conduct follow-up performance monitoring continuously.
≤ 60%	Pass - required to define an action plan, conduct follow-up performance monitoring, report performance results, and conduct re-assessment.
≤ 60%	Fail — required to implement corrective actions and conduct re-assessment.

Supplier ESG Assessment Results

From the assessment of all 38 current suppliers in 2025, comprising 10 suppliers carried over from the 2024 list and 28 newly selected suppliers in 2025:



From the ESG risk assessment results of suppliers, it was found that 28 suppliers (accounting for 68%) still do not have ESG management systems in place, whether in the form of environmental management system certification (Environmental Management System) or formally established ESG policies. Such circumstances may expose the Company to multiple risks, including:

- Non-compliance with the requirements of key customers.
- Reputational and organizational credibility risks.
- Risk of non-compliance with laws or requirements of future target markets.

The Company has developed a medium-term strategy for 2026–2030 (5-year plan) by building a collaborative network within the supply chain, or ESG Networking, to drive ESG operations through supplier engagement, as well as setting joint targets to expand performance and foster ongoing participation throughout the supply chain. This also includes expanding the implementation of comprehensive Human Rights Due Diligence (HRDD) to create a Value Chain for products or services, and to build differentiation and value for the supply chain.

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1. Suppliers sign declaration of intent with SAT

100%



2. Target supplier group passes ESG risk assessment process

100%



3. Target supplier group of at least 10 suppliers trained on GHG accounting

27 ราย



4. Comprehensive human rights assessments conducted with key suppliers

100%



Environmental Management

Sufficiency Economy Garden
SOMBOON ADVANCE TECHNOLOGY PUBLIC COMPANY LIMITED

7.7 Environmental Management

Somboon Advance Technology Public Company Limited conducts business under a framework of sustainable environmental stewardship, which is recognized as a key strategic priority of the Company. The Company has established environmental policies and targets in accordance with the Sustainability Development Policy Framework for 2025–2029, covering impact reduction and full compliance with applicable laws. The framework comprises five key performance indicators, as follows.

1. Greenhouse gas management
2. Energy consumption
3. Industrial waste management (hazardous and non-hazardous) and zero waste disposal to landfill
4. Water resource utilization
5. Air pollution control

The Company has adopted internationally recognized management systems, including environmental management in accordance with ISO 14001:2015 and the preparation and reporting of greenhouse gas inventories in line with ISO 14064-1:2018. In addition, the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization) are implemented to govern operations, ensuring the achievement of established targets, alignment with the corporate strategy, and effective responses to stakeholder expectations. All seven manufacturing facilities under the Company’s supervision have been certified and operate in full compliance with these standards, representing 100 percent coverage.

In addition, the Company promotes and embeds environmental awareness among employees at all levels to cultivate an environmentally responsible workplace culture and to encourage active participation in environmental responsibility, supporting sustainable business success alongside environmental preservation.

Environmental Management Governance

The Company places importance on systematic and effective environmental management, supported by a well-defined governance structure that covers both policy and operational levels to ensure sustainable business operations. The environmental governance framework is outlined as follows.

•**The Risk Management and Sustainability Development Committee** is responsible for overseeing the overall environmental management of the Company, including the approval of climate change risk management issues and approaches across the short-, medium-, and long-term. The Committee considers both physical risks and transition risks and integrates these considerations into the Company’s sustainable development direction to ensure that climate-related management is aligned with the corporate strategy and sustainable business operations.

•**The Executive Sustainability Development Committee**, chaired by the President, is responsible for establishing the Company’s environmental policies, targets, and strategic direction. The Committee also identifies, analyzes, and proposes climate change risk management approaches for submission to the Risk Management and Sustainability Development Committee for review and approval. In addition, the Committee oversees performance monitoring and regularly reviews the effectiveness of the environmental and climate management systems to enable timely improvements and ensure an effective response to evolving risks.



- **The Sustainability Development Team**, comprising representatives from all functional areas, is responsible for driving the implementation of policies and strategic directions established by executive management. The Team supports the achievement of the Company’s environmental and sustainability targets by coordinating information, conducting analyses, and proposing responses to climate change related issues. Key responsibilities include assessing climate-related risks and opportunities at the departmental level, as well as defining operational-level adaptation and mitigation measures to support informed decision-making at the management level.
- **The Sustainability Development Department** is responsible for planning, managing, and monitoring the Company’s environmental management performance. The Head of Corporate Strategy and Sustainability are overseen strategic planning and risk assessment to ensure alignment with the Company’s overall strategy and effective environmental risk management.
- **The Environment and Energy Department** is responsible for implementing the environmental management system at the operational level, including monitoring, verifying, and reporting environmental data such as energy consumption, greenhouse gas emissions, waste management, and the use of natural resources. The Department ensures compliance with applicable laws, standards, and Company policies, and supports the implementation of environmental and energy-related projects at operational sites to drive continuous improvement and alignment with the Company’s sustainable development objectives.

In 2025, the Company successfully achieved the environmental targets as planned, as follows:

Indicators (KPI)	Targets 2025	Performance Results 2025
Greenhouse gas (GHG) emissions (Scope 1 and Scope 2) :		
• Absolute GHG emissions Decreased. (tons of CO2 equivalent per year)	17%	35%
• GHG Emissions per unit of production: Decreased. (GHG intensity, tons of CO2 equivalent per ton of production)	17%	24.7%
Non-hazardous industrial waste sent to disposal per unit of production : Decreased (Tons non-hazardous industrial waste per ton of production)	13%	31%
Waste to landfill : Zero	Decreased 60% from 2023	99.94% from 2023
Air pollutant emissions control : CO, NOx, SOx, and TSP emissions are controlled.	Below legal requirements	Below legal requirements



1. Climate Change Management

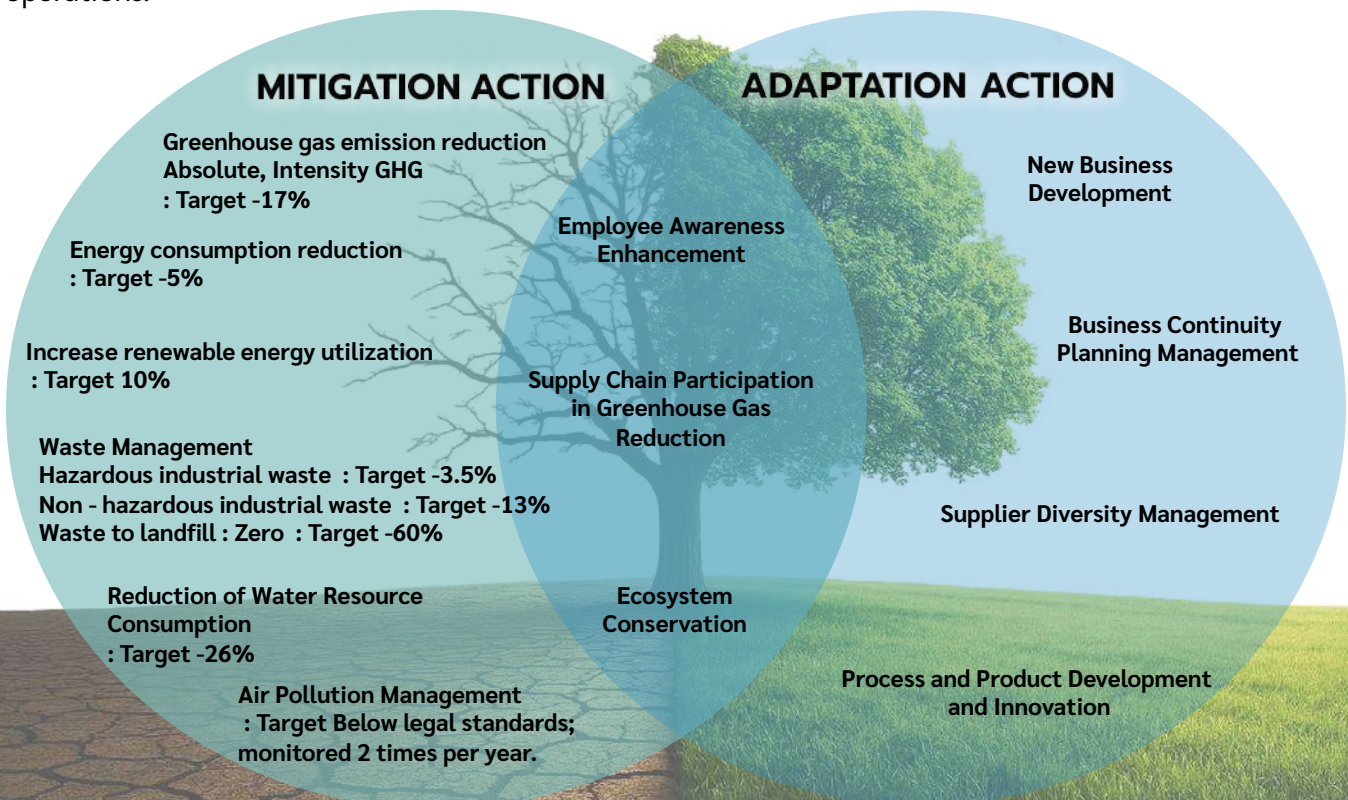
The Company is committed to managing and responding to climate change through a structured approach, with a strong focus on reducing greenhouse gas (GHG) emissions across the entire business value chain. This commitment supports the achievement of the Company’s sustainable development objectives and aligns with internationally recognized climate frameworks and commitments.

The Company recognizes climate change as a critical global challenge that presents both risks and opportunities with potential long-term impacts on the environment, the economy, and business operations. Accordingly, the Company places emphasis on improving energy efficiency and increasing the proportion of renewable energy used within its operations to enhance energy security, mitigate risks associated with energy cost volatility, and promote the efficient use of resources. Within this context, the Company has established operational approaches aimed at the continuous reduction of greenhouse gas emissions, together with the development of environmentally friendly technologies and production processes. These efforts are intended to strengthen the Company’s competitiveness, reduce exposure to rising energy costs, and support sustainable long-term growth.

Management Approach

The Company has set a target to reduce greenhouse gas (GHG) emissions by 30 percent by 2030, compared with the 2018 base year. The Company focuses on enhancing energy and resource efficiency to achieve optimal utilization, while advancing the adoption of renewable energy and embedding climate change awareness among employees at all levels. These efforts are intended to drive organization-wide engagement and enable tangible and measurable reductions in greenhouse gas emissions across the Company’s operations.

The Company assesses and analyzes climate-related risks and opportunities and integrates the results into its strategies and action plans, covering both climate mitigation and climate adaptation. In addition, the Company continuously monitors performance against defined indicators and ensures transparent disclosure to align its climate management with international practices and support sustainable long-term business operations.



The Company recognizes the importance of engagement at the industry level through active participation in environmental, energy, and sustainability networks and collaborative platforms, including UNGC, TCNN, and ESG Network. The Company also supports government policies and initiatives focused on decarbonization and the promotion of clean energy, contributing to the mitigation of climate change impacts and fostering concrete collaborative actions at both the national and international levels.

Qualitative Targets

Toward an organization with strong capacity to adapt to climate change, enhancing business competitiveness, strengthening compliance with both domestic and international regulatory requirements, and supporting suppliers and stakeholders, underpinned by comprehensive greenhouse gas management across all business units and transparent disclosure practices.


Performance Results for 2025

- The Company collected data and calculated greenhouse gas (GHG) emissions for three additional boundary entities, including the training center, manufacturing facility (hot-forged steel components), and real estate leasing business, and included the results in the Company’s greenhouse gas inventory.
- The Company collected data and calculated Scope 3 greenhouse gas emissions, Category 5 (Waste generated in operations), and included the results in the Company’s greenhouse gas inventory.
- The Company collected data and calculated greenhouse gas emissions to assess materiality for additional Scope 3 categories, including Category 4 (Upstream transportation and distribution), Category 6 (Business travel), Category 7 (Employee commuting), Category 9 (Downstream transportation and distribution), and Category 13 (Downstream leased assets).
- The Company provides greenhouse gas emissions–related information to suppliers and engages with supply chain partners on emissions management activities.
- The Company organizes activities to promote and support its suppliers in the preparation of organizational greenhouse gas (GHG) inventories.

Quantitative Targets

Reduction in absolute greenhouse gas emissions from Scope 1 and Scope 2 (Absolute GHG, tons of CO₂ equivalent per year) 30% by 2030.

Performance Results for 2025

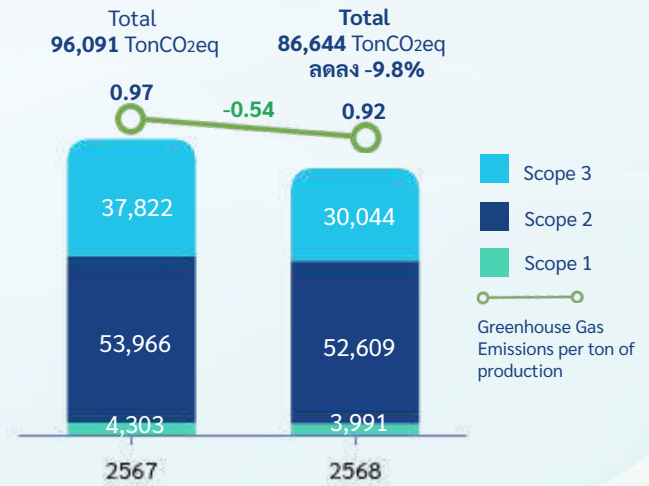
	Indicators (KPI)	Targets 2025	Performance Results 2025
Greenhouse gas (GHG) emissions (Scope 1 and Scope 2)			
	• Absolute GHG emissions : Decreased (tons of CO ₂ equivalent per year)	17%	35%
	• GHG Emissions per unit of production : Decreased (GHG intensity, in tons of CO ₂ equivalent per ton of production)	17%	24.7%

The Company has continuously conducted organizational carbon footprint assessments since 2021. In 2025, the Company prepared a greenhouse gas (GHG) inventory in accordance with ISO 14064-1:2018 and the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization). The inventory was independently verified by BSI Group (Thailand) Co., Ltd. to identify significant sources of greenhouse gas emissions. To enhance the accuracy, completeness, and transparency of disclosed data, the scope of the assessment was expanded to include three additional boundary entities 1.Somboon Advance Technology Public Company Limited – Training Center (SLA) 2. Somboon Advance Agriculture Co., Ltd. (SAA) 3. Somboon Development and Service Co., Ltd. (SDS) In parallel, the calculation of Scope 3 greenhouse gas emissions was included, covering Category 5 (Waste generated in operations), along with collected and calculated greenhouse gas data to assess materiality across other relevant Scope 3 categories, namely Category 4 (Upstream transportation and distribution), Category 6 (Business travel), Category 7 (Employee commuting), Category 9 (Downstream transportation and distribution), and Category 13 (Downstream leased assets).

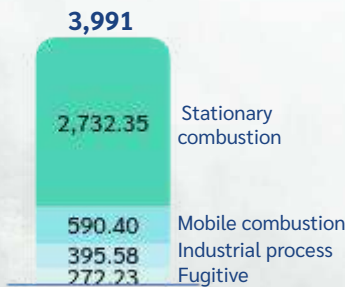
Greenhouse Gas Emissions Verification Results for 2025



Greenhouse Gas Emissions (Scope 1, 2, and 3) 2025 Compared to 2024 (Market-based)



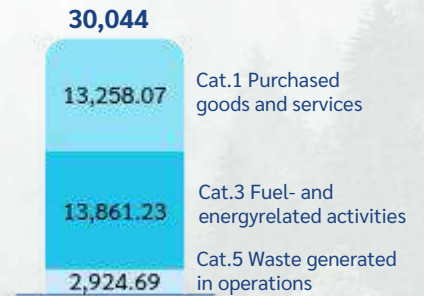
Scope 1 Direct GHG Emissions



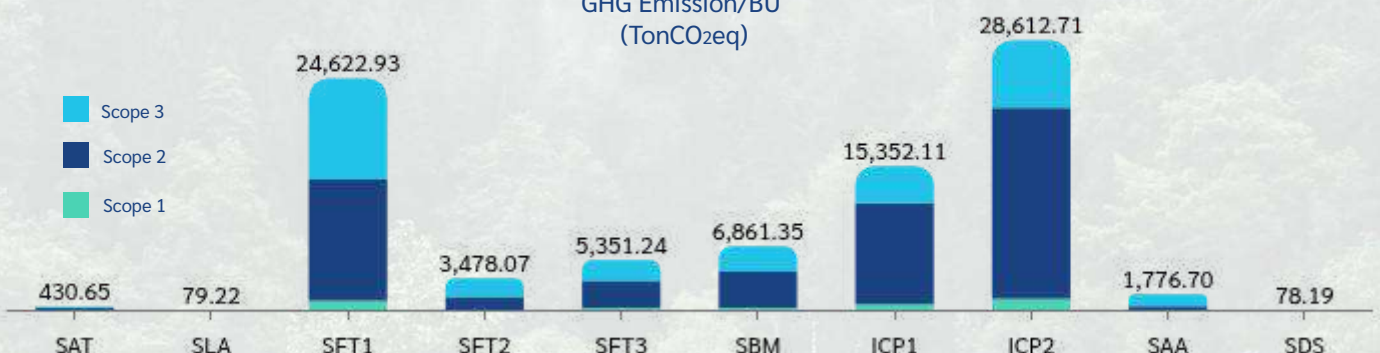
Scope 2 Indirect GHG Emissions

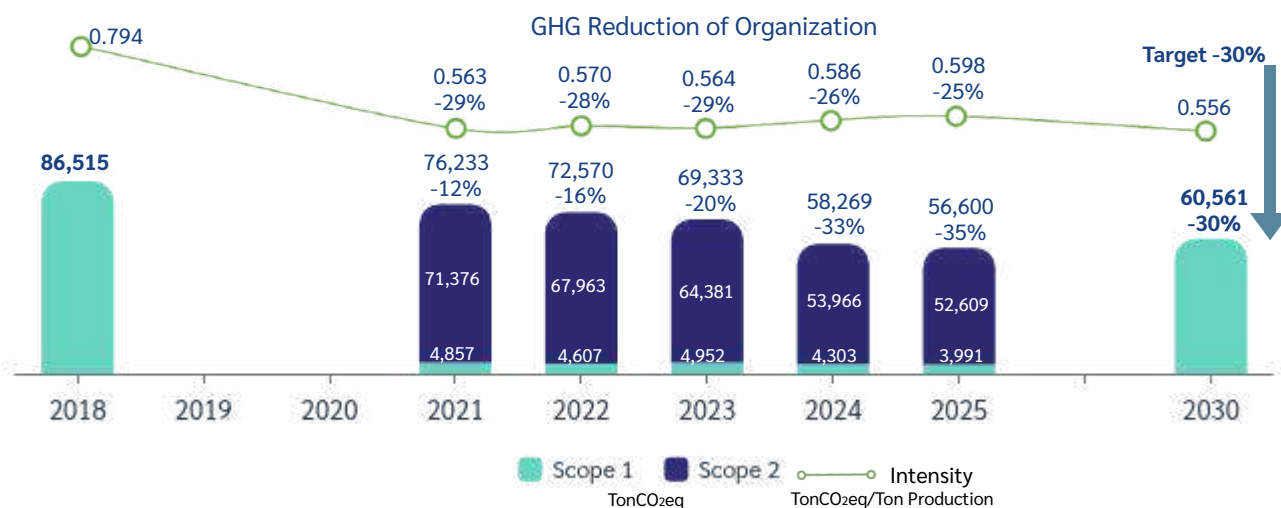


Scope 3 Indirect GHG Emissions



GHG Emission/BU (TonCO₂eq)





Based on the Company’s performance in reduction greenhouse gas (GHG) emissions, an assessment of Scope 1 and Scope 2 emissions compared with the 2018 base year indicates a continued decreasing trend. In 2025, the Company achieved a 35 percent reduction in GHG emissions, exceeding its stated target of a 30 percent reduction by 2030. Nevertheless, when considering GHG emissions intensity relative to the 2018 base year, the Company achieved a 25 percent reduction, which remains below the target level set by the Company. This performance was primarily influenced by changes in the production structure and variations in production volumes across periods, as well as ongoing challenges in further improving energy efficiency and increasing the share of renewable energy used in operations. The Company remains committed to enhancing production process efficiency, deploying energy-efficient technologies, and continuously increasing the proportion of renewable energy consumption. In addition, the Company closely monitors national policies and regulatory developments related to the promotion of renewable energy to support sustained emissions reduction and long-term climate performance.



The Company places importance on promoting greenhouse gas emissions reduction throughout the supply chain. Key actions and collaborative initiatives implemented to support this objective are outlined as follows :

- The Company provides customers with information on the organization’s greenhouse gas emissions and removals and continuously participates in activities related to greenhouse gas emission reduction.
- The Company promotes and supports its suppliers in developing organizational greenhouse gas (GHG) inventories by organizing the SAT – CFO Sharing Day (for SAT ESG Network). The program provides training on greenhouse gas inventory preparation in accordance with the standards of the Thailand Greenhouse Gas Management Organization (Public Organization). In 2025, the program was attended by 27 suppliers and 53 participants, with the objective of strengthening knowledge and understanding of data collection and preliminary GHG calculation methodologies.

In addition, the Company plans to further expand its initiatives in the following year by providing in-depth, on-site advisory services to suppliers, covering the identification of greenhouse gas emission sources, improvement of data accuracy and completeness, and preparation for verification and certification, to support supplier reporting and the future development of product carbon footprint assessments.

2. Energy Management

Effective energy management is one of the key focus areas of the Company, as energy consumption is closely linked to operating costs, greenhouse gas emissions, and environmental impacts. Accordingly, the Company is committed to developing a systematic energy management approach, with a focus on improving energy efficiency, adopting high-efficiency technologies, and promoting energy conservation awareness throughout the organization. These efforts are intended to support responsible business operations with due consideration for environmental and social impacts.

Management Approach

The Company has established a structured energy management approach, beginning with the analysis and identification of significant energy consumption sources across its operations. The information obtained is used to plan and drive continuous improvements in energy efficiency through process enhancements, the adoption of high-efficiency technologies and equipment, as well as the establishment of regular energy consumption control and monitoring measures.

In addition, the Company promotes employee participation in energy conservation through communication, awareness-raising, and the implementation of internal energy-saving activities to foster an organizational culture that emphasizes efficient energy use. The Company supports the adoption of alternative energy sources and environmentally friendly operational practices. These approaches help reduce unnecessary energy consumption, improve resource efficiency, and decrease greenhouse gas emissions from operations, in alignment with the Company's long-term sustainability objectives.

Qualitative Targets

Toward an organizational capability to transition to the sustainable use of renewable energy and energy efficiency in order to enhance production cost competitiveness, supported by energy and manufacturing technologies, along with the promotion of energy conservation activities and energy conservation personnel.

Performance Results for 2025

- Improve efficiency and reduce energy consumption through energy conservation projects and measures.
- Study and implement a direct power purchase agreement (Direct PPA) project from renewable energy power generation sources.
- Promote ERI (Energy Reduction Innovation) activities within business units.

Quantitative Targets

Reduction in energy consumption intensity (gigajoules per ton of production, GJ/ton of production) 7.5% by 2030.

Performance Results for 2025

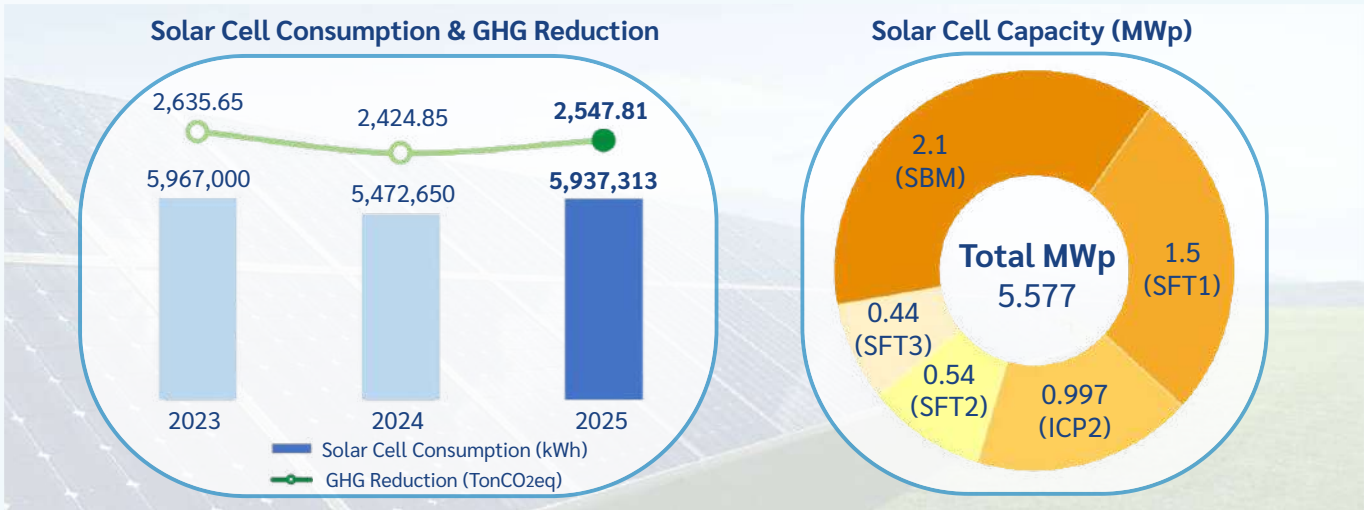


Indicators (KPI)	Targets 2025	Performance Results 2025
• Energy consumption per unit of production: Decreased (GJ/Ton of Production)	5%	3.8%
• Achieve a 10% of renewable energy use by 2030.		4.74%

The Company has implemented key initiatives to achieve these targets.

1) Renewable Energy Utilization

Currently, the Company’s use of renewable energy accounts for 4.74 percent of total electricity consumption in 2025, with a target to increase this proportion to 10 percent by 2030. In 2025, the Company utilized renewable energy generated from solar cell systems across all subsidiaries, totaling 21,374.33 GJ, or 5,937.31 MWh, resulting in a reduction of 2,547.81 tons of CO₂ equivalent (tCO₂eq) and with total cost savings of 6.65 million baht.



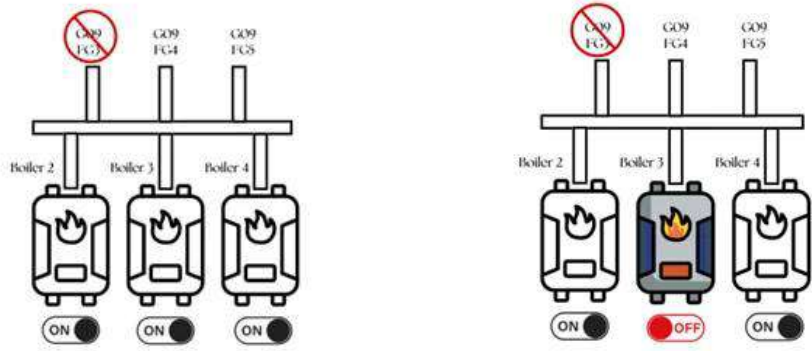
2) Energy Efficiency in the Production Process

The Company has continuously enhanced energy efficiency and reduced energy losses through the implementation of various measures, projects, and activities, focusing on maximizing effective energy use, reducing excessive energy consumption, and improving the efficiency of machinery and production processes. This has resulted in a significant reduction in overall energy consumption and has directly contributed to the reduction of greenhouse gas emissions from electricity and fuel use in production processes. In 2025, the Company implemented the following key projects and initiatives.

Project	Before	After
1. Reduction of Air Compressor operations in Building 3 through adjustment of the keep pressure settings of Variable Speed Drive (VSD) air compressors		
Energy Reduction 88,233.00 kWh/Year	Keep pressure setting at 6.60 bar, with fixed-speed air compressors operating at 100%, VSD air compressors operating at 59%, and average energy consumption of 2,774 kWh/day.	keep pressure setting at 6.30 bar, resulting in fixed-speed air compressors operating at 100% and VSD air compressors operating at 41%, with an average energy consumption of 2,652 kWh/day.
GHG Reduction 41.91 TonCO₂eq/Year		

Project	Before	After
---------	--------	-------

2. Natural Gas (NG) Consumption Reduction in Boiler Operations



Energy Reduction
35,221.84
m3/Year



GHG Reduction
72.64
TonCO₂eq/Year

Currently, three boilers were operated to supply steam to the G09 tank in the FG4 line, resulting in an average natural gas (NG) consumption of 1,618 m³/day.

Inspection and replacement of steam taps and leaking steam pipelines to reduce steam losses, boiler operation was optimized, enabling the Company to reduce the number of operating boilers by one unit. As a result, the average natural gas consumption decreased to 1,445 m³ per day.

Project	Before	After
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3. Reduction of Electricity Consumption of the Air Compressor System in Building 1
 (Project completed in September 2025)



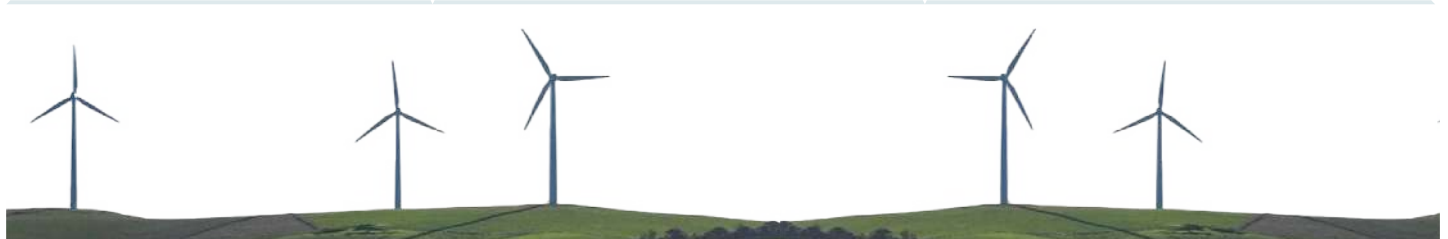
Energy Reduction
122,191
kWh/Year
 (energy savings during September–December 2025)



GHG Reduction
48.85
TonCO₂eq/Year

Building 1 was equipped with a total of 3 units of air compressors, of which 2 units were in operation : 160-kW 1 unit, 75-kW 1 unit and 75-kW 1 unit on standby to operate when the compressed air system pressure was insufficient.

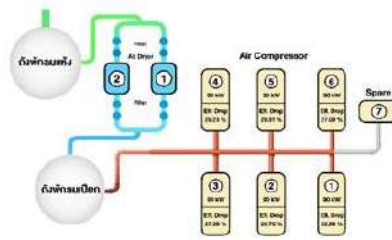
Inspection, repair of air leaks in the compressed air system, and data collection, it was found that the 75-kW air compressors operating in both active and standby modes were running in an unloaded condition for approximately 30–40 percent of the time. As a result, the maintenance department shut down both 75-kW air compressors and operated only one 160-kW air compressor to reduce energy losses during unloaded operation.



Project

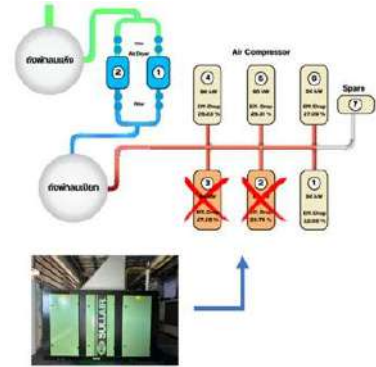
4. Replacement of Two 90-kW Air Compressors with a High-Efficiency 160-kW Air Compressor
(Project completed in October 2025)

Before



Currently, Air compressors 90 kW, 6 Units and 75 kW, 1 unit for spare unit.

After



Installed air - compressor 160-kW 1 unit to replace existing air compressors 90-kW 2 units for helped to reduce energy losses resulting from the operation of multiple compressors simultaneously, where individual units may have operated at load levels below their optimal efficiency points or under unloaded conditions result to higher energy consumption per unit of compressed air produced (kWh/m³) compared with single-unit operation closer to the optimal efficiency range.



Energy Reduction
51,976 kWh/Year

(energy savings during November–December 2025)



GHG Reduction
20.78 TonCO₂eq/Year

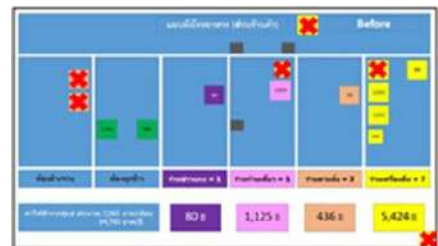
Project

5. Reduction in the Number of Refrigerators in the Canteen and Beverage Vending Machines

Before



After



HR department surveyed refrigerators in the canteen and found that the number of refrigerators exceeded actual requirements, with a total of 15 units

HR department coordinated with the vendors to optimize refrigerator usage, reducing the total number to 9 units.



Energy Reduction
16,260 kWh/Year



GHG Reduction
6.51 TonCO₂eq/Year

In addition, the Company improving production processes and machinery significant energy consumption, particularly metal melting furnaces, which represent a major source of electricity use. The Company has selected high-efficiency IGBT (Insulated Gate Bipolar Transistor) furnace control systems, which enable precise adjustment of electrical power (kW) to match melting loads at different operating stages without adversely affecting the power factor (maintained at approximately 0.95). As a result, electrical energy losses are reduced, and effectively reduces the power factor (PF) penalty from electricity providers.

The Company places importance on after-production energy management by strictly enforcing shutdown measures for idle systems and machinery to reduce unnecessary electricity consumption. Electricity use is regularly monitored during non-production hours and holidays to identify and eliminate avoidable energy use. These measures resulted in electricity savings of 314,950 kWh per year, equivalent to approximately 125 tCO₂eq, and cost savings of 1.078 million baht.

3. Sustainable Water Resource Management

The Company places importance on the efficient and sustainable use of water resources, recognizing the risks associated with water scarcity as well as the environmental impacts of water use in production processes. Accordingly, the Company has set targets to continuously reduce water consumption across operations and encourages the participation of employees at all levels in the efficient water use.

Management Approach

The Company focuses on appropriate water use management in the production processes, particularly in the Casting, Machining, and Forging business units, which have high water consumption. The Company analyzes processes with significant water use to support continuous improvement, while implementing preventive measures and operational-level water risk management to address future uncertainties related to water resource availability.



Qualitative Targets

Toward an organization that uses resources efficiently and responsibly to promote water conservation, reduce losses, and achieve a balance between business operations and environmental sustainability.

Performance Results for 2025

- The Company improves production processes and water use in various activities to align with actual usage, in order to reduce losses from unnecessary water consumption.
- The Company controls and monitors wastewater quality to ensure compliance with legally prescribed standards.

Quantitative Targets

Reduction in water consumption per unit of production (Cubic meters per ton of production, m³/Ton of Production) 31% by 2030



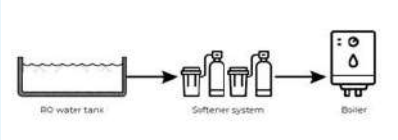

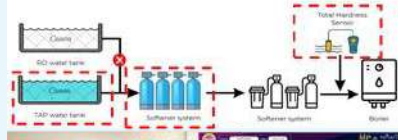

Performance Results for 2025





Indicators(KPI)	Targets 2025	Performance Results 2025
• Water consumption per unit of production: Decreased (m ³ /Ton of Production)	26%	24%

Based on performance during the reporting year, the Company has not yet achieved its water management targets due to technical limitations in production processes, including the complexity and high-precision requirements of certain products, which have resulted in additional production processes. Nevertheless, the Company continues to closely monitor and improve water use across operations and is currently evaluating appropriate measures and projects to enhance water efficiency in order to achieve the established targets in the next phase.

In addition, the Company has implemented measures to reduce water consumption through technology improvements, minimization of losses in water quality improvement processes, and the identification of opportunities for water reuse. In 2025, the Company implemented the following key projects and initiatives



Project	Before	After
<p>1. Reduction of RO water consumption by using softened water as boiler feedwater</p> <p> Water Reduction 3,619.60 m³/Year</p> <p> GHG Reduction 0.93 TonCO₂eq/Year</p>	<p></p> <p></p> <p>The process use of tap water 670 m³ per month, which was treated to produce 400 m³ per month of RO water for boiler use in steam generation for Lines FG3 and FG4. During the RO water production process, some of tap water was lost as RO reject water.</p>	<p></p> <p></p> <p>Installation of the water softener system, bring tap water into softened water system for boiler use instead of RO water, reducing tap water losses by approximately 329 m³ per month.</p>

Project	Before	After
<p>2. Reuse of RO Reject Water for Green Area</p> <p> Water Reduction 161 m³/Year</p> <p> GHG Reduction 0.04 TonCO₂eq/Year</p>	<p></p> <p>RO reject water generated during the RO water production process was discharged directly into the industrial estate's central wastewater treatment system without reuse.</p>	<p></p> <p>Installation of buffer ponds, storage tanks, piping, and pumping systems for bring RO reject water to green areas within the factory</p>

In addition to implementing water management measures and projects, the Company places importance on controlling wastewater quality before discharge to the environments. Wastewater quality is regularly monitored in strict compliance with legal requirements. The wastewater quality monitoring results for 2025 are presented in the table as follows.



Indicators	Location	Max	Min	Legal Standard
Biochemical Oxygen Demand BOD (mg/l)	SFT1	334.0	2.0	≤500/ ¹
	SFT2	95.2	6.5	≤500/ ¹
	SFT3	5.0	3.0	≤20/ ²
	SBM	220.0	54.8	≤500/ ¹
	ICP1	83.4	18.2	≤500/ ¹
	ICP2	66.6	6.4	≤500/ ¹
	SAA	87.9	23.4	≤500/ ¹
	SDS	8.0	2.0	≤20/ ²
Chemical Oxygen Demand COD (mg/l)	SFT1	510.0	25.0	≤750/ ¹
	SFT2	226.0	40.0	≤750/ ¹
	SFT3	29.0	25.0	≤120/ ²
	SBM	454.0	180.0	≤750/ ¹
	ICP1	205.0	73.3	≤750/ ¹
	ICP2	212.0	41.4	≤750/ ¹
	SDS	70.0	25.0	≤120/ ²
Total Suspended Solids TSS (mg/l)	SFT1	72.0	5.0	≤200/ ¹
	SFT2	43.4	6.5	≤200/ ¹
	SFT3	8.3	6.5	≤50/ ²
	SBM	77.8	33.4	≤200/ ¹
	ICP1	70.1	13.3	≤200/ ¹
	ICP2	34.5	5.0	≤200/ ¹
Fat, Oil & Grease (mg/l)	SFT1	7.0	3.0	≤10/ ¹
	SFT2	4.0	3.0	≤10/ ¹
	SFT3	2.0	2.0	≤5/ ²
	SBM	14.0	3.0	≤10/ ¹
	ICP1	6.0	3.0	≤10/ ¹
	ICP2	5.0	3.0	≤10/ ¹
	SAA	5.0	3.0	≤10/ ¹
	SDS	2.0	2.0	≤5/ ²
Zinc Zn (mg/l)	SFT1	1.700	0.030	
	SFT3	0.060	0.036	≤5/ ^{1,2}
	SDS	0.358	0.022	

Remarks :

¹Announcement of the Industrial Estate Authority of Thailand (IEAT) No. 029/2567 (2024) Re: Setting General Standards for Wastewater Discharge into Centralized Wastewater Treatment Systems in Industrial Estates

²Ministry of Industry Notification on Standards for the Control of Wastewater Discharge from Factories, B.E. 2560 (2017)

4. Waste Management and Circular Economy Promotion

The Company is committed to using resources efficiently and to deriving maximum benefit from their use, placing importance on systematic management of waste generated from production processes, which is achieved through the reuse of waste materials and the reduction of waste generation in accordance with the 3R principles (Reduce, Reuse, and Recycle).

In 2025, the Company reviewed and revised the waste management targets to cover three key areas: (1) reduction of hazardous waste, (2) reduction of non-hazardous waste, and (3) reduction of waste disposed of through landfill, to enhancing resource management efficiency, minimizing environmental impacts, and supporting long-term sustainable business operations.

Management Approach

The Company promotes the use of recycled materials, particularly steel scrap, as a primary raw material in its production processes, supported by stringent supplier selection and quality control procedures to ensure that the materials used are capable of producing products that fully meet customer standards and specifications.

In addition, the Company focuses on reutilizing unused materials generated from internal production processes within business units as raw materials in manufacturing, thereby promoting the circular economy concept across the Company's value chain while enhancing resource efficiency, reducing the use of virgin materials, and minimizing the volume of waste requiring external disposal.

Qualitative Targets

Toward an organization with an effective waste management system based on circular economy principles, promoting the reduction, reuse, and recycling of resources to enhance resource value and minimize environmental impacts.

Performance Results for 2025

- The Company recycles materials or unused materials, such as melting residues scrap, scrap, or non-conforming products, by remelting them for use as primary raw materials in new production processes.
- The Company promotes increased use of recycled raw materials sourced from suppliers.
- The Company has policies and projects to utilize black sand dust and black sand mixed with steel shot to manufacture interlocking paving blocks and bricks for wall construction, creating value for onsite use within the factory as well as for surrounding communities.

Quantitative Targets

- **Reduction in Hazardous Industrial Waste Disposed per Ton of Production (Tons Hazardous Industrial Waste/ Ton of Production) 6% by 2030**
- **Reduction in Non Hazardous Industrial Waste Disposed per Ton of Production (Tons Non Hazardous Industrial Waste / Ton of Production) : 18% by 2030**
- **Achieve Zero Waste to Landfill within 2026**



Performance Results for 2025



Indicators (KPI)	Targets 2025	Performance Results 2025
Hazardous industrial waste sent to disposal per unit of production : Decreased (Tons Hazardous Industrial Waste/Ton of production)	3.5%	increased by 53%
Non-hazardous industrial waste sent to disposal per unit of production : Decreased (Tons Non-Hazardous Industrial Waste/Ton of production)	13%	31%
Waste to landfill: Zero	Decreased 60% from 2023	99.94% from 2023

Based on performance results, the Company has not yet achieved its target for reducing the volume of hazardous waste sent for external disposal, as coolant oil and oil-contaminated wastewater remain significant waste streams that materially affect the target. The Company is currently implementing a wastewater treatment system improvement project to enable effective treatment of these wastes, while continuing to study and pilot appropriate technologies to enhance treatment efficiency and achieve the targets in the future.

In 2025, the Company's casting business unit continued to utilize recycled materials, specifically steel scrap, as 100 percent of the primary raw material in the production processes, supported by efficient melting technologies and control systems that enable the continuous use of high volumes of recycled materials while maintaining product quality in full compliance with customer standards and specifications.

For the forging business unit, the Company utilized recycled steel round bars (scrap steel round bars) with a recycled content ranging from 90 to 97%, representing approximately 31% of total steel round bar usage compared with virgin steel round bars.



Overall, the Company currently achieves a 66% share of recycled content sourced from suppliers, reflecting its commitment to enhancing resource efficiency, reducing reliance on virgin raw materials, and supporting the principles of the circular economy.

In addition, the Company has implemented various measures and projects to enhance the value of waste and unused materials by systematically applying the 3R principles (Reduce, Reuse, and Recycle), while reducing the volume of waste that requires landfill disposal, as follows.

- Reclamation of resin sand from used shell core processes (sand reclaim) for reuse, with a total reclaimed volume of 687 tons, resulting in a reduction of external disposal costs amounting to 137,400 Bath
- Utilization of spent black sand from the molding process, including black sand mixed with steel shot and black sand dust, which were tested and confirmed to be non-hazardous waste, to manufacture interlocking paving blocks and bricks for wall construction. These products were used within the factory and distributed to local schools and surrounding communities through CSR activities, including a cement-for-bricks exchange program (one bag of cement exchanged for 70 bricks). In 2025, the Company produced 69,743 interlocking paving blocks, utilizing 102 tons of recycled black sand, which resulted in a reduction of external disposal costs amounting to 47,940 Bath



ตัวอย่าง การส่งอิฐบล็อกตัวหนอน

แลก	 อิฐบล็อกตัวหนอน 5,000 ก้อน	=	 ใช้ปูน 71 ถุง คิดเป็นเงิน 9,643 บาท
ซื้อ	 อิฐบล็อกตัวหนอน 5,000 ก้อน	=	 จำนวน 60,000 บาท
ส่วนต่าง			
สำหรับหน่วยงานที่ ใช้ปูนมาแลกเปลี่ยน สามารถลดค่าใช้จ่ายได้			จำนวน 50,357 บาท



- The Company has set a target to reduce the volume of waste sent to landfill as part of Zero to Landfill objective by promoting waste recovery and reuse, recycling, and the application of other appropriate waste treatment methods as alternatives to landfill disposal.



As a result of the Company’s concrete and continuous waste management efforts, the Company and its relevant business units have achieved the following outcomes

- Forging Business Unit : SOMBOON FORGING TECHNOLOGY COMPANY LIMITED (SFT2)
- Machining Business Unit SOMBOON MALLEABLE IRON INDUSTRIAL COMPANY LIMITED (SBM)
- Casting Business Unit INTERNATIONAL CASTING PRODUCTS COMPANY LIMITED (ICP1, ICP2)

The Company has continuously received the Environmental Governance Flag (Green Star White Flag) under the concept of “Green Gold Growth for Sustainability: Governance toward Sustainability.” This recognition reflects the Company’s status as an industrial estate enterprise that conducts environmental management in accordance with good governance principles, covering five key dimensions and 13 criteria, with strict compliance with applicable regulations and transparent operational practices.

SFT2 รับมอบและใบประกาศเกียรติคุณ ธรรมมาภิบาลสิ่งแวดล้อมและความปลอดภัย ประจำปี 2568 (ธงขาว-ดาวเขียว) ต่อเนื่องเป็นปีที่ 2 จาก กนอ.

เมื่อวันที่ 6 กุมภาพันธ์ 2569 บริษัท สมบูรณ์ ฟอริง เทคโนโลยี จำกัด (SFT2) โดย คุณกุลกัญญา สุขชูชีพ เป็นตัวแทนผู้บริหาร รับมอบธรรมมาภิบาลสิ่งแวดล้อม และ ใบประกาศเกียรติคุณ (ธงขาว-ดาวเขียว) ประจำปี 2568 จาก คุณสุเมธ ตั้งประเสริฐ ผู้ว่าการการนิคมอุตสาหกรรมแห่งประเทศไทย (กนอ.) ประธานพิธี ภายใต้แนวคิด “Green Gold Growth for Sustainability ธรรมมาภิบาลสู่ความยั่งยืน” จัดโดยการนิคมอุตสาหกรรมแห่งประเทศไทย (กนอ.)

ในฐานะโรงงานที่มีการบริหารจัดการตามมาตรฐาน มีความโปร่งใส และมีผลการตรวจประเมินผ่านเกณฑ์ในระดับดีเยี่ยม สร้างการยอมรับและความเชื่อมั่นจากทุกภาคส่วนในการบริหารจัดการโรงงาน

ซึ่งสะท้อนถึงความมุ่งมั่นในการดำเนินธุรกิจด้วยความรับผิดชอบต่อสิ่งแวดล้อมและสังคมอย่างยั่งยืน

SOMBOON FORGING TECHNOLOGY

SBM&ICP รับมอบใบประกาศเกียรติคุณและ ธรรมมาภิบาลสิ่งแวดล้อม (ธงขาว-ดาวเขียว) ประจำปี 2568 ในระดับดีเยี่ยม ต่อเนื่องเป็นปีที่ 3 จาก กนอ.

เมื่อวันที่ 6 กุมภาพันธ์ 2569 บริษัท สมบูรณ์หล่อเหล็กเหนือ ลู่อสาหกรรม จำกัด และ บริษัท อินเตอร์เนชั่นแนล แคสติง โปรดักส์ จำกัด โดย คุณวิฑิต กมลรัตน์ ผู้จัดการสิ่งแวดล้อมและพลังงาน เป็นตัวแทนผู้บริหาร รับมอบ “ใบประกาศเกียรติคุณ และธรรมมาภิบาลสิ่งแวดล้อม (ธงขาว ดาวเขียว) ในระดับดีเยี่ยม ต่อเนื่องเป็นปีที่ 3 ประจำปี 2568” จากคุณสุเมธ ตั้งประเสริฐ ผู้ว่าการการนิคมอุตสาหกรรมแห่งประเทศไทย (กนอ.) ประธานในพิธีภายใต้แนวคิด “Green Gold Growth for Sustainability ธรรมมาภิบาลสู่ความยั่งยืน”

ในฐานะโรงงานที่มีการบริหารจัดการตามมาตรฐานถึง 5 มิติ 13 ข้อกำหนด ครอบคลุมทั้งการปฏิบัติตามกฎหมาย มีความโปร่งใส และมีผลการตรวจประเมินผ่านเกณฑ์ในระดับดีเยี่ยม สร้างการยอมรับและความเชื่อมั่นจากทุกภาคส่วนในการบริหารจัดการโรงงาน สะท้อนถึงความมุ่งมั่นในการดำเนินธุรกิจด้วยความรับผิดชอบต่อสิ่งแวดล้อมและสังคมอย่างยั่งยืน



5. Air Quality Management

The Company recognizes the impacts of air pollution on the environment and human health and therefore places importance on controlling and managing air quality arising from operations, particularly production processes within the factory area, in order to prevent and mitigate potential impacts on employees and surrounding communities.

Management Approach

The Company has set a target to control air quality at levels better than the legally prescribed standards and the requirements stipulated in the Environmental Impact Assessment (EIA). Air quality is regularly monitored, measured, and evaluated by an authorized third party registered with government authorities every six months, covering both operational areas and all exhaust stacks within the factory premises. In addition, the Company consistently prepares and submits air emission data to the Department of Industrial Works, reflecting transparency in operations and reinforcing confidence among surrounding communities.

Qualitative Targets

- **Toward an organization that continuously manages and reduces air pollutant emissions from operational processes to promote good air quality and minimize impacts on the environment and society.**


Performance Results for 2025

The Company strictly complies with relevant air pollution regulations, with all air pollutant emissions TSP, SO_x, NO_x, CO, and VOCs maintained below legal emission limits.

Quantitative Targets

- **External authorized third parties conduct air quality monitoring 2 times per year.**

Performance Results for 2025

 Indicators (KPI)	Targets 2025	Performance Results 2025
External authorized third parties conduct air quality monitoring.	2 Times	2 Times

The above performance reflects the Company's air quality control measures being implemented in accordance with the plans and targets. Details of the air quality monitoring results for emissions released from exhaust stacks, together with comparisons against the relevant standards for 2025, are provided below.



Indicators	Location	1st		2nd		Legal Standard
		Max	Min	Max	Min	
Total suspended particulate TSP (mg/m ³)	SFT1	1.328	0.482	3.369	0.534	≤ 8/ ¹ ,10/ ¹ ,320/ ³ ,400/ ³
	SFT2	2.100	0.700	1.900	0.500	≤ 400/ ³
	SFT3	2.600	1.000	2.700	1.100	≤ 320/ ³ ,400/ ³
	SBM	2.900	1.400	2.800	1.400	≤ 320/ ³ ,400/ ³
	ICP1	8.998	0.356	7.443	0.308	≤ 120/ ² ,400/ ³
	ICP2	5.201	0.477	2.582	0.676	≤ 120/ ² ,400/ ³
	SAA	3.500	2.600	3.700	2.000	≤ 320/ ³ ,400/ ³
Sulfur dioxide SO ₂ (mg/l)	SFT1	0.001	0.001	0.001	0.001	≤ 2/ ¹ ,60/ ³
	SFT2	1.000	1.000	1.000	1.000	≤ 500/ ³
	SFT3	1.000	1.000	1.000	1.000	≤ 60/ ³ ,500/ ³
	SBM	1.000	1.000	1.000	1.000	≤ 60/ ³ ,500/ ³
	SAA	1.000	1.000	1.000	1.000	≤ 60/ ³ ,500/ ³
Nitrogen dioxide NO _x (mg/l)	SFT1	2.717	1.892	3.801	2.481	
	SFT2	1.000	1.000	1.000	1.000	≤ 40/ ¹
	SFT3	2.000	1.000	2.000	1.000	≤ 200/ ³
	SBM	1.000	1.000	1.000	1.000	
	SAA	1.000	1.000	1.000	1.000	
Carbon monoxide CO (mg/l)	SFT1	6.451	0.001	5.612	0.001	
	SFT2	1.000	1.000	1.000	1.000	≤ 690/ ³
	SFT3	31.000	1.000	27.000	1.000	
	SBM	4.000	2.000	3.000	3.000	≤ 870/ ³
	SAA	2.000	1.000	3.000	1.000	
Xylene (mg/l)	SBM	0.154	0.070	0.148	0.070	-
	SAA	0.258	0.258	0.286	0.286	-
Toluene (mg/l)	SBM	0.137	0.061	0.143	0.067	-
Acetone (mg/l)	SBM	0.050	0.050	0.050	0.050	-
Cresol (mg/l)	SBM	0.050	0.050	0.050	0.050	-

Remarks :

¹ Emission limits as specified in the project's Environmental Impact Assessment (EIA) report.

² Ministry of Science, Technology and Environment Notification on Air Emission Standards for Steel Plants, B.E. 2544 (2001).

³ Ministry of Industry Notification on Permissible Emission Levels of Air Contaminants from Industrial Facilities, B.E. 2549 (2006).

Total suspended particulate (TSP)



Ton/Year

Sulfur dioxide (SOx)



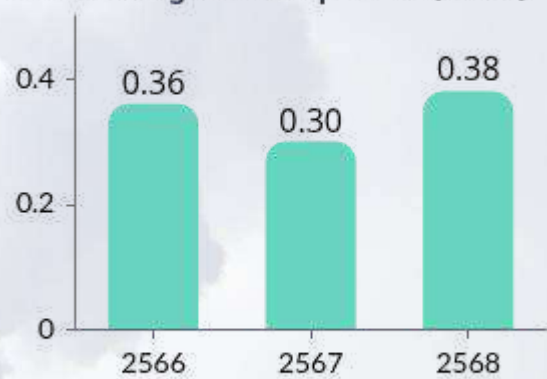
Ton/Year

Nitrogen dioxide (NOx)



Ton/Year

Volatile Organic Compounds (VOCs)

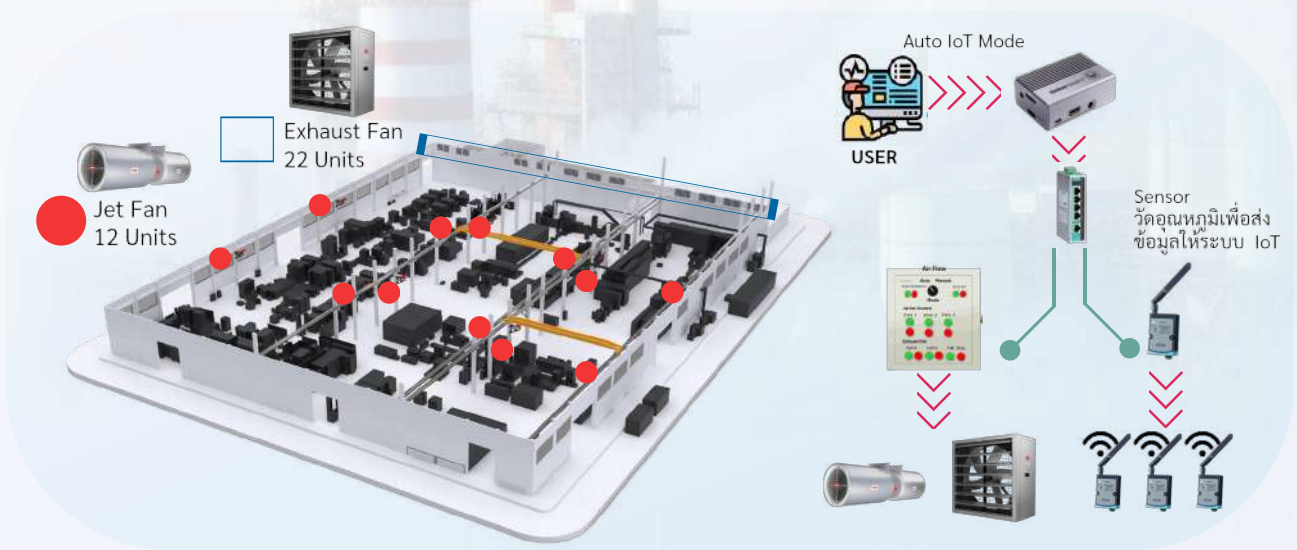


Ton/Year

Projects or Activities to Reduce Air Pollutant Emissions Related to Business Operations

Project	Production Building Ventilation System Project
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Installation of Exhaust Fans and Jet Fans, Achieving an Air Change Rate of 10 ACH, Integrated with an IoT Based Ventilation Monitoring and Control System



Environmental Projects and Activities within the Organization

1.) Environmental and Resource Conservation Knowledge and Awareness Projects

The Company continuously implements initiatives to enhance employees' knowledge, understanding, and management-related skills, with a focus on developing competencies related to environmental management systems, greenhouse gas management, and energy conservation, to support operations in alignment with international standards and the Company's objectives and to strengthen overall employee capability.

In 2025, the Company conducted a total

 **22** Training courses

 **4,278** Hours

 **1,199** Employees

ISO 14001:2015 Environmental Management System Training Program	Greenhouse Gas Management Training Program	Awareness-Raising Training Program
<ul style="list-style-type: none"> Internal Auditor ISO 14001:2015 + Techniques for Preparing NC and CAR Responses 	<ul style="list-style-type: none"> Integrating ESG into Internal Audit 	<ul style="list-style-type: none"> Energy Conservation in Factories
<ul style="list-style-type: none"> ISO14001:2015 Requirement 	<ul style="list-style-type: none"> ISO14064-1:2018 Requirements 	<ul style="list-style-type: none"> Environmental Law and Regulations ISO14001:2015
<ul style="list-style-type: none"> Risk and Opportunity Assessment and Environmental Issues Evaluation 		<ul style="list-style-type: none"> Safety, Environmental, and Energy Awareness Training
<ul style="list-style-type: none"> OJT on ISO 14001:2015 Compliance 		<ul style="list-style-type: none"> Pollution Control and Pollution Treatment System Management
<ul style="list-style-type: none"> OJT on ISO 14001 and Environmental Risk and Opportunity Assessment 		<ul style="list-style-type: none"> Industrial Waste Pollution Management System Operator
<ul style="list-style-type: none"> OJT on Environmental Aspect Communication 		<ul style="list-style-type: none"> Basic Energy and Environmental Knowledge (SBM)
<ul style="list-style-type: none"> OJT on ISO 14001 Environmental Management System 		<ul style="list-style-type: none"> Safety, Occupational health, and Workplace Environment
<ul style="list-style-type: none"> OJT_IATF16949 : 2016 / ISO14001:2015 		<ul style="list-style-type: none"> Occupational Health and Safety Practices and Environmental Law Compliance in Production Processes Level 1 (SFT)
		<ul style="list-style-type: none"> Occupational and Environmental Health Diseases
		<ul style="list-style-type: none"> OJT on Safety and Environment
		<ul style="list-style-type: none"> OJT on Basic Energy and Environmental Knowledge
		<ul style="list-style-type: none"> OJT on Environmental Policy and Energy Conservation



2) Natural Resource and Environmental Conservation Projects

The Company emphasizes continuous employee participation in internal environmental management by implementing activities that promote awareness of natural resource and environmental conservation, while encouraging efficient and responsible use of resources to support the Company's sustainable development approach.

• Waste Segregation Promotion Project

The Company implements a waste segregation promotion project within the organization to encourage employee participation by establishing a systematic waste management system, including the installation of waste sorting bins in designated areas and clear communication to ensure proper waste segregation practices.



• Efficient Resource Utilization Projects

Efficient use of organizational resources remains a key focus for the Company during the reporting year. The Company works to reduce unnecessary resource consumption and minimize operational losses to lower operating costs and improve the workplace environment for employees. Accordingly, the Company has implemented the following projects and activities to promote efficient resource use and maximize resource value.

- Encouraging online meetings to reduce the need for travel.
- Adopting digital systems to decrease paper consumption for documentation.
- Campaigning to switch off lights and air conditioners when not in use.
- Installing sensor-activated water faucets to control water usage.
- Installing LED lighting and automatic on/off systems in common areas to enhance electricity usage efficiency.
- Collecting used paper within offices for handover to recycling companies.
- Implementing an authentication system for document printing to reduce redundant or unused printouts
- The Company provides shuttle van services for employees traveling to work at the Rayong facility, promoting carpooling instead of the use of private vehicles in order to reduce unnecessary travel, lower energy consumption, and decrease greenhouse gas emissions.

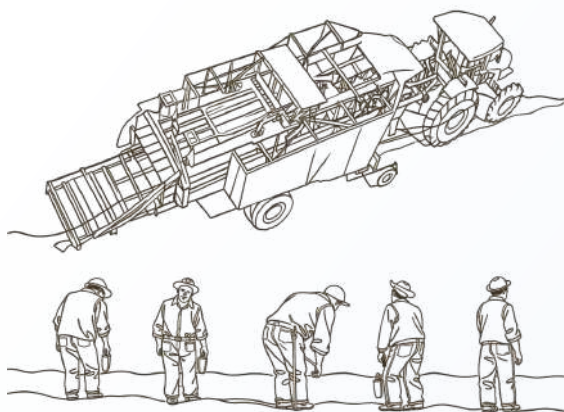


7.8 Innovation in Business Processes for Sustainability

The Company is steadfastly committed to continuous innovation, guided by its organizational vision and mission. This development focuses not only on creating products and production processes that meet customer needs and expectations, but also on fostering sustainable economic growth for the Company.

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This sustainable innovation includes using materials with low environmental impact and improving production processes to reduce energy consumption and emissions. Additionally, the Company is dedicated to developing products that support sustainable lifestyles for consumers, such as energy-saving products.



Management Approach

The Company's approach to managing innovation for social and environmental benefit involves actively engaging diverse internal departments and external stakeholders. This is a crucial strategy for creating sustainable innovation, facilitating the exchange of diverse ideas, knowledge, and experiences, which are key drivers for effective innovation.

- Support from the Board of Directors and Executive Management: The Company establishes business directions and strategies that promote sustainable innovation, embedding a culture of creativity and innovation at all organizational levels.
- Encouragement of Innovation in Production or Work Processes: The Company encourages the development of innovative approaches within production and work processes. Employees are empowered to propose and implement new ideas aimed at improving efficiency, reducing waste, shortening lead times, and enhancing overall quality. Continuous Improvement (CI) is actively promoted through various mechanisms.
- Training and Development: The Company offers training and development programs to help employees learn about sustainable innovation. These include initiatives that foster creativity, such as QCC (Quality Control Circle) and Kaizen.
- Collaboration with Research Institutions and Universities: The Company fosters partnerships with research organizations and universities to jointly develop innovative solutions. These collaborations enhance the Company's innovation capabilities by leveraging research-based development and promoting fresh perspectives through student-led creativity and ideas.
- Engagement with Local Authorities: Collaborating with local communities and authorities helps us better understand societal needs and expectations. This allows the Company to develop innovations that are more aligned with these requirements.

Engaging all internal and external stakeholders is a strategy that strengthens the robustness and flexibility of the Company's social and environmental innovation development. This leads to the creation of innovations that can achieve sustainable impact.

1. Innovation Creating Value for the Agricultural Sector

In 2025, Somboon Advance Agriculture Co., Ltd. (SAA) remains committed to expanding and developing agricultural machinery products to meet the growing and diverse demands of the agricultural industry, while introducing innovations that help reduce production costs and streamline work processes to be faster and more efficient. This aligns with the Company's commitment to economic, social, and environmental sustainability by developing products that reduce water and energy consumption and lower greenhouse gas emissions, thereby contributing to a sustainable agricultural system.

Rotary Blade

Somboon Advance Agriculture Co., Ltd. (SAA) is currently a manufacturer of rotary blades used in rotary tillers. SAA has introduced a new rotary blade design to customers that significantly reduces the amount of steel raw material required for production and decreases tractor fuel consumption, while maintaining the same soil tilling performance as conventional rotary blades.

In 2025, the Company expanded upon this project by continuing to focus on providing quality equipment while enhancing real-world usage monitoring among farmers to collect data on product lifespan, blade performance, and user satisfaction.

The Company also utilized this opportunity to gather feedback and suggestions from farmers to further improve and develop products that better address usage requirements across varying terrain conditions, such as hard soil, sandy soil, and areas with mixed rock fragments.

This initiative not only helped strengthen the positive relationship between the Company and farmers, but also reinforced the Company's image as a manufacturer that genuinely cares about its users and is committed to continuous product development.

Looking ahead, the Company plans to build upon this project, potentially expanding into organizing product demonstration activities, providing maintenance knowledge, and developing new products that comprehensively address the needs of farmers.



Product Development Process

- **Customer Requirement Analysis:** The process begins with a thorough understanding of customer needs and requirements to ensure the product perfectly aligns with their expectations.
- **Design:** The design phase starts with concept development, followed by 3D modeling and computer-based simulation. This approach emphasizes creating a product that meets customer needs in terms of functionality, performance, and lifespan.
- **Prototype Creation:** Before finalizing the actual production process, prototypes are created for testing. This allows for necessary modifications and adjustments, ensuring design flexibility to accommodate product variations and prevent errors before full-scale manufacturing.
- **Testing:** Prototypes undergo comprehensive testing in both laboratory settings and real-world environments, in close collaboration with customers. This evaluates quality, performance, durability, environmental impact, and other aspects of customer interest.
- **Drawing & Engineering Standards:** This is developed to ensure a standardized production process, guaranteeing that the final products meet all initial quality specifications.

Positive ESG Impacts

Environmental	Social	Economic / Governance
Reduction in CO ₂ emissions from fuel savings by 0.08 liters per rai (5.8%) results in a reduction of CO ₂ emissions by 0.21 kilograms per rai.	Reduced farmer working time per rai by 3.4%.	Reduced raw material costs for the Company in production by approximately 6% per piece.
	Reduced exposure risks to pollutants: Shortened field-testing durations, such as exhaust fumes and PM2.5 particles, which are known health hazards.	Environmental policy compliance: Reduced fuel consumption and pollutant emissions enable the organization to better comply with environmental regulations and standards.
	Reduced operating costs: The 5.8% reduction in fuel consumption per rai and the extended lifespan of the blades contribute to lower operating costs for farmers, increasing their income and improving quality of life.	

Sugarcane Leaf Baler

In 2025, the Company continued to advance the sugarcane leaf baler development project, building upon the research and testing results from previous years. The focus was on improving machine efficiency and conducting continuous real-world operational testing, to enable more effective management of agricultural waste generated from sugarcane harvesting.

Based on the previous year's testing results, the Company incorporated machine performance data, operational issues, and user feedback to further refine and improve the prototype, enhancing its baling capacity, operational continuity, and ease of maintenance. This year, the focus was placed on field testing to evaluate the machine's performance under actual operating conditions in sugarcane fields.

Product Development Process

- **Customer requirements analysis:** The process begins with a thorough understanding of customer needs and specifications to ensure the product effectively addresses their demands.
- **Design:** The design phase begins with a concept design, moving into 3D modeling, and then computer simulation. The focus is on creating products that meet customer expectations for functionality, performance, lifespan, and production cost.
- **Prototype creation:** Since the sugarcane leaf baler is a large machine, the Company creates prototypes that strictly adhere to the design specifications. These prototypes undergo detailed inspection and testing to minimize errors before full-scale production.
- **Final pre-launch testing:** The prototype is tested both in laboratory settings and real operating conditions in collaboration with customers. These tests assess product quality, operational efficiency, durability, lifespan, and environmental impact.
- **Drawing & Engineering Standards:** This is established to ensure product quality, support efficient manufacturing, and enable effective cost control, laying the foundation for sustainable business growth.

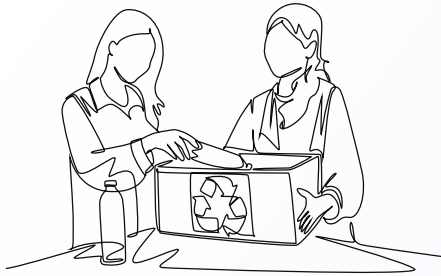
Positive ESG Impacts

Environmental	Social	Economic / Governance
Reducing open-field burning of sugarcane leaves helps lower CO ₂ emissions and other toxic gases (approximately 1.6 tons of CO ₂ per ton of sugarcane leaves burned).	Reducing air pollution, thereby benefiting the health of surrounding communities.	Compliance with environmental policies: Reduced fuel usage and emissions support alignment with regulatory standards and environmental legislation.
Resource conservation by utilizing compressed sugarcane leaves as a raw material.	generate employment opportunities within local communities, such as in the production and sale of sugarcane-based products.	Lower marketing and testing costs through a stringent process for selecting prototype manufacturers and building trust with new customer segments by demonstrating credible business operations.
Reduce the volume of agricultural waste.	Reduce the need for land dedicated to waste disposal and provide farmers with more sustainable waste management alternatives.	

2. นวัตกรรมจากกระบวนการผลิต

The Company is dedicated to the continuous development and improvement of its production processes to achieve maximum efficiency in terms of quality, output, resource utilization, and environmental impact reduction, by integrating innovation and creativity into every stage of production.

The development approach for innovation in the Company's production processes is centered on the principle of sustainable development, with the following key objectives:



- Minimizing waste
- Reducing energy and natural resource consumption
- Enhancing production efficiency and reducing operational costs
- Improving product quality to better meet customer expectations
- Creating positive environmental and social impacts at large

Project: Producing Paving Bricks from Waste Black Sand Dust

In 2025, the Company continues to adhere to the 3Rs waste management approach as its core principle: Reduce (minimizing waste generated in the production process), Reuse (reintroducing auxiliary production materials back into the cycle), and Recycle (converting certified non-hazardous black sand waste into paving bricks).

The Company invested in a brick manufacturing machine in 2023 to support black sand recycling, significantly improving the quality, strength, consistency, and standardization of the bricks, making them suitable for use in public areas or community activities. This initiative not only mitigates environmental impact but also creates economic value and social benefits through the utilization of these bricks in community spaces.



Product Development Process

- **Problem Analysis:** The ICP2 factory generated black sand that no longer met the required mesh size standards (exceeding the standard) for reuse in production. This necessitated external disposal, leading to a significant accumulation of 96 tons of waste annually.
- **Feasibility Study for Reuse:** The team evaluated the properties of the non-compliant sand and assessed its suitability for repurposing as a raw material for construction materials such as interlocking blocks.
- **Mix Design and Production Process Development:** A new mixing formula was developed to produce interlocking blocks using the unusable black sand. The optimal ratio was identified as cement: black sand: fine sand: water = 0.5: 2.2: 0.5: 1. The block forming process was also designed to align with the material characteristics and ensure production performance.
- **Product Testing:** Comprehensive tests were conducted to assess the strength, load-bearing capacity, and durability of the interlocking blocks under real environmental conditions. This also included assessing the feasibility of actual production and practical use.
- **On-Site Implementation:** The blocks produced through this process are now used in the construction of internal factory structures, such as storage areas and sheds. Their performance is comparable to conventional blocks.
- **Extending Value to the Community:** In 2025, the Company utilized 5,000 paving bricks to pave the playground area at Ban Hua Thanon School, Nong Mu Sub-district, Wiham Daeng District, Saraburi Province, to promote the use of local circular resources and improve the quality of life of the community.

Positive ESG Impacts

environmental	Social	Economic / Governance
Reduced waste from black sand by 50 tons/year (previously from 175 tons to 125 tons).	Lowered construction material costs for community projects by approximately 93,500 baht/year.	Reduced disposal costs of black sand dust by 65,280 baht per year.
Decreased the need for new sand by approximately 30 tons/year.	Created opportunities for employee and community engagement in at least 2 local development projects per year.	Increased resource utilization value and created future business opportunities.
Reduced landfill space usage by approximately 70 square meters/year (based on flat fill calculation).	Beneficiaries include approximately 250 individuals annually, such as teachers and students.	Supported the Company's commitment to the Zero Waste to Landfill operational policy.
Indirectly reduced CO ₂ emissions from waste transportation by approximately 5 tons CO ₂ e/year.		

3. CSR Innovation Activities for Society and Community in 2025

Agricultural and Local Community Promotion Activities — Somboon Advance Agriculture Co., Ltd.

On December 24, 2025, Somboon Advance Agriculture Co., Ltd. conducted a CSR activity led by Mr. Thanat Rueenee, the Company's Managing Director, by donating Rotary Blades to local farmers for real-world field testing, while monitoring performance, durability, and user feedback, along with providing agricultural safety equipment to volunteer farmers at Ban Nong Bon Daeng, Tambon Nong Bon Daeng, Ban Bung District, Chonburi Province.

In addition, the Company organized a CSR activity "Essential Donations — Ban Khru Bun Chu" comprising the following key activities:

1. Donating essential consumer goods and necessities.
2. Providing educational scholarships to support youth learning opportunities.
3. Sharing knowledge on daily life safety for children and community members.

These activities were conducted under the Company's sustainability development policy on "Creating Value for Society" and "Promoting Employee Participation in CSR Activities", by providing opportunities for volunteer employees to contribute to community benefits, strengthen the relationship between the organization and society, and collectively drive long-term sustainable development.



Landscape and Playground Improvement Activity — Creating Value from Production Waste

The Company promoted the participation of teachers, students, and volunteer employees in developing the environmental landscape of Ban Hua Thanon School, Nong Mu Sub-district, Wiham Daeng District, Saraburi Province, by improving the landscape and playground area to be more suitable and safe, in support of promoting physical development and outdoor learning activities.

The Company improved the area using interlocking bricks produced from black sand dust, a by-product of the production process, through the development of new processes, design, and employee collaboration within the organization, emphasizing environmental awareness in accordance with the 3Rs principle (Reduce, Reuse, and Recycle), to maximize resource sharing and utilization, reduce production waste, and promote the Circular Economy concept to enhance sustainability for the community.

This project not only helps create a better environment and provides equal access to quality education, but also serves as a model for sustainable development that integrates education, innovation, and the environment together, in alignment with sustainable development principles and environmentally friendly industry.



Number of participating employees



33 persons

Students benefited



49 persons

Number of bricks (pieces)



5,000 persons

Remark: * Brick retail price of 13 baht per piece, estimated activity support value of 65,000 baht.

7.9 Tax practices

The company emphasizes continuous management in the tax area, adhering to principles of correctness, transparency, and auditability. In 2025, the company generated a total revenue of 6,956 million baht and paid taxes to the government amounting to 65.7 million baht.



The company has clearly defined its tax management policy as follows:

1. To comply with all relevant tax laws and regulations accurately and completely, including utilizing any available tax privileges for the benefit of both shareholders and government agencies.
2. To ensure that taxes are paid within the legally designated time period, and to effectively manage any tax payments or refunds (if applicable) to maximize the Company's cash flow
3. To regularly study and evaluate the tax implications of newly announced tax laws or policies, as well as the Company's new transactions, with the goal of maximizing benefits for the Company.
4. To manage and develop tax plans through the study of relevant laws and regulations, considering potential impacts, and seeking the advice of tax experts to ensure compliance with all legal principles, methods, and conditions, without any attempts to evade the law
5. Assign responsible personnel for taxes and coordinate with government tax agencies to ensure correct operations and provide actual company operation data upon requests or audits by state agencies.
6. To publicly disclose its annual tax payments to demonstrate its commitment to accurate, complete, and transparent tax practices. Additionally, the company conducts a related risk assessment and review at least once a year.
7. To provide tax education to organizational personnel to ensure related employees perform their duties correctly and completely.

In 2025, the Company's profit before income tax expense amounted to [] million baht, with corporate income tax expense of 65.7 million baht, at an effective tax rate of 8.40%, which differs from the actual tax rate of 11.6% under the Act Amending the Revenue Code (No. 42), B.E. 2559 (2016) dated March 3, B.E. 2559. Under the Investment Promotion Act B.E. 2520, one domestic subsidiary received a corporate income tax exemption privilege on net profits derived from promoted business undertakings.

In 2025, the company received tax benefits as follows:

Tax Benefit Items 2024

-  **Training fee**
(promote the development of employee skills) of Royal Decree no. 437
-  **The acquisition of machine of**
Royal Decree no. 690,695



8



Growth Society

8.1 Growth Society

8.2 Growth Society

8.3 Participation in the Development of the Nearby Community

8.4 Improving the Quality of Life for People with Disabilities

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Create value

1.89 % of net profit

Creating Educational Opportunities

1.0 Million Baht

Value of Creating Opportunities for Disabled People

2.4 Million Baht

8.1 Growth Society Strategy

“Creating Opportunities for a Stronger Society”



The Company is committed to “Creating Opportunities for a Stronger Society” under its business philosophy of “**Growth Society**” This approach focuses on addressing community needs while promoting sustainable development across economic, social, and environmental dimensions.

The company believes that strengthening communities is a key foundation for driving business growth, creating shared value, and building a sustainable society in the long term. The surrounding communities are considered important stakeholders in the business operations.

Management Approach

The Company continuously reviews and improves its social operations to align with the context and needs of stakeholders. This includes gathering feedback, setting goals and key performance indicators, and monitoring and evaluating to ensure tangible results. The company adopts the CSR-DIW standard system of the Department of Industrial Works as a framework for operations, using annual dialogues and community surveys to design projects that genuinely respond to the community.

In 2025, the Company classified its social initiatives into 3 key areas:

Education Initiatives:
Supporting children’s rights, equitable access to education, and workforce innovation for future industries.



Community Initiatives:
Addressing community needs, promoting environmental stewardship, enhancing elderly capacity, and strengthening community relationships.



Social Initiatives:
Promoting social responsibility, equality, and improving the quality of life for vulnerable groups, particularly persons with disabilities.





1.89%

of net profit invested in social initiatives (Target: 0.5%)



1,591

employees participated in CSR activities



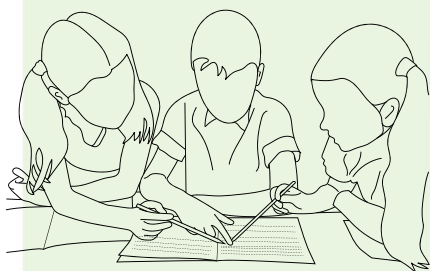
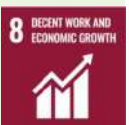
12,728

total volunteer hours

In 2025, the Company’s social investment exceeded the 0.5% target by 3.78 times, reflecting its strong commitment to creating shared value with society.

8.2 Creating Educational Opportunities

The Company implements education initiatives based on the principles of human rights and equality, in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and Article 26 of the Universal Declaration of Human Rights, which affirms every child’s right to equal access to education without discrimination based on race, gender, religion, or socio-economic status. Education is a fundamental right and a key driver of social mobility and sustainable livelihoods. Equitable access to quality education helps reduce social vulnerability and the risk of premature entry into the labor market, aligning with the Company’s commitment to respecting children’s rights under the UNGPs framework and supporting SDG 4 (Quality Education).



“ In 2025, the Company remained committed to advancing education initiatives under its **“Growth Society”** strategy by implementing a range of programs to promote knowledge, vocational skills, and long-term human capital development for communities and the nation. ”

Key Performance and Projects in 2025

1. Scholarship Program

The Company has continuously provided scholarships for employees' children and youth from local communities for 26 consecutive years, ranging from primary to higher education levels. The program aims to expand educational opportunities and enhance the quality of life for scholarship recipients and their families.



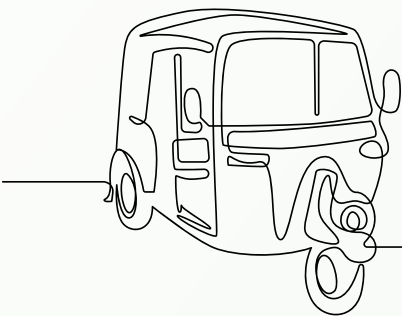
2568
131 Scholarship Awarded
670,000 Baht

2542-2568
2,567 Scholarship Awarded
15,342,000 Baht

2. Electric Three-Wheeler Donation for Education Project

The Company, in collaboration with the Equitable Education Fund (EEF), has donated 24 electric three-wheelers to 12 higher education and vocational institutions, along with providing operational training for instructors. The vehicles are intended to serve as teaching and learning tools, as well as reference materials for the development of electric vehicle curricula. The initiative aims to foster innovative thinking, analytical skills, and knowledge advancement among youth, while preparing a future-ready workforce to support industrial transformation and strengthen the country's long-term competitiveness.

In addition, the electric three-wheeler donation project serves as a supporting mechanism that addresses collaboration under 2 key initiatives:



- **Equitable Education Fund (EEF) Program:**

Focused on expanding opportunities and enhancing the quality of learning in educational institutions by providing practical access to electric vehicle learning resources.

- **Public-Private Joint Committee for Vocational Manpower Development and Production Project:**

The provision of electric three-wheelers serves as a learning resource base to enhance vocational education and develop skilled manpower in alignment with the needs of the modern automotive industry.

In line with this approach, the Company undertakes the following initiatives:

- **Support for Vocational Education Materials**

The Company supports the use of electric three-wheelers as practical training equipment in educational institutions for developing maintenance skills, conducting electrical system analysis, and enhancing a systematic understanding of the structure and operation of electric vehicles.



• Dual Vocational Education

The Company collaborates with vocational institutions to provide internship opportunities for students, while jointly developing curricula aligned with modern automotive technologies. This aims to produce skilled technicians with competencies that meet industry demands and to support the country’s long-term competitiveness.

The list of 12 higher education and vocational institutions is as follows:

- King Mongkut’s University of Technology North Bangkok
- Suranaree University of Technology
- Burapha University
- King Mongkut’s University of Technology Thonburi
- Rajamangala University of Technology Krungthep
- Sirindhorn International Institute of Technology (SIIT)
- Map Ta Phut Technical College
- Chonburi Technical College
- Bankhai Technical College
- Chachoengsao Technical College
- Bangsaen Technical College
- Nakhon Ratchasima Technical College



24 electric tricycles

5,314,000 Baht

Furthermore, this project also reflects the Company's role in actively supporting the educational system and innovation, as well as developing human resources to be ready for the transition to environmentally friendly technologies, which is considered a crucial foundation for sustainable development in the economic, social, and environmental dimensions.

3.1. Knowledge and Experience Sharing Program

The Company transfers its core competencies and expertise from the industrial sector to youth, aiming to enhance life skills and vocational skills, while fostering collaboration among the business sector, educational institutions, and communities through the following initiatives:

• Knowledge Sharing Project

The Company contributes to educational development by deploying its experienced employees to deliver lectures and knowledge-sharing sessions on electric vehicle technology and fundamental human resource (HR) management. In addition, guidance is provided on preparing for the transition to the workplace, including principles of continuous improvement (Kaizen). These activities have been conducted in collaboration with King Mongkut’s University of Technology Thonburi, Suranaree University of Technology, and King Mongkut’s University of Technology North Bangkok, as well as through the “90-Person Project,” which aims to enhance both academic knowledge and practical skills in alignment with industry needs. The initiative also promotes equitable access to learning opportunities while equipping youth with the skills, confidence, and understanding required for real-world work environments.



Furthermore, these activities help strengthen relationships between the Company and educational institutions, fostering long-term partnerships to collaboratively develop human capital.



• Internship Projects

The Company places strong importance on developing the next generation of talent through internship and cooperative education programs, providing students with opportunities to gain practical work experience within the organization.

These programs are open to students from various disciplines, including engineering, science, business administration, marketing, management, finance and accounting, human resource management, and other related fields. Participants are assigned to different departments across the organization to develop their skills and capabilities.

Through these initiatives, the Company supports students in enhancing their competencies, gaining professional experience, and preparing for a successful transition into the workforce.

In 2025, the Company allocated a total budget of THB 209,587 to implement its internship program, with a total of 8 students participating in learning, study visits, and on-the-job training, categorized by program (as shown in the table).

The internship program serves as a key mechanism in bridging the business sector and educational institutions, providing students with opportunities to gain hands-on experience, develop problem-solving skills, and enhance teamwork capabilities. This helps prepare them for an effective transition into the workforce.

At the same time, supporting educational opportunities for interns reflects the Company’s social responsibility while creating value for the organization. This includes gaining fresh perspectives from the younger generation, enhancing operational efficiency, and strengthening collaboration with educational institutions in areas such as research, training, and future talent recruitment.

Internship Projects	Number of Participants (persons)
1. General Internship Project	3
2. Cooperative Education Project	5



8.3 Participation in Developing Surrounding Communities

The Company recognizes its key role as a member of the community and society by continuously implementing Corporate Social Responsibility (CSR) initiatives, guided by the Company’s “Somboon Triple Bottom Line” policy. This framework integrates business growth with community and environmental development in a holistic manner, in alignment with the United Nations Sustainable Development Goals (SDGs).



Management Approach

The Company adopts the Department of Industrial Works’ Corporate Social Responsibility (CSR-DIW) standard system as its operational framework, alongside annual stakeholder engagement dialogues and community surveys to understand local needs and design initiatives that effectively respond to the community context. This approach is guided by 3 principles of participation: employee engagement, community participation, and the development of sustainable initiatives



Dialogue to Understand
Community Needs



Employee
Participation



Community
Participation



Projects Fostering
Sustainability

Social Project Performance Results

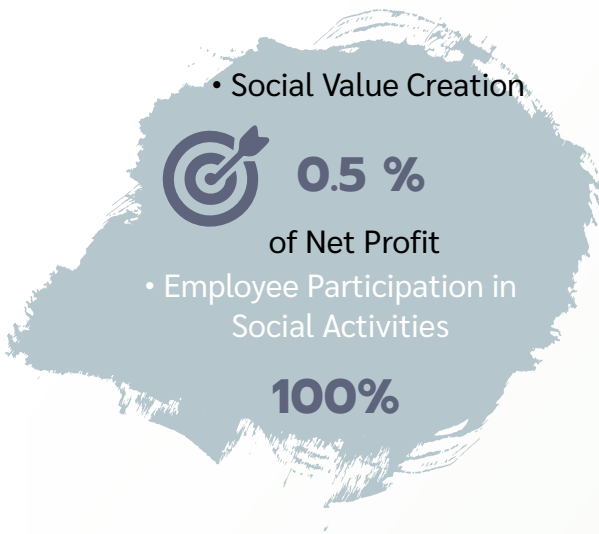
In 2025, the Company implemented Corporate Social Responsibility (CSR) initiatives by encouraging employees to apply their knowledge, skills, and professional experience to support the development of communities, society, and the environment. Through collaboration with local communities and external stakeholders, these initiatives promote the exchange of knowledge and resources, strengthening community capacity and fostering long-term self-reliance.

Furthermore, employee participation also strengthens unity within the organization, promotes teamwork, and fosters a mindset of contributing to the greater good. It enhances employee engagement and instills a strong sense of social responsibility, enabling employees to create value for society and support sustainable coexistence. These initiatives are categorized into 5 areas as follows:

CSR Activities
1. Education
2. Environmental
3. Elderly Empowerment
4. Crisis Relief and Support for Vulnerable Groups
5. Traditions

In 2025, the Company was able to implement its Corporate Social Responsibility (CSR) projects effectively, with a total of 1,591 employees participating in activities, contributing a combined total of 12,728 volunteer hours. As a result, the various projects achieved their set objectives and generated concrete, sustainable benefits for society.

Targets



Performance Results 2025



1. Employee Participation in Social Activities



As educational development is one of the key mechanisms for sustainable community development. The Company places strong emphasis on improving the quality of life and well-being of children and youth, who are vital drivers of the country’s future. The Company promotes equitable and inclusive access to educational opportunities as a fundamental right of every child, helping to reduce the risk of premature entry into the labor market, alongside the active participation of employee volunteers in knowledge-sharing activities.

▪ Project: School Building Construction

The Company renovated a learning center building under the “Hometown School Development Project” at Ban Hua Thanon School, Nong Mu Subdistrict, Wihan Daeng District, Saraburi Province. A computer learning room was established to enhance facilities for developing digital and technological skills among children and youth in the community, while also creating a learning-conducive environment.

In addition, essential learning materials were provided to help alleviate financial burdens and support equal access to learning readiness for children and youth.



33 Persons

Number of Employees Participated



49 Persons

Teachers and Students Benefited



135,000 Baht

Budget Allocated for Activities

▪ Refurbished Computers for Education Project



The Company donated 15 second-hand notebook computers in good working condition, which had been fully inspected and were ready for use, to Wat Phuttha Udomwihan School, Mon Thong Subdistrict, Bang Nam Prio District, Chachoengsao Province, and Ban Hua Thanon School, Nong Mu Subdistrict, Wihan Daeng District, Saraburi Province. Computers serve as essential tools that enhance educational opportunities and enable systematic access to valuable learning resources for students in local communities.



▪ Safety to School Project

The Company implemented a safety initiative under the “Safety to School” project at Ban Khao Wai School, Bang But Subdistrict, Ban Khai District, Rayong Province. The activities included training on everyday safety, accident prevention, as well as fire prevention and basic firefighting techniques, with the aim of raising awareness and encouraging children, youth, and school personnel to share this knowledge with their families and communities.

In addition, the Company renovated the school playground to provide a safe and appropriate environment conducive to outdoor learning and to support the development of children in the community.



• Lunch Table Improvement Project

The Company promotes the health and quality of life of children by implementing a lunch table improvement project at Wat Bang Chalong Nok School, Bang Chalong Subdistrict, Bang Phli District, Samut Prakan Province, and Ban Khao Wai School, Bang But Subdistrict, Ban Khai District, Rayong Province. The project aims to create a clean, safe, and orderly dining environment, promoting hygiene and safety among children and youth.



▪ SPS to School Project

The Company implemented the “SPS to School” Project, applying the Somboon Production System (SPS) based on the 5S principles (Sort, Set in Order, Shine, Standardize, and Sustain), and extending this approach to 150 students at Wat Bang Chalong Nai School, Bang Chalong Subdistrict, Bang Phli District, Samut Prakan Province. The initiative aimed to reinforce daily discipline, instill a sense of responsibility, and promote collective participation in maintaining public areas in an orderly and systematic manner.

In addition, a partitioned waste sorting area was constructed within the school premises to promote systematic waste management and raise environmental awareness among students, encourage efficient resource use, and instill responsible consumption behaviors from an early age.





70 persons

Number of Employees Participated



150 persons

Teachers and Students Benefited



88,277 Baht

Budget Allocated for Activities

Project Satisfaction Assessment Results



Targets
85%



Performance
94.7 %

2.การส่งเสริมด้านสิ่งแวดล้อม



The Company places strong importance on environmental stewardship as part of its corporate social responsibility. It is committed to promoting efficient resource utilization, ecosystem restoration, and the reduction of environmental impacts through continuous environmental CSR initiatives. The Company also plays an active role in driving tangible solutions by integrating circular economy principles with biodiversity conservation and restoration, thereby enhancing resource efficiency, minimizing environmental impacts, and creating a sustainable balance among business operations, society, and nature, as outlined below:

▪ Biodiversity Promotion Initiative

The Company engages employee volunteers in collaboration with both public and private sector organizations to support biodiversity enhancement and ecosystem restoration activities within local communities. In 2025, the Company participated in the following activities:



“Aquatic Species Release for Water Resource Conservation” Activity at Dok Krai Reservoir, Rayong Province, under the water resource conservation program of the Amata City Rayong Industrial Estate Office. A total of 600,000 aquatic species were released, along with the installation of “fish shelters” (rope-based fish habitats) to help restore aquatic ecosystems, enhance productivity, and maintain ecological balance in community water resources.

Green Space Expansion and Natural Resource Conservation Project (Community Reforestation) under the Eco Industrial Town concept, organized by Amata City Rayong Industrial Estate Office in collaboration with the Amata City Rayong Industrial Estate Office and the Bang Lamung Forest Protection and Development Unit, at the Government Forest Park within the Bang Lamung National Reserved Forest, Khao Mai Kaeo Subdistrict, Bang Lamung District, Chonburi Province.

• **Sustainable Resource Utilization Promotion Project**

The Company is part of a network promoting sustainable resource utilization by encouraging proper waste segregation at the source to reduce the volume of waste requiring disposal and enhance resource efficiency through material reuse in line with circular economy principles. This includes supporting the collection and channeling of used clear PET plastic bottles into upcycling processes through various initiatives.

- **“Re-No-Waste: Eco-friendly for a Sustainable Future” Project** — From Factory to School: Transforming Plastic Bottles into School Bags, in collaboration with Amata Corporation Public Company Limited and Indorama Ventures Public Company Limited.



- The Company participated in and received a certificate of recognition at the “WeCYCLE Day: Together, We Shape the Future” event organized by WHA Group. The event aims to recognize and inspire partners and participants who have demonstrated outstanding performance in waste management and environmental sustainability.



Plastic Waste Volume (kg)



647 Kg.

Emissions Reduction (CO₂)



667.06 kg. Co₂ eq

Equivalent to Tree Planting



70 trees

- Landscaping and playground improvement activities through value creation from production process waste.

The Company promotes the participation of teachers, students, and employee volunteers in improving the school environment at Ban Hua Thanon School, Nong Mu Subdistrict, Wihan Daeng District, Saraburi Province. The project involved landscape enhancement and the renovation of the playground area to ensure safety and suitability for use, supporting children’s physical development and outdoor learning. The improvement works utilized interlocking bricks produced from black sand dust, a by-product of the manufacturing process, through process innovation, design, and collaboration among employees to enhance environmental awareness in line with the 3Rs principles (Reduce, Reuse, and Recycle). This approach enables efficient resource circulation and utilization, reduces industrial waste, and increases the value of by-products. It not only minimizes environmental impacts and reduces costs but also supports the circular economy concept, contributing to long-term community sustainability.



This project not only creates a conducive environment and promotes equitable access to quality education, but also serves as a model for sustainable development by integrating education, innovation, and environmental stewardship. It aligns with sustainable development principles and demonstrates the promotion of environmentally responsible industrial practices.

Number of Employees Participated



33 persons

Teachers and Students Benefited



49 persons

Total number of bricks (units)



5,000 units*

Remark: The selling price of bricks is THB 13 per unit, representing a total support value of THB 65,000 for the activity.

3. Empowering Seniors: Bang Chalong Subdistrict Senior Learning Center Project



In 2025, the Company supported and aligned with government policies focused on creating an age-friendly society. This initiative addresses the growing trend of an aging population and responds to community needs by linking with the Company’s “**Somboon Triple Bottom Line**” policy, particularly under the “**Growth Society**” category, which emphasizes creating opportunities and improving quality of life for society. This also aligns with SDG 11, which aims to make cities and communities inclusive, safe, resilient, and sustainable – a crucial SDG target. The Company supports lifelong learning for seniors, promoting age-inclusive learning and providing opportunities for everyone to develop themselves and contribute meaningfully to society.

The Senior Learning Center continued its operations in 2025 for the fifth consecutive year, with 55 students participating. This initiative is a collaborative effort with the Bang Chalong Subdistrict Administrative Organization and the Bang Phli District Elderly Club in Samut Prakan Province. Its objective is to provide seniors with avenues for learning, self-development, and independence, reducing their reliance on their children. Learning at this stage of life not only enriches the seniors’ lives but also strengthens the community. The Company serves as the primary private sector supporter, continuously providing funding for the project

The curriculum at the Senior Learning Center focuses on value creation for learners, aiming to enhance understanding, skills, and new abilities that contribute to a higher quality of life and happiness for seniors. Furthermore, it fosters a greater sense of participation and valuable membership within society.



2025

Seniors Benefited



55 Persons

100,000 Baht

2019-2025

Seniors Benefited



324 Persons

600,000 Baht

4. Social Support and Assistance for Vulnerable Groups

The Company participates in providing assistance to disaster victims and vulnerable groups in society, both through volunteer activities, financial contributions, and the donation of essential supplies and emergency support, in order to alleviate hardship and restore the quality of life of people in affected areas. Examples include donating funds to assist flood victims in the southern region through the Thai Red Cross Society, providing consumer goods to evacuation centers, distributing first aid kits, and delivering essential supplies directly to vulnerable groups in their areas



5. Support for local cultural and traditional Activities

The Company places importance on engagement with surrounding communities through support for local cultural and traditional activities, such as the Kathin ceremony, in order to strengthen community bonds and foster sustainable relationships.

8.4 Improving the Quality of Life for Persons with Disabilities



The Company recognizes the importance of diversity and inclusion across all dimensions, including gender identity, age, ethnicity, religion, race, and physical ability. It upholds the principle of respect for human dignity and ensures fair and equal treatment for all groups, fostering an inclusive society and a strong organizational culture. This approach is aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the United Nations Convention on the Rights of Persons with Disabilities (CRPD).

Enhancing the quality of life of persons with disabilities is a key component of the Company’s sustainability strategy, supporting SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities).



1. Employment of Persons with Disabilities in the Community

The Company employs persons with disabilities in accordance with the Empowerment of Persons with Disabilities Act B.E. 2007 and its Amendment (No. 2) B.E. 2013, which stipulates an employment ratio of 100:1. In 2025, the Company employed a total of 23 persons with disabilities, exceeding the legal requirement and reflecting its commitment beyond compliance.

2025
2,400,724 Baht
 Support budget allocated

Total Employment of Persons with Disabilities (Section 33) 23 persons

2 persons

Employed directly in the Company

21 persons

Employed for local communities or public benefit organizations

Beyond legal compliance, the Company places strong emphasis on gender equality among persons with disabilities, recognizing that work capability is not limited by gender. The Company is committed to promoting the potential of persons with disabilities of all genders on an equal basis.

2. Generating supplementary income and developing skills through a home gardening project



The Company has allocated an area within its premises for an organic farming project, providing employees with disabilities the opportunity to play a key role in end-to-end management—from planning, cultivation, and crop maintenance to the distribution of chemical-free vegetables to employees within the organization. This initiative achieves 3 key objectives simultaneously:



Economic

Generate tangible supplementary income while developing new vocational skills with potential for further advancement.



Social

Enhance confidence, self-esteem, and a sense of social inclusion among employees with disabilities.



Environmental

Convert food waste from the canteen into organic compost in line with circular economy principles, reducing organic waste and improving soil fertility.



4,270 Baht

Annual supplementary income generated



Food waste → Organic compost

Types of waste recycled



Circular Economy / 3Rs

Applied Concept

9

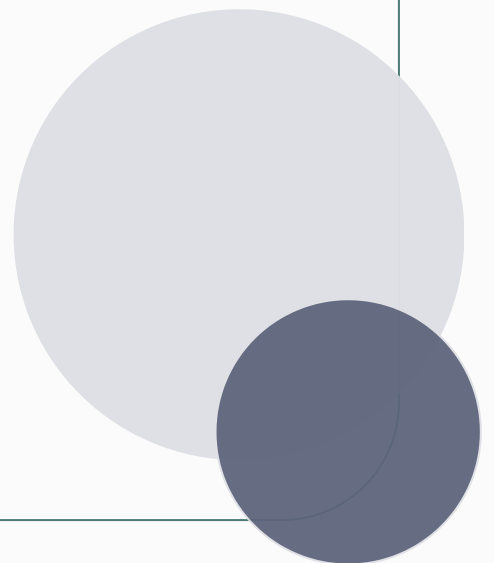


Performance Summary

9.1 Economic Performance

9.2 Social Performance

9.3 Environment Performance



Economic Performance

Indicators	Performance	Unit	2023	2024	2025
GRI 201-1	Economic Performance				
	Total revenue	Thousand Baht	9,201,308	7,570,983	6,956,265
GRI 205	Anti-corruption				
GRI 205-3	Confirmed incidents of corruption and actions taken				
	Total number and nature of confirmed incidents of corruption	Case	0	1	0
	Total number of confirmed incidents	Case	0	1	0
	Public legal cases regarding corruption brought against the organization	Case	0	0	0
	Cases that are in the process of resolving	Case	0	1	0
ESG Raing	Code of Conduct				
	In case of violation of business ethics received	Case	1	1	2
	Cases that are in the process of resolving	Case	0	0	0
	Resolved cases	Case	0	0	2
ESG Raing	Customer Satisfaction				
	Customer Satisfaction Score	% ร้อยละ	96.5%	92.0%	92.4%

Social Performance

Indicators	Performance	Unit	2023		2024		2025		
GRI 102-8	Total employee	Persons	2,197		2,031		1,943		
	Samut Prakarn	Persons	319		319		297		
	Rayong	Persons	1,878		1,712		1,646		
			Male	Female	Male	Female	Male	Female	
	Total Employee	Persons	1776	313	1672	295	1,599	289	
	Subcontractor	Persons	102	6	49	4	49	6	
	Employee level								
	Staff	Persons	1,470	172	1,633	265	1,560	261	
	Management-level	Persons	330	116	51	30	51	30	
	Executive-level	Persons	80	29	36	5	37	4	
GRI 401	Diversity and equal								
	Employees by age								
	Less than 30 Years	Persons	611	102	474	82	409	69	
	30 - 50 years	Persons	1,168	203	1,138	204	1,107	217	
	>50 years	Persons	101	12	109	13	132	9	
GRI 401-1	New Employee Hires								
	New Employee Hires	Persons	296		81		108		
	Persons	Persons	200	25	44	9	68	8	
	30 - 50 years	Persons	61	7	19	7	21	9	
	>50 years	Persons	3	0	2	0	2	0	
	Employee Turnover								
	Employee Turnover	Persons	193		179		13		

Indicators	Performance	Unit	2023		2024		2025	
	% of Employee Turnover	%	8.78		10.10		9.60	
	Number of employee	Persons	11		3	2	7	1
	retirement Persons							
	Less than 30 Years	Persons	96	9	106	15	112	8
	30 - 50 years	Persons	71	14	73	10	62	5
	>50 years	Persons	3	0	0	0	1	0
GRI 401-2	Employee compensation							
	Employee compensation	Baht	697,392,148.37	120,633,157.64	683,358,263.30	120,592,634.70	673,887,158.30	118,921,263.23
	Average Compensation Ratio of Female to	%	1.03		1.02		0.99	
	Number of Employees Participating in the PVD Persons							
	Number Of Employees Participating PVD	Persons	1,302		1,372		1,345	
	The total contribution of the company to the PVD.	Baht	18,365,256.46		19,898,156		19,570,495.98	
	Percentage of employee PVD	%	59.26		67.92		69.22	
GRI 401-3	Maternity leave							
	Number Employees on maternity leave	Persons	10		11		8	
	Employees returning to work after maternity leave	Persons	10		11		8	
	Employees returning to work after maternity leave rate	%	100		100		100	
GRI 404-1	Employee training hours by gender	Training Hours			29,519	7,563	39,247	8,162
	Total Number of training hours	Training Hours	29,194		37,103		47,409	
	Number of training hours average per employee	Training Hours	13.50		16.34		22.31	

Indicators	Performance	Unit	2023	2024	2025		
	Number of training hours by Employee Level						
	Employee	Training Hours	11,023	21,447	28,242		
	Chief - Section Head	Training Hours	14,068	11,642	15,314		
	Manager	Training Hours	2,484	2,076	2,240		
	Asistant General Manager Up	Training Hours	1,619	1,917	1613		
	Investment in employee potential development	Million THB	4.8	3.4	2.8		
	number of internal courses training	Number of Course	98	132	95		
	Percentage of employees who attended the training	%	62	92	97		
GRI 405-1	Organizational structural diversity						
	Number of Thai national employee	Persons		1,714	299	1,648	295
	Number of Foreign ,Non-Thai national employee	Persons		7	0	11	0
	Percentage of Foreign ,Non-Thai national employees	%		0.35		0.57	
THIS	Total Corporate Citizenship/Philanthropic Contribution	Million Baht	9.1	6.4	13.3		
	Cash contributions	Baht	1,206,300	251,136	7,394,192		
	Rice for donation	Baht	2,371,251	2,065,692	2,060,036		
	Corporate Social Responsible Activities	Baht	491,963	540,098.05	486,550		
	Employee participation in all social activities	%	98	98	83		
	Number of employees doing good deeds by donating blood	Persons	203	182	167		
	The amount of blood donated by employees	CC	141,050	75,000	75,150		
	The value of creating educational opportunities or youth	Million Baht	1.3	1.19	1.0		
	Scholarships for student	Baht	596,500	672,000	670,000		
	Number of general internship students	Persons	12	1	3		
	Number of interns in Bilateral Program	Persons	12	3	-		

Indicators	Performance	Unit	2023	2024	2025
	Number of interns in Cooperative Education Project	Persons	35	3	5
	Number of disadvantaged people	Persons	24	23	23
GRI 403	Occupational Health and Safety Management System				
	Working Hours				
	Employees	Working hours	5,701,977	4,578,382	5,172,414
	Non-Employee worker	Working hours	356,000	470,656	472,373
403-9 and THSI Number and rate of deaths due to work	Number and rate of deaths due to work				
	Employees	Case	0	0	0
	Non-Employee worker	Case	0	0	0
	Rate of deaths due to work				
	Employees	Case per 1,000,000 Hours	0	0	0
	Non-Employee worker	Case per 1,000,000 Hours	0	0	0
	Total Recordable Incident				
	Employees	Persons	8	6	6
	Non-Employee worker	Persons	0	0	0
	Lost Time Injuries Frequency Rate (LTIFR)				
	Employees	Case per 1,000,000 Hours	1.40	1.31	1.16
	Non-Employee worker	Case per 1,000,000 Hours	0	0	0
	Number of Lost time injuries Casese				
Employees	Case	1	1	3	

Indicators	Performance	Unit	2023	2024	2025
	Non-Employee worker	Case	0	0	0
Lost Time Injuries Frequency Rate (LTIFR)					
	Employees	Case per 1,000,000 Hours	0.17	0.22	0.58
	Non-Employee worker	Case per 1,000,000 Hours	0	0	0
Number of occupational disease					
	Employees	Case	0	0	0
	Non-Employee worker	Case	0	0	0
Occupational disease rate					
	Employees	Case per 1,000,000 Hours	0	0	0
	Non-Employee worker	Case per 1,000,000 Hours	0	0	0
	Chemical Spill	Case	8	6	0
	Fire	Case	0	0	1

Environment Performance

Indicators	Performance	Unit	2018	2023	2024	2025
301-2	Material					
	Total steel consumption	Tons	62,993	89,113.82	72,319.60	63,509.68
	Virgin Steel	Tons	28,367	24,605	24,653	26,466
	Recycle Steel	Tons	34,626	64,509	47,667	37,044
	% Recycle	%	55%	72%	66%	58%
	Finish Goods	Tons	108,933.20	122,887.87	99,384.79	94,684.71
GRI 302-0	Energy Consumption					
	Total energy consumption within the organization	Gigajoule	984,037.48	624,393.57	523,875.33	518,965.46
	Total non-renewable energy consumption within the organization	Gigajoule	983,942.31	602,912.37	504,173.79	497,591.13
	Fuel oil	Gigajoule	208,370.00	-	-	-
	LPG	Gigajoule	34,734.00	31,506.72	26,495.66	24,704.57
	NG	Gigajoule	192,332.00	20,344.47	16,323.19	17,686.87
	Diesel	Gigajoule	-	2,406.35	1,926.75	1,707.97
	Gasoline	Gigajoule	-	2,141.40	2,122.51	2,148.76
	Electricity	Gigajoule	548,506.31	546,513.42	457,305.67	451,342.95
	Total renewable energy consumption within the organization	Gigajoule	94.59	21,481.20	19,701.54	21,374.33
	Solar Cell	Gigajoule	94.59	21,481.20	19,701.54	21,374.33
	%Renewable Energy	%	0.01%	3.44%	3.76%	4.12%
	Energy Intensity	Gigajoule/ Tons Production	9.03	5.08	5.27	5.48
GRI 303	Water Withdrawal					

Indicators	Performance	Unit	2018	2023	2024	2025
GRI 303-3	Water Withdrawal	m ³	400,570.32	341,797.38	278,770.06	270,377.12
GRI 303-4	Water Discharge	m ³	95,940.62	273,437.90	223,016.05	216,301.70
	Water Consumption (Water intensity)	m ³ /Tons Production	3.68	2.78	2.80	2.86
GRI 305	EMISSIONS					
GRI 305-1	Direct GHG Emissions (Scope 1)	TonCO ₂ eq	86,515.00	4,952.00	4,303.00	3,991.00
GRI 305-2	Energy Indirect GHG Emissions (Scope 2)	TonCO ₂ eq	N/A	64,381.00	53,966.00	52,609.00
GRI 305-3	Other GHG Emissions (Scope 3)					
	1. Purchased goods and services	TonCO ₂ eq	N/A	12,299.54	23,130.12	13,258.07
	3. Fuel- and energy related activities	TonCO ₂ eq	N/A	17,555.35	14,691.85	13,861.23
	5. Waste Generated in Operations	TonCO ₂ eq	N/A	N/A	N/A	2,924.69
GRI 305-4	GHG Emissions Intensity (Scope 1+2)	TonCO ₂ eq/ Tons Production	0.79	0.56	0.59	0.60
	GHG Emissions Intensity (Scope 1+2+3)	TonCO ₂ eq/ Tons Production	N/A	0.81	0.97	0.92
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions					
	Carbon Monoxide : CO	ppm	122	2.69	3.44	2.42
	Oxide of Nitrogen : NOx	ppm	N/A	1.71	1.60	1.59
	Sulfur Dioxide : SOx	ppm	N/A	0.72	0.74	0.72

Indicators	Performance	Unit	2018	2023	2024	2025
	Total Suspended Particulates : TSP	mg/Nm ³	7.85	1.85	1.59	1.83
	Xylene	ppm	N/A	0.125	0.125	0.127
	Toluene	ppm	N/A	0.073	0.080	0.095
	Acetone	ppm	N/A	0.050	0.050	0.050
	Cresol	ppm	N/A	0.000	0.000	0.050
GRI 306-1	Water discharge by quality and destination					
	pH		7.37	8.08	8.00	7.82
	Temperature Celsius Degree	°C	30.13	31.64	31.23	30.55
	BOD5	mg/l	4.82	158.33	135.89	129.65
	COD	mg/l	26.49	406.58	319.08	313.73
	TSS	mg/l	N/A	69.03	53.99	52.53
	TDS	mg/l	N/A	666.83	633.75	551.50
	Grease and Oil	mg/l	2.33	8.17	6.17	6.91
	Zn	mg/l	1.66	1.02	0.99	0.73
GRI 306-2	Waste by type and disposal method					
	Hazardous Waste					
	Reuse	Tons of waste	0	0	0	0
	Recycling	Tons of waste	13,017.81	2,681.15	1,406.09	3,159.15
	Composting	Tons of waste	0	0	0	0
	Recovery, including energy recovery	Tons of waste	0	1,159.30	2,067.45	1,003.35
	Incineration	Tons of waste	0	0	0	0

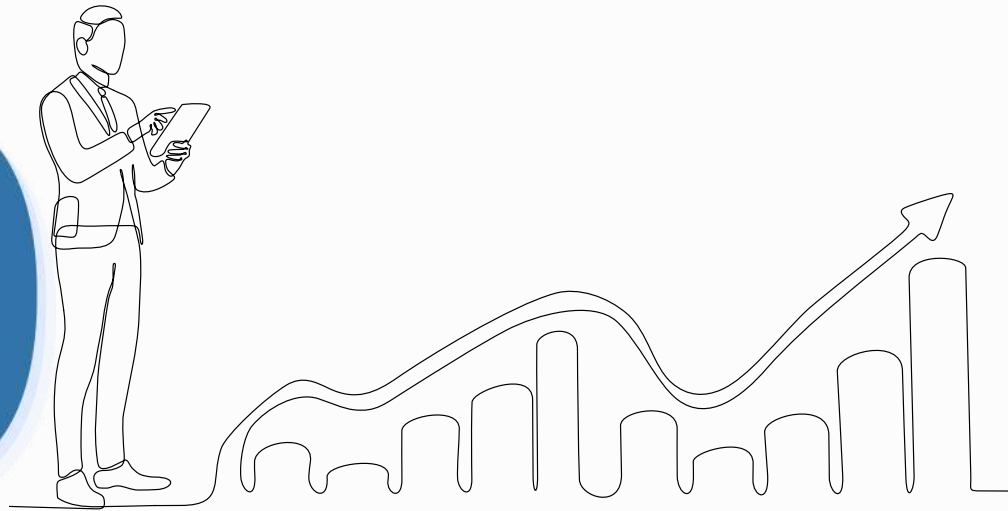
Indicators	Performance	Unit	2018	2023	2024	2025
	Deep well injection Tons of waste	Tons of waste	0	0	0	0
	Landfill	Tons of waste	839.13	116.83	74.57	0.22
	On-site storage	Tons of waste	0	0	0	0
	Other Management Method	Tons of waste	0	23.08	54.50	142.22
	Total Hazadous Waste	Tons of waste	13,856.94	3,980.36	3,602.61	4,304.93
	Non-hazadous waste					
	Reuse	Tons of waste	0	0	0	0
	Recycling	Tons of waste	17,018.78	20,233.74	15,022.84	26,235.05
	Composting	Tons of waste	0	0	0	0
	Recovery, including energy recovery	Tons of waste	0	70.17	5.41	5.87
	Incineration	Tons of waste	0	0	0	0
	Deep well injection	Tons of waste	0	0	0	0
	Landfill	Tons of waste	332.65	222.38	219.01	0
	On-site storage	Tons of waste	0	0	0	0
	Other Management Method	Tons of waste	1,521.92	0	0	0
	Total Hazadous Waste	Tons of waste	18,873.35	20,526.29	15,247.26	26,240.92
	Total Waste	Tons of waste	32,730.29	24,506.65	18,849.87	30,545.86
	Total Landfill	Tons of waste	1,171.78	339.21	293.58	0.22
	Total waste Other Management	Tons of waste	31,558.51	24,167.44	18,556.29	30,545.64
	% Waste to Landfill	%	3.58%	1.38%	1.56%	0.001%
	% Recycle	%	92%	94%	87%	96%
	Waste Intensity	Tons of waste/Tons Production	0.30	0.20	0.19	0.32

1 = N/A not applicable

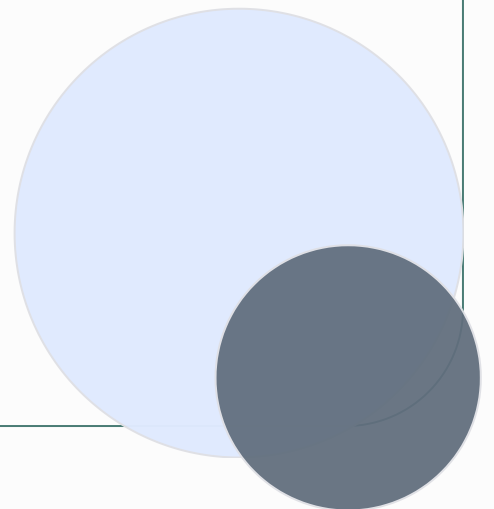
2 = Greenhouse gas emissions in Scopes 1, 2, and 3 have been verified by BSI Group (Thailand) Co., Ltd.

3 = The quality of wastewater discharged outside the factory shall be determined based on the maximum value of the average measurements from all business units, in compliance with the Announcement of the Industrial Estate Authority of Thailand (IEAT) No. 029/2567 (2024) Re: Setting General Standards for Wastewater Discharge into Centralized Wastewater Treatment Systems in Industrial Estates and Ministry of Industry Notification on Standards for the Control of Wastewater Discharge from Factories, B.E. 2560 (2017)

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GRI Content Index



10. GRI Content Index

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Verification Opinion



Verified as Satisfactory	
Based on the process and procedures conducted, there is no evidence that the GHG statement contained in the "Greenhouse Gas Emission and Removal Report - SAT-2025-Final" produced by SOMBOON ADVANCE TECHNOLOGY PUBLIC COMPANY LIMITED:	<ul style="list-style-type: none"> is not materially correct and is not a fair representation of GHG data and information.
	<ul style="list-style-type: none"> has not been prepared in accordance with ISO14064-1:2018
Lead Verifier	Kanchana Sukserm
Independent Reviewer	Naris Lapsunthornphithak
Signed on behalf of BSI	Matt Page, Managing Director UK & Ireland, BSI Assurance UK Ltd.
Issue Date	04 March 2026
BSI Assurance UK Ltd, Kitemark Court, Davy Avenue, Milton Keynes, MK5 8PP, UK.	
<p>NOTE: BSI Assurance UK Ltd. is independent to and has no financial interest in SOMBOON ADVANCE TECHNOLOGY PUBLIC COMPANY LIMITED. This 3rd party Verification Opinion has been prepared for SOMBOON ADVANCE TECHNOLOGY PUBLIC COMPANY LIMITED. only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Assurance UK Ltd. has assumed that all information provided to it by SOMBOON ADVANCE TECHNOLOGY PUBLIC COMPANY LIMITED. is true, accurate and complete. BSI Assurance UK Ltd. accepts no liability to any third party who places reliance on this statement.</p>	

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Exclusions from Reporting Boundary:	<ol style="list-style-type: none"> 1. Excluding greenhouse gas emissions from activities in Category 3-6, which were assessed by the organization's criteria and found to be insignificant, are as follows: <ul style="list-style-type: none"> • Upstream transportation and distribution • Business travel • Employee commuting • Downstream transportation and distribution • Downstream leased assets 2. Greenhouse gas emissions from activities in Category 4, Section of Waste generated in operation, specifically sanitary landfill waste from Somboon Advance Technology Public Company Limited (SAT), Somboon Forging Technology Company Limited (SFT3), and Somboon Development and Service Company Limited (SDS) due to ongoing development of the data collection system.
Criteria for developing the organizational GHG Inventory:	ISO 14064-1:2018 (BS EN ISO 14064-1:2019) and client's GHG Report.
Reporting Period	01/01/2025 - 31/12/2025

Y2025	tCO2(e)
Direct Emissions (scope 1)	3,990.56
• Stationary combustions	2,732.35
• Mobile combustions	590.40
• Industrial process emission	395.58
• Fugitive emissions	272.23
Indirect Emissions from Imported Energy (scope 2)	52,608.64
• Imported electricity from MEA, PEA (Location-based)	16,376.30
• Imported electricity from B-Grimm (Market based)	36,232.34
Indirect GHG emissions from products used by organization (Scope 3)	30,043.98
• Purchased Goods and Services (Tap water, Paper, Paper packaging, Paper partition, Wooden pallet, Virgin steel, Cast iron, shot blast steel pellets, Steel flat bar, Steel scrap, Steel shredded, Steel punch)	13,258.07
• Fuel and energy related activities (Diesel oil, Gasoline oil, Natural gas, LPG, Electricity)	13,861.23
• Waste generated in operations (Sanitary landfill waste, Waste incineration services, Municipal solid waste sorting)	2,924.69
Total GHG inventory	86,643.18
Separately Report	
• Leakage from refrigerants (R-22)	
• Fire extinguishers leakage (R-123)	106.48
Electricity used by Solar Cells 5,937,313.20 kWh	

12 Sustainability Report 2025 Feedback Form

Thank you for your interest in Sustainability Report 2025. Your feedback is important to us. It helps us to improve our overall sustainability performance and future reporting.



Please complete the feedback form and send us your views. Email your comments to: Thepyuda.s@somboon.co.th Alternatively, mail your comments to 215 Bangna-Trad Rd. Bangchalong sub-district, Bangplee district, Samutprakan province 10540

1. Which of the following best describes your affiliation?*(You may tick more than one box)

- employee
- Investor
- Customer
- Supplier
- Regulatory agency/ government
- Communities
- Other Please state:

2. How effectively does the sustainability report communicate SAT's sustainability performance?*

(Please rate by ticking the following topic, where 5 is Excellent and 1 is poor)

Topic	1	2	3	4	5
2.1 Our Sustainability Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Economic Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 Environmental Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 Social Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5 Other, please state:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Please rate the content and quality of SAT's Sustainability Report 2023 by the following criteria, where 5 is Excellent and 1 is poor*

(Please rate by ticking the following topic, where 5 is Excellent and 1 is poor)

Topic	1	2	3	4	5
3.1 Balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 Clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 Comparability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Materiality/Relevance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 Completeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6 Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7 Transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8 Structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9 Design and Layout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

THANK YOU

Drive Business toward a Sustainable Future



SOMBOON
ADVANCE TECHNOLOGY



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