3. DRIVING BUSINESS TOWARDS SUSTAINABILITIES

The Company strongly gears toward sustainable development caring for stakeholders, economy, society and environment with ethical conducts and governance mechanism to assure its honesty, integrity, transparency and fairness recognizing moderation, reasonableness, and self-immunity along with being knowledgeable and ethical.

Throughout 2023, "Continuing Sufficiency Towards Sustainability Success", in accordance with the philosophy of Sufficiency Economy, has still been the framework that governs the entire decision-making process of the organization's business management. The company has operated with moderation, reason and good immunity in mind along with having knowledge and morality to achieve stable and balanced development in terms of economy, society, environment, culture as well as to gain sustainable growth that creates happiness and readiness to accept change and uncertainty from both the internal and external environment. This is in accordance with Guidance on Sufficiency Economy for Industries (TIS 9999), Thai Industrial Standards Institute, which has been adopted as the Company's development guidelines since 2014 towards sustainable growth with social and environmental responsibility.

In addition, the Company is still insisting on driving the company towards an organization with competitiveness, transparency, honesty and integrity in business while opposing all kinds of misdeeds and corruptions in compliance with the principles of good corporate governance, risk management at the operational level, and internal control (Governance, Risk and Compliance: GRC), anti-fraud and corruption, sustainability management (SM) and corporate social responsibility (CSR) in order to create governance and confidences among all stakeholders and reach sustainable growth throughout the value chain.

3.1 Corporate Social Responsibility Policy

The Company establishes the policy concerning organization development for sustainable growth along with social and environment responsibilities. The policy provides operational guidelines responsible for impacts stemming from the Company's business operation. The Corporate Social Responsibility and Environment for Sustainable Development Committee continuously reviews and revises the policy and submits to the Company's Board for consideration and approval. The latest was approved on 15 August 2023.

1. The Company strives to conduct its business recognizing Environmental, Social, Governance (ESG) as well as promoting effective management that is transparent, auditable, against all forms of corruption, respect for human rights, and care for all groups of stakeholders.
2. The Company continuously strives to improve quality of work life; environment management; management of occupational safety, health and environment of the workplace in compliance with relevant laws, rules/regulations and international practices. The Company attaches its business practices to various standard systems including MS-QWL, ISO 14001, ISO 45001, ISO 9001, IATF 16949, ISO 5001 and ISO 56002; related laws and legal requirements or international standards; and the Industrial Standard Following Sufficiency Economy in Industrial Sector (TIS 9999). Such standard systems have been integrated and applied inside and outside the organization toward achieving sustainable development goals (SDGs).
3. Promotes the integration of vision, mission, and goal as well as work practices for sustainable business operation.
4. Ensures the presence of strategies, work practices and operating results are effectively and efficiently responsive to organization challenges.
5. Promotes analytic study of causes, driving forces, risks, and possible opportunities contributing to sustainability.
6. Reviews and assesses sustainable social environmental business development goals and plans, at least once a year.

Review of Vision, Mission, and Goal for Corporate Development Sustainability

For corporate sustainable development, the Company's Board of Directors stipulates that there shall be the review of the Company's vision, mission, and goals at least every 5 years. Executives and employees at every level shall perform their duties and responsibilities toward the same direction.

On 11 November 2022, the Company's Board of Directors and the management together reviewed and approved the Company's vision, missions, and business strategies. To sustain Company's CSR management, the review took into determination the then and potential economic situations, risk and capacity assessments under various circumstances and in alignment with TIS 9999 and ISO 56002:2019.

Corporate Aspiration

"Employees are happy and enjoy working."

The Company fully recognizes "**personnel as an important asset of the organization and full cooperation of such personnel can foster their best performance contributing to benefit the organization.**" For every employee to perform his/her best and create continuous development, the Company has instituted the said corporate aspiration since 2001.

Vision

"Business operation incorporating good governance with empathy, gaining access, **and continual collaborative innovation** development toward customers' satisfaction; treating shareholders, customers, business partners, and employees equally; responding to economy, environment, society, and safety; acts collectively against all forms of corruption."

Mission

To employees	Creating culture of work safety, environmental care, and service minded; applying technology and continual development of innovation to serve all clients
To stakeholders	Promoting excellent services for governance and satisfaction
To community/society	Caring for societies and environment

Shared Mission or Core Value

Abbreviated as SSSC which stands for:

- S   SAFETY FIRST
- S   SATISFACTION
- S   SOCIAL CARE
- C   CONTINUAL IMPROVEMENT

Organizational Culture

The Company's culture is teamworking with volunteer spirit to which every executive and employees adheres to which creates corporate resolution **"Employees are happy and enjoy working."**

Sustainable Organization Development Goals

The Company's sustainability development goal is "to become a balanced, stable, sustainable, and be happy organization." The Company strives to continuously develop its operation toward sustainable organization following the Sufficiency Economy Philosophy framework. On 28 February 2023, the Company's Board of Directors approved the sustainability goal and indicators as shown:

SUSTAINABLE ORGANIZATION

Balance Security Sustainability and Happiness

The sustainability development framework encompasses 7 steps undertaken by the Company with environmental, social, and corporate governance recognition. The Company is committed to carry out its social responsibility and environment as follows:

1. **CSR-in -process**

The Company regards its "employees" as key stakeholders being instilled understanding and awareness of social responsibility in alignment with human resources management policy stating "**It is an obligation of the corporation to create happy work life for employees**" focusing on **empathy, accessibility, and participatory development**. This has been set forth for employees facing difficulties to regain happiness at work. The Company is convinced that with such contribution, the corporate success and sustainable business growth are promising.

2. **Operation Following the International Standards**

To ensure the continual development of social responsibility, throughout 2023, the Company conducted its CSR within the frameworks of Quality Management Standard ISO9001, IATF16949, Environmental Management Standard ISO14001, Safety Standard ISO45001, Management Standard of Quality of Work Life MS-QWL1:2008, Thai Labor-Standard Certificate of Basic Level (TLS 8001-2546), Energy Management Standard ISO50001, and Innovation Management System ISO56002:2019.

In addition, the Company adopts the industrial product standards using the Guidance on Social Responsibility ISO26000:2010 as framework for practices by adhere to the 7 key principles 1. Accountability, 2. Transparency, 3. Ethical Behavior, 4. Respect for Stakeholder Rights, 5. Respect of the Rule of Law, 6. Respect of the International Norm of Behavior, 7. Respect for Human Rights.

So as to promote social responsibility and sustainability, since 2013, the Company has joined the Flagship Project with Department of Industrial Works, Ministry of Industry. Also enhancing knowledge and understanding on the Corporate Social Responsibility, Department of Industrial Works (CSR-DIW) which in turn contributes to corporate development to become socially responsible organization.

The compliance practice with ISO26000 and CSR-DIW has enable the Company to identify and analyze the advantage and disadvantage received by stakeholders stemming from the Company's operation. Subsequently, come up with the most suitable collaborative measure to reduce negative effect. Such measure is also in alignment with the principles of sufficiency economy applied by the Company that is Understanding, Gaining Insight and Access, and Engaging in Development. As a result, the Company has received honor award of CSR-DIW AWARD for 11 consecutive years (2013-2023).)

3. **The Philosophy of Sufficiency Economy toward Balanced and Sustainable Development**

Sustainable corporate business development and responsibility-transparency-fair based management to all stakeholders are interdependent. The Company, therefore, integrates principles of good governance, corporate governance, and corporate social responsibility into its decision-making process for sustainable business management that involves body of knowledge, morality, reasonableness, moderation, and mindful of risk or self-immunity as suggested by the philosophy of sufficiency economy

The Company sees the integration of philosophy of sufficiency economy into its business decisions leads to corporate success. The philosophy has been translated into moderation, reasonableness, and self-immunity-based practices along with be knowledgeable and ethical in pursuing every activity. This is to ensure the achievement of the Company's CSR operation against the set goals and objectives.

The Company has applied the TIS 9999, Volume 1-2556., by promoting knowledge and understanding of Sufficiency Economy Philosophy. Employees are encouraged to be thrifty, patient, perseverant, disciplined, self-reliant, considerable, generous, shareable, honest. The Company promotes the creation of work-life balance of employees and their family members as well as the preparation for life after retirement. Since 2014, the Company has applied the TIS 9999, the Approaches of Sufficiency Economy to the Industrial Sector to promote a development of individual personnel and organization. The standard of industrial sector's Sufficiency Economy Approaches are integrated into the Company's management and operation for balanced economy, society, environment, security, sustainable growth and happiness; being able to take on all changes and uncertainties. Since then, development has been proceeded as planned. As a result, the Company has received plaque and certificate from the Ministry of Industry in collaboration with Management System Certification Institute (MASCI) and the Thai Industrial Standards Institute (TISI) certifying that the Company has applied the Standard of Sufficiency Economy in Industrial Sector (TIS 9999 volume 1-2556) to its workplace for sustainable growth.

4. **Corporate Development toward Sustainable Development Goals (SDGs)**

The Company's Board and the CSR and Environment Committee resolved on 15 August 2023 that all activities shall be operated according to the Company's sustainable development goal. The operation shall adopt the 17 Sustainable Development Goals of the United Nation (SDGs) as inputs for the revision of work process in order to eliminate or minimize negative impact both socially and environmentally. Such process is deemed as a new business process corresponding to SDGs

The 17 SDGs consist of:

The 17 SDGs are categorized into 5 Ps. for development

Categories	Determinatives	SDG
1. People	• Life quality of human being	1, 2, 3, 4, 5
2. Prosperity	• Sustainable economic growth	7, 8, 9, 10, 11
3. Planet	• Natural resources and environment	6, 12, 13, 14, 15
4. Peace	• Peace, inclusive societies, and just	16
5. Partnership	• Partnership for sustainable development	17

Guidelines for Review and Improvement of Sustainable Policy and Targets

During the previous year, the Company reviewed the internal and external contexts taking into the account the potential issues and uncertainties that may impact the Company's industry as well as socio-economic, technology and political drives.

Force	Possibilities (Trend and Uncertainty)	Effect on Industry
Society	• World population expanding (+) • Birth of new culture. (N/A) • Sharp surge in crime. (-) • Labor immigration. (-) • Terrorist attacks. (-) • Rise of aging population and fall of labor force. (-) • Restricted employment on people with disabilities (-)	• Labor shortage resulted from rising aging population. • More immigrant workers employed. • Increasing crime rate. • Productivity not meeting target.
Technology	• "One stop production process". (+) • Introduction of new technology to boost productivity. (+) • Intake more robot. (+) • High efficiency of electrical appliances. (+) • IOT (Internet of Thing) (N/A) • Digital Economy (N/A) • Energy Saving (+)	• "One Stop Process." production • New technology to boost production efficiency. • More robots used. • High efficiency electrical appliances products. • Energy Saving
Economy	• Raw materials shortage in Japan, no imported steel to Thailand. (-) • Steel demand in decline due to manufacturing technology. (-) • Steel demand in decline due to global recession. (-) • Product innovation for competition and corporate survival. (+) • Consumption declines due to global recession. (-) • Fluctuation in business structure. (-) • Major world currency transition from U.S. Dollars to Chinese Yuans. (-) • More production demand due to economic expansion. (+) • More investment/ Higher production efficiency. (+) • More employment (foreign workforce) / (N/A) • Communication technology makes the world smaller. (+) • Customers self-manufacturing	• aw materials shortage in Japan affects the shortage of imported steel to Thailand. • Steel demand declines due to applying technology to production process. • Steel demand declines due to global recession. • Product innovation to increase competition and corporate survival. • Global recession affects consumption to decline. • Business structure faces fluctuation. • Economic growth leads to more production. • More investment, higher production efficiency.

Force	Possibilities (Trend and Uncertainty)	Effect on Industry
Environment	• Greater demand for energy and resources. (-) • Environmental degradation from poor waste mismanagement. (-) • More alternative energy use. (+) • Sharp rise of electronic waste. (N/A) • Global warming may cause severe flood. • Use of chemicals in production process.	• Higher demand of energy and resources • Environmental degradation from poor waste mismanagement. • More consumption of alternative energy. • Production disruption caused by flood.
Politics	• East-West dichotomy and trade barriers. (-) • Investors' confidence gained from political stability. (+) • Economic slowdown as a consequence of coup detat. (-) • Industrial reconstruction caused by political turmoil. (-) • Breakup of WTO members as a result of global politics. (-) • Separatist violence. (-) • Shift of modern great powers. (-) • Trade barriers. (-) • Change of Foreign Labor Law	• Investors have more confidence. • Industrial reconstruction effected from political turmoil. • Breakup of WTO members as result of global politics • Industrial labor shortage

The results of internal and external review were concluded as challenges, opportunities and treats for organization strategy formulation.

Challenge	Opportunity	Threat
1. Search for new quantity and quality raw materials	• New source of material supply	• material not meeting requirements
2. New product development to satisfy stakeholders' needs	• Expand market segments and customer groups • Add value to products	• Lack of R & D personnel.
3. Community relations	• Constant community activities • Several communities	• Vague communication
4. Natural resource and ecosystem conservation promotion	• Local government offices have natural resource conservation strategic plans in place	• community lacks awareness on natural resource conservation
5. Development and support of local culture and tradition conservation	• Active participation with and give support to local communities concerning cultural conservation • Develop local cultural attractions • Strengthen community relations	• Vague communication
6. Employees' Quality of Life	• External body to provide knowledge on life quality development	• Illegal business in the Company's neighborhood
7. Personnel preparation for mega change	• Recruit competent personnel to strengthen organizational capacity	• Competitors offer more attractive incentive
8. Production toward One Stop Process	• Reduce production cost • Increase production capacity and capability	• High capital investment • Variety of product sizes • Variety of lot sizes • Lack of study in every department
9. Renewable energy exploration and selection, to reduce cost and increase efficiency	• Long run reducible cost • reduce environmental pollution	• High cost, and time consuming at the initial stage • Installation constraint
10. Steel pallets to substitute wooden pallets	• Long run reducible cost • Trees conservation	• Require cooperation from customers • Loss of steel pallets
11. Safety Organization	• Confidence from customers	• Lack of support from sub-contractors

Operational Plan: Objectives, Indicators, and Targets

Strategy	Force to Corporate Practice	Objective	*Key Success Factor	Supporting Drive to Success	Key Performance Indicator	Uncertainty /Risk
Balance, Stability, Sustainability, and Happiness						
Find new supplier	Economy	To reduce importing cost of raw material	1. Designate Marketing Department to seek for domestic supplier at price compatible with quality 2. Design application to analyze trend of domestic and oversea raw material price movement	Database of raw materials usage of customers, and tendency of global consumption.	Percentage of raw material from new supplier	Long-distance, higher transportation cost
Participate community activities	Society	To promote community relations.	1. Gain support from community members 2. Grant scholarship to students in the community	Time and resource support from the Company's executives	Number of participations	Community accessibility constraint
Participate in soil, water, and forest conservation and rehabilitation	Environment	To conserve natural resources and ecosystem	1. Waste water treatment systems is in place. 2. Regular monitoring, analyzing, reporting and improving quality level of waste, dust, heat, light, and sound to acceptable levels.	1. ISO14001 in place. 2. ASPECT environment evaluation	1. Number of NC 2. Amount of moderate-high ASPECT risk.	Lack of water conservation consciousness among employees.
Improve employee quality of life.	Employee	Employees live quality life	1. Use a modified WHO questionnaire to assess employee life quality 2. Design application to analysis employees' quality of life	Supportive policy by executives	Percentage of poor quality of life	Employee lack life skills in saving and health care
Replace wooden pallets with steel pallets	Environment	To reduce wood consumption	1. Marketing Department seek mutual agreement with clients 2. Set up disbursement and recall system	Natural resource conservation campaign	Percentage of number of steel pallets used.	1. Lack of customers' Corperation. 2. Uncontrollable loss.
Safety organization	Society	To provide safety workplace to employees and sub-contractors	1. Safety awareness among employees and subcontractors 2. Institute safety standards 3. Performance evaluation against plan	Annual workplace safety plan	Number of accidents	1. Lack of awareness among employees and sub-contractors. 2. Lack of work and workplace safety

Sustainability Material Issues

In 2023, Sustainability Committee assessed the Company's sustainability performance taking into account the internal and external key success factors affecting its business operation. The GRI's principles: Sustainability Context, Materiality, Completeness were applied to define report contents corresponding to stakeholders' expectation directly and indirectly. The process in this regard includes 4 procedures.

1. **Materiality Identification**

Internal factors (business plan and targets) and external factors (trends of global change and stakeholder expectation) are determined with possible socio-economic and environmental impacts on corporate sustainability. Including the Sustainable Development Goals: SDGs that may impose socio-economic and environmental sustainable impact on the corporation.

2. **Materiality Priority Setting**

Priority setting takes into assessment the possible short-long term impacts on the Company's business operations and stakeholder interest. Accordingly, the scope of each sustainability material issue is defined recognizing internal and external impacts on the Company business and stakeholders.

3. **Verifying the Setting**

The prioritized significant sustainability material issues are verified and submitted to Sustainability Committee for consideration and consent prior to seeking approval from the Company's Board.

4. **Regular Review for Continuing Development**

Channels are opened for stakeholders' comments and recommendations concerning the disclosure of the Company's sustainability information. The comments and recommendations are used for improvement.

Conclusion: The 3 aspects of assessment results are illustrated as follows:

Economic		Social	Environmental
Corporate Governance • Disclose of significant information as expected by stakeholders • Bottom line practices shall comply with the provision of laws • Clear business expansion goals • Transparent business operations	• Risk and crisis management • Innovation for business and society • Supply chain management • Sustainable human resources development	• Employee care • Competency development for employees • Training and recruitment study • Fair treatment of labor and human rights • Health and safety in the workplace	• Environmental management • Effective use of resources

Strategic Management for Achievement 2022-2027

The "SSSC 3 Smart for Sustainable Cooperation" is the Company's strategy to drive business goals.

S. Smart People   :   Human Capital
S. Smart System   :   System Development
S. Smart Social   :   Social Care
C. Continuous Change   :   Sustainable Development

The strategy focuses on skill development of employees, introducing technology to product development, and community involvement for social and environmental care.

The strategies are defined based on the assessment results of sustainability material issues.

Aspect	Materiality	Strategy	Objective	Indicator	stakeholder	Responsible Dpt.
Economic	Sustainable business management development	Introduce Centralize Purchase System to business groups	To increase sales volume	Increasing number of business groups	Customers, partners	Marketing Dpt.
Economic	Risk & Criticality Management	Seek for new supplier	To prevent raw materials shortage	Number of new suppliers	Shareholders, Government sector	Marketing Dpt.
Social	Fair Treatment of Labor & Respect for Human Rights	Corporate safety culture	Safety for employees	Number of accidents	Employee, Community, Government sector	Administrative Dpt.
Social	Employee engagement		Be safety role model	Number of corpuses of knowledge		
Social	Occupational Health and Safety in the Workplace		Be a learning center for safety	Number of delegations paying study visit to the Company		
Economic	Corporate Governance / Good Corporate Governance	Empathy, accessibility, equality	Business transparency	Acquisition of assessment criteria for excellent	Shareholder, Employee, Government sector	Administrative Dpt.
Economic	Social and Business Innovation	Excel on truck safety	Be an excellent service provider	Assessment score from stakeholders	Customer,Partner, Community	Marketing Dpt. Production Dpt.
Social	Human Resources Development	Personnel development, language training	Continuous work improvement for Effective communication with foreigners	Number of Kaizen in the area, Toeic score	Employee	Marketing Dpt. Production Dpt.
Economic	Management of Supply Chain	Expand customer networks	Keep existing customers and increase sales	5 year sales plan (2022)	Customer, Supplier	Marketing Dpt.
Environment	Environmental Management	SOC , RoHS CFO and green network promotion	Management of environmental impact from product usage	System Implemented by 2017	Customer, Community	Marketing Dpt. Production Dpt.
Environment	Effective use of resources		Effective use of resources	System implemented by 2017		

In addition to the strategic implementation as afore- mentioned, in 2023, the Company reviewed its organization context for according strategies and sustainable organization development goals 2022-2027 as follows:

Strategic Issues

Strategies	Objectives	Indicators
1. Maintaining existing customers	To increase sales	5-year sales plan (2027)
2. Expanding customer base	To increase sales	5-year sales plan (2027)
3. Expanding network of existing customers	To maintain existing customers and increase sales	5-year sales plan (2027)
4. Finding new manufacturers	To prevent material shortages	Number of new manufacturers
5. Expanding the renovation unit	To respond to customers' needs for new roof or roof replacement while continuing their routine operations	Number of customers needing renovation
6. Employee Career Path	To demonstrate career advancement	Turn Over rate
7. Language training for marketing personnel	To increase communication skills with foreigners	Competency
8. Personnel development	Continuously improve work performance	Number of implemented Kaizen
9. Building safety culture	To become center for safety learning	Accident rate Corpuses of safety provided
10. Cultivating a service minded attitude	To become excellent service provider for internal and external customers	Evaluation scores by stakeholders
11. Innovation organization	To improve motivation and working conditions	New innovations and added value
12. Supplying air conditioners with EER	Energy efficiency of air conditioners not lower than that specified by DEDE.	The EER rating of air conditioners is not lower than that specified by DEDE
13. Solar Rooftop	To supply renewable energy for cost reduction and environmental care	Reduced electric power

Strategy and Corporate Culture for Sustainable Development

The Company institutes innovation for management to ensure corporate development and balanced growth, stability, sustainability, and be happy at work covering 6 aspects as follows:

1. **Good corporate governance**

The "Empathy, Accessibility, Equality" innovation emphasizes the disclosure of information that is fair, transparent, auditable, and respect rights and equality of all shareholders.

2. **Fair business competition and anti-corruption**

"Merit Driven Business Jointly Fight against All Forms of Corruption" innovation emphasizes fair and free trade competition, respect property of others, and promotes social responsibilities in business chain.

3. **Respect for human rights and fair treatment of labor**

The Company recognizes the respect for human rights to protect, respect, remedy; and ethical treatment of worker as factors adding value and productivity. Therefore, the Company conducts business in compliance with good governance and care for stakeholder, society, and environment with integrity, transparency, and fairness under its innovation policy stating "Corporation obligation is to ensure happy work life of employees"

4. **Consumer responsibility**

According to the policy statement concerning the quality that is "Customer Satisfaction, Quality Orientated, Continuous Human Resources Development." The "Satisfaction Comes First" become one of the Company's innovations.

5. **Community and Social Collaborative Development**

The "We Grow together with Community and Society" emphasizes mutual growth among corporate, community, and society.

6. **Care for Environment**

"SSSC for environment conservation and rehabilitation" innovation, the SSSC is spelled out as follows:
S. Stop Global Warming
S. Save Green Save Earth
S. Save Green World
C. Corporate Social Responsibilities

In conclusion, as a result of the Company's performance in line with the management and strategies of "SSSC 3 Smart for Sustainable Cooperation" which focuses on skill development, technology for product development, and community participation for social and environmental care, the Company has been listed in the Thailand Sustainability Investment (THIS) from 2015 to 2022 (8 consecutive years). Also, in 2023, the Company has passed the sustainability assessment by the Stock Exchange of Thailand or "SET ESG Ratings" and received a rating of BBB due to its outstanding ESG operatioin with consideration of stakeholders covering both society and environment aspects and the Award of Highly Commended in Sustainability from the SET in 2022.

In 2023, the Company continue adopted the TIS 9999 as framework for its business decision making aiming at sustainability development as suggested by SDGs.

Sufficiency Economy Philosophy for Sustainable Development Goals: SEP for SEGs
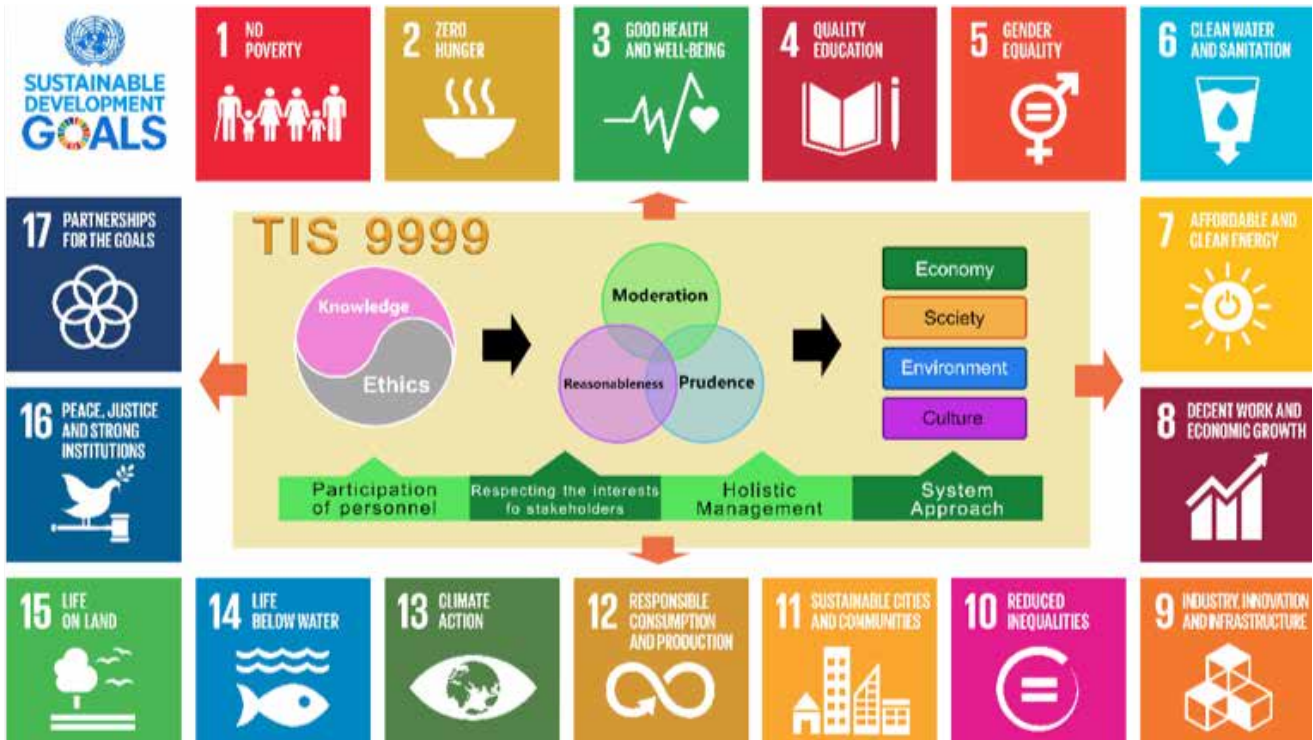
To visualize the goal and roadmap of sustainable growth through assessment following the CERES guidelines which are driving force for sustainable business network creation. In 2016-2017, the Company joined Roadmap for Organizational Sustainability Growth with Ministry of Industry and National Productivity Institute to acknowledge sustainability material issues and guideline to level up the Company toward sustainability while the working group to familiar with the tool for sustainability roadmap and implementation.

In 2023, the Company implemented as planned signifying corporate sustainability in 4 aspects.

| 4 Aspects of Corporate Sustainability Development Framework	
1. Sustainability Governance 　G1. BOARD OVERSIGHT 　G2. MANAGEMENT ACCOUNTABILITY 　G3. EXECUTIVE COMPENSATION 　G4. CORPORATE POLICIES AND MANAGEMENT 　　　SYSTEMS 　G5. PUBLIC POLICY	2. Stakeholders' engagement 　S1. MATERIAL ASSESMENT PROCESS 　S2. SUBSTANTIVE STAKEHOLDER DIALOGUE 　S3. INVESTOR ENGAGEMENT 　S4. C-LEVEL ENGAGEMENT 　S5. STRATEGIC COLLABORATION
3. Disclosure 　D1. STANDARD FOR DISCLOSURE 　D2. DISCLOSURE IN FINANCIAL FILI 　D3. SCOPE AND CONTENT 　D4. VEHICLES FOR DISCLOSURE 　D5. VERIFICATION AND ASSURANCE	4. Performance 　P1. OPERATIONS 　P2. SUPPLY CHAIN 　P3. TRANSPORTATION AND LOGISTICS 　P4. PRODUCTS AND SERVICES 　P5. EMPLOYEES

Sustainability Assessment Results of 2023 compared to 2022 according to the CERES guidelines, driving force for sustainable business network creation)
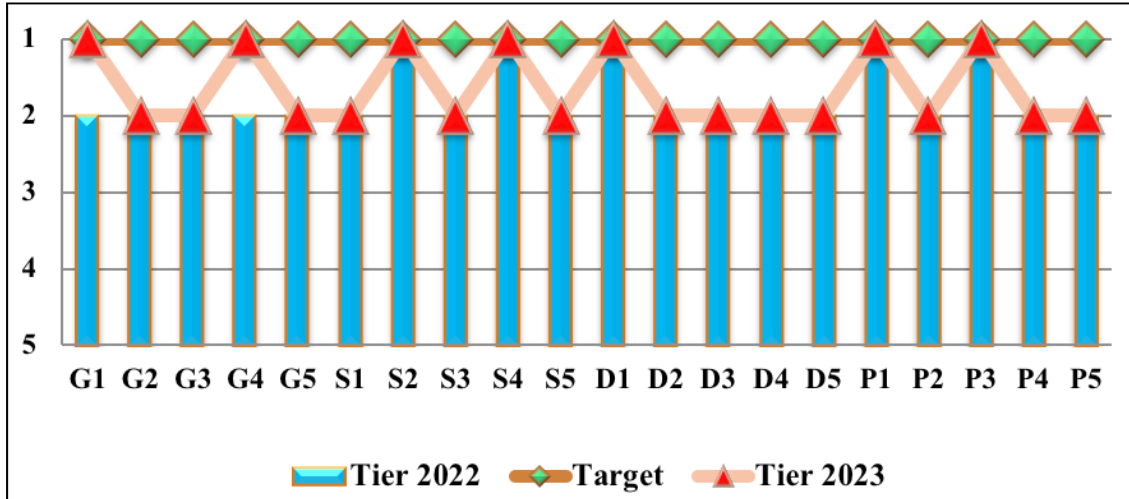
(According to the CERES guidelines, driving force for sustainable business network creation)

Tier	Corporate Development
1	Outstanding sustainability process and outcomes
2	Outcomes of clear procedures and continual improvement of the process
3	Clear & applicable roadmap and process for implementation toward sustainability, Process outcomes emerged
4	Inception application of sustainability concept

On 28 February 2023, the Company's Board, as presented by Sustainability Committee Development, resolved for the operational plan and targets of corporate sustainability development as follows:

1. Committed to implementation of corporate social responsibillity for sustainable development. (CSR for Corporate Sustainability):
   1.1 Green Industry Level 5: Green Network
   1.2 Management of greenhouse gases
   1.3 Reduce energy consumption and resource use
   1.4 Revise the improvement of the Human Rights - UN Global Compact Framework.
2. Committed to development by adopting the ISO 56002 innovation management system as a guideline for personnel development in idea creating and openness to new business models and methods (Innovation Organization):
   2.1 Social Innovation
   2.2 Process Innovation
   2.3 Product Innovation
   2.4 Business Innovation
3. Applying good corporate governance for listed company 2017 with the Company's supervision for the benefit of long-term fruitful business operation, the Company 's accountability for shareholders, social, economic and environmental responsibility as well as safety in workplace.
4. Implementation of standard system for ISO 9001, ISO 14001, ISO 9001, ISO 14001, ISO 50001, ISO 450001, and ISO 56002

5. Implementation of social responsibility in line with standard system of CSR - DIW
6. Revision and self-assessment for implementation regarding anti-corruption and human violation right.
7. Attaining 17 Sustainable Development Goals (SDGs)

Operation Plan for Organizational Development Sustainability 2022 - 2027

Phase	Activity	Objective	Target and Indicator
1	Workshop on Corporate Sustainability Development Assessment	Cultivate understanding details of the 4 aspects of sustainability frameworks and exercising corporate assessment	Assessment Score and Level of Development
	Required action: The Company is required to do self-assessment and apply the result into action		
2	Workshop on Self-Assessment and Improvement	Ability to apply self-assessment to draw roadmap and improvement plan toward sustainability	Assessment Score and Level of Development
	Required action: The Company prepares improvement plan for sustainability		
3	Monitoring workplace improvement plan	To monitor corporate development sustainability	Assessment Score and Level of Development

Corporate Sustainability Development Goals 2021-2025

No.	Subject Goals	Action Plan			Final Goal
		Y 2021	Y 2022	Y 2023	Y 2024 - 2025
1.	Sustainable Development Goals: SDGs (17 Goals)	• Resource Efficient Cleaner ProductionGoal 6,12, 13,15, 16 & 17 • Review and improve:- Goal 3, 7, 8, 9, 10, 12,16 & 17	Goal 3, 7,12,13,15, 16 &17	Goal 7, 8, 9, 10, 11	**Y.2024**: Goal 1, 2, 2 - 13, 16, 17 **Y.2025**: SDGs at every dimension.
2.	Green Industrial	1. Promote, create & connect environmental activities with stakeholders, (Supply chain, Community & Consumer) 2. Resource Efficient Cleaner Production. 3. Training Sustainable Supply Chain Management	1. Promoting the supply chain towards green industry	1. Promote community participation. Community development and 2. Work with the community in stimulating awareness and promoting knowledge and understanding on sustainable consumptio By giving importance and care to the environment	Green Industry Level 5: Green Network
3.	CSR for Corporate Sustainability 1. Corporate Governance 2. Human Rights 3. Labor Practices 4. Environment 5. Fair Operating Practices 6. Consumer Services 7. Community Involvement and Development	Integrating CSR, Accordance with SET's guidelines, DIW & SDGs • Management of Green house Gases • Reduce energy consumption & resource use • Revise the improvement of the Human Rights framework	CSR direction towards sustainability 1. Delivering shared value to customers 2. Dealing fairly and etically with suppliers	3. Supporting the local communities 4. Valuing ESG investors for greater impact 5. Collaborating with local government	Sustainable CSR
4.	Innovation Organization	• Set up a team of innovators • Develop a standard system for innovation management (ISO 56002) • Process Innovation	• Social Innovation,	• Product Innovation • Business Innovation	Establishing an Innovative Organization to Drive towards the Organizational Excellence

Performance toward Achieving Sustainable Development Goals

The Company has employed the Industrial Standard following Sufficiency Economy in Industrial Sector TIS 9999 to its business operations toward achieving sustainable goals. The administration and operation recognize moderation, reasonableness, and self-immunity with knowledge and virtue to strengthen the balanced development in economic, social, environmental, and cultural dimensions; secure sustainable growth and happiness; ability to take on all internal and external changes and uncertainties. Performance development toward SDGs is shown hereunder.

Action Towards Sustainable Development Goals: SDGs (Year 2023 - 2025)

Development Aspect	Sustainable Development Goals: SDGs
1. Corporate Governance	SDGs 10, 16, 17
2. Health & Safety	SDGs 3, 8, 17
3. Human Rights	SDGs 5, 8, 10, 16
4. Employee Caring and Development	SDGs 3, 8, 9, 10
5. Energy and Climate Change	SDGs 1, 3, 4, 7, 8, 9, 11, 12, 13, 17
6. Water Management	SDGs 1, 2 ,3, 4, 6, 9, 12, 14, 17
7. Material Use and Recycling Strategy	SDGs 9, 12, 14
8. Waste Management	SDGs 9, 11, 12, 17
9. Sustainable Products and Services	SDGs 7, 9, 12, 17
10. Sustainable Value toward Customer	SDGs 7, 9
11. Supplier Create Sustainable Value toward	SDGs 9, 10, 12
12. Biodiversity and Ecosystem	SDGs 2, 10, 12
13. Concern for Society and Community	SDGs 1, 2, 3, 4, 6, 7, 8, 11, 13, 14, 17

SUSTAINABLE ORGANIZATION
TOWARDS SUSTAINABLE DEVELOPMENT GOALS AT EVERY DIMENTION

Balance Security Sustainability and Happiness

3.2 Value Chain Management: of Stakeholder Impact

3.2.1 Value Proposition through Value Chain

1. Process/Procedures

The Company's operation focus on the participation of all departments in the business cycle, which results in cooperation throughout the value chain by engaging in social responsibility and environmentally-friendly management. The Company planning focuses on customer, personnel, information, process, business outcomes while recognizes short-long terms benefits to the organization and common interest.

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┌─────────────────────┐      ┌──────────────────────────────┐      ┌──────────────────────────┐
│ Supplies Purchasing │ ───► │            SSSC              │ ───► │  Truck Company Delivery  │
│                     │      │  Production Admin Marketing  │      │                          │
└─────────────────────┘      └──────────────────────────────┘      └──────────────────────────┘
           │                              │                                      │
           ▼                              ▼                                      ▼
┌──────────────────────────────────────────────────────────────────────────────────────────┐
│                       Responsible to Customer Social Environment                            │
└──────────────────────────────────────────────────────────────────────────────────────────┘
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The Company's purchasing orders are made for best quality of goods and services. Risk management covering environment, society, and corporate governance is in place for proper management against every level of risks. Minimum requirement according to labor law is taken into determination including child labor, illegal worker, migrant worker, environment, and quality control management system in order to reduce possible risk impact on quality, quantity, goods and service delivery as well as stakeholder's trust on Company's performances. Procurement policy is clearly defined. Partner, customer, and sub-contractor assessments are conducted every year to verify and prevent any violation or breach of the Company's procurement policy or rules or regulations. Screening and checking measures on business partners are stipulated to prevent the violation of human rights.

- The Company's manufacturing processes are continuously controlled and monitored toward sustainability by employing energy-saving technology, using high-performance devices, such as Inverter VSD and energy-saving light bulbs, wastewater treatment, Aspect assessment, resources exploitation.

- The Company's delivery system focuses on processes and concerned parties that responsive to customers, communities, and environment. In order to prevent hazards to customer, community and environment, capacity building for delivery truck sub-contractors is provided including safe drive, drug test, alcohol test, measures of blood pressure and body temperature, truck inspection on safety and pollution.

Integrative supply chain management is one of significant strategic factors for business sustainability. The Company places an importance and conducts its business with responsibility adhering to good governance principles recognizing social and environmental impacts to drive corporate sustainability development.

Business value chain of the Company consists of 2 types of value chain activities.

1. Primary activities consist of 5 interconnected activities according to the Company's business context.

   (1) Procurement management
   (2) Operation and production
   (3) Product distribution
   (4) Marketing and sale
   (5) After sale service

Procurement Management	Operation & Production	Product Distribution	Marketing & Sale	After Sale Service
1. Seek for raw material to meet customers' needs 2. Compare quality and price of each supplier for appropriate pricing to customers 3. Raw material control and management following FIFO for effective use of raw materials	1. Control system to avoid mistaking of raw materials for production 2. Production plan to ensure quality outputs with minimum waste and damage 3. Regular training to enhance working skills of employees and to cultivate awareness of compliancy	1. Transport planning to ensure timely delivery 2. Establish chain stores to reduce transportation cost and concentration of distribution areas	1. Provision of raw material specification and related information for customer prior to making purchasing order 2. . Provision of information to customer on similar raw material at less price or better quality	1. Responsible unit to receive compliant of product usage an to cooperate with concerned unit for further action 2. Conduct customer satisfaction survey every 6 months

2. **Support activities**

The activities are carried out to drive the primary activities to proceed continuously and effectively. The support activities consist of:

2.1 **Infrastructure:** The Company oversees and updates its key operation systems to facilitate management within the Company and be able to provide fast and accurate customer services. Teamwork is established to handle legal barrier or restriction affecting the procurement of Company's main raw material.
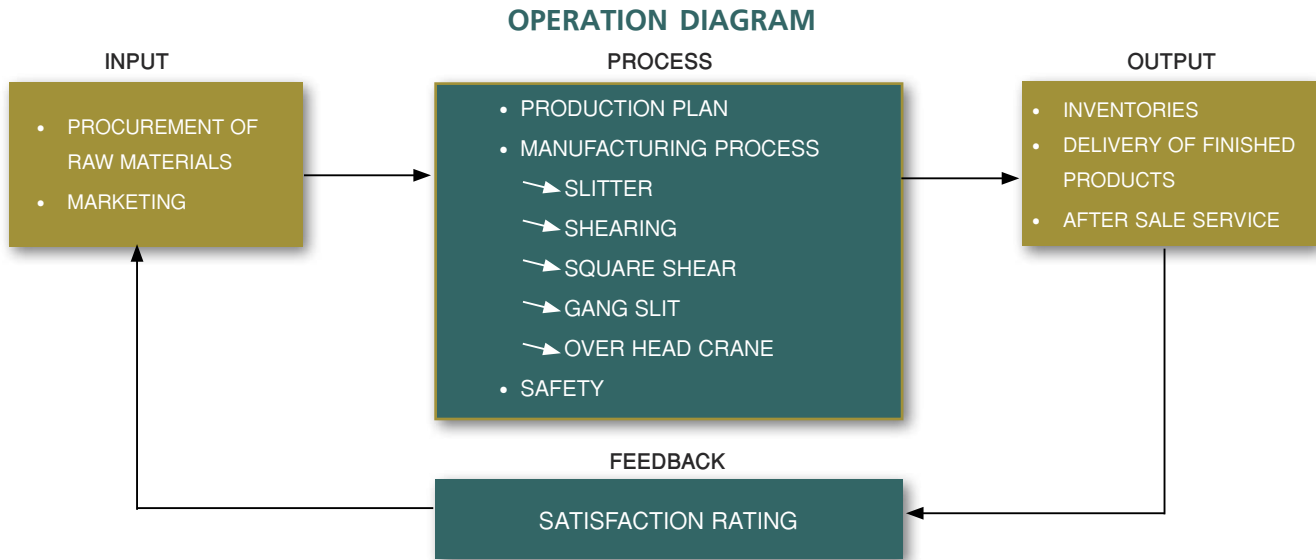
2.2 **Human Resources Management:** The Company press the utmost importance on human resources covering recruitment of competent personnel, provision of attractive welfare, well-being and benefits, training and development, career advancement to ensure employees' loyalty which is believe contributing to effective customer services.

2.3 **Procurement:** Provides state of the art machinery and equipment to facilitate work performance that is transparent and fair to customers. The Company is committed to trade with partners who support anti-corruption policy by which the Company strongly adheres to.

2.4 **Technology Development:** Improves production and delivery processes by employing modern technology to ensure timely customer services and enhance capacity enabling the Company to take on changing business circumstances. The Company adjusts the application software developed by its partners to suit the needs of the Company and its partners.

2. Operation

The Company efficiently applies information technology for procurement, marketing, planning/production, delivery, after-sale service, and satisfaction rating.

OPERATION DIAGRAM

INPUT	PROCESS	OUTPUT
• PROCUREMENT OF RAW MATERIALS • MARKETING	• PRODUCTION PLAN • MANUFACTURING PROCESS 　➤ SLITTER 　➤ SHEARING 　➤ SQUARE SHEAR 　➤ GANG SLIT 　➤ OVER HEAD CRANE • SAFETY	• INVENTORIES • DELIVERY OF FINISHED PRODUCTS • AFTER SALE SERVICE

FEEDBACK

SATISFACTION RATING

INFORMATION TECHNOLOGY SYSTEM

1. Marketing
   - 1.1 Forecast system support Kanban order
   - 1.2 Customer satisfaction assessment
   - 1.3 QR code for TIS

2. Inventory
   - 2.1 Material receive by barcode
   - 2.2 Stock location by barcode
   - 2.3 Product uploaded on truck by barcode
   - 2.4 Physical check by barcode
   - 2.5 Business Intelligence for inventory

3. Planning
   - 3.1 Auto cutting order schedule plan

4. Production
   - 4.1 Check coil match to cutting order by barcode
   - 4.2 Tool life system
   - 4.3 Work site control-
   - 4.4 Steel pallet control
   - 4.5 Equipment control

5. Quality control
   - 5.1 Claim data record and monitoring

6. Delivery
   - 6.1 Checking product on truck by barcode
   - 6.2 Auto delivery planning system
   - 6.3 Truck queuing
   - 6.4 Transport inquiry via web

7. Safety
   - 7.1 Safety operation procedure

8. Purchase
   - 8.1 Online purchase order system

9. Human resource
   - 9.1 Stationary control

3. **Participative Management of Customers, Partners and Stakeholders Customers**

Customers

The Company contacts its customers in person for mutual benefits. The contact helps the Company gaining better understanding of customers' needs and information concerning products and services as well as complaints (if any). What the Company has done includes:

- Setting fair and reasonable prices for its products and services;
- Providing accurate and complete information about its products and services;
- Managing customer relations both before and after sale to maximize customer satisfaction with its products/services.

Partners

- The Company participates with partners through transparent process in compliance with procurement regulations and procedures set forth and disclosed to the Company's personnel to strictly adhere to. Such process is honestly and equally communicated to partners with competitive opportunity provided as appropriate based on fairness and confidentiality.
- The Company supports activities associated with its business in order to achieve joint market development.
- Risk management assessment for business partner is conducted realizing environmental, social, corporate governance impacts. Analyzing partners' business and encourage them to participate in capacity building activity for their sustainable business operations and growth as well as running business with the Company in a long run.

Competitors

- Competition must be subject to legal framework, ethics and business code of conduct.
- Be able to jointly carry out activities that yield social benefits.

Delivery

- Selection of shippers applying strict, fair and standard investigation measures; equal job distribution to shippers; safe driving training for truck drivers; measures for drug and alcohol tests and primary health checkup before commencing the work to prevent accidents during transportation.

Outcomes

- The entrepreneurs earn incomes and stability; personnel improve expertise.
- The organization has drivers equipped with work capacity and awareness, less accidents during freight transport which in turn reduce negative impacts on environment.

Subcontractors

- Capacity based selection of subcontractors.
- Training and development for subcontractors.
- Drug tests for subcontractors.

Mutual benefits

- Work capacity of subcontractor improved.

Suppliers of raw materials and consumable materials
- Joint meeting with suppliers for mutual development.
- Assessment of supplier delivery time.

Community
- Dialogue held with local community to identify community needs for continuous cooperation in community development implementation and follow up as mentioned in the "Participative Community and Social Development" section.

Society
- Support of social activities such as education, job promotion, and disadvantaged persons.

Shareholders
- Fair and consistent benefit sharing.
- Transparent and auditable management.
- Support of social activities for social and organizational benefits.

Executives and Employees
- Treats executives and employees as family members.
- Promotes quality of life for executives and employees.
- Encourages the effective use of resources.
- Promotes personal financial management, such as savings, household accounts, and financial planning.
- Promotes sports and recreation.
- Encourages executives and employees to actively and cooperatively engage in social activities.
- Promotes social activities arrangement with care, circumspect, and reasoning.
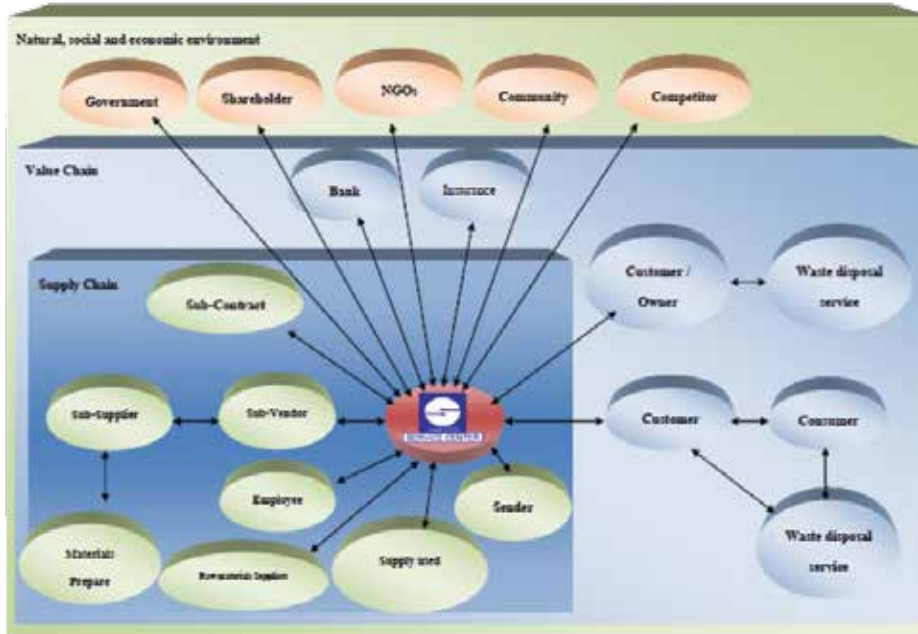
3.2.2 Analysis of Stakeholders in Value Chain

Stakeholders/ Analysis of Stakeholders

Stakeholder engagement is regarded as key component in Company's sustainability strategy to ensure existing and potential risks and opportunities are identified with according prioritization to facilitate policy development.

The Company organizes dialogues within the organization to review stakeholder register and to assess relevant benefits and impacts for subsequent stakeholder priority setting consisting of shareholder, employee, customer, partner, competitor, shipper, raw material supplier, subcontractor, community, society, creditor, consumer and government sector.

The Indicator of stakeholders

The Company sets goals and formulates comprehensive operational plans responsible for stakeholder toward sustainability development.   Analysis of stakeholder expectation and related issues in business value chain is conducted aiming at quality and safe product development. Also, to support the use of social responsibility products, promote physical and mental health and safety of every employee focusing on Zero Accident; ensures employees' happiness and enjoyment at work as well as international quality standard product delivery.

Stakeholder Expectation Analysis and Management

Stakeholder	Expectation	Management
Customer	Quality products at reasonable price, timely delivery	Product quality control according to standards, minimize production loss.
Partner	Accurate and effective procurement systems with fair and equal treatment to all partners	• Development for effective procurement systems • Adhering to fair and equal treatment to all partners, business contract with partners shall reach mutual benefits
Competitor	Honest and ethical competition	Treats competitor according to the laws and ethical trade code of conduct
Creditor	Receive payment in full and on time	• Comply with terms of agreement made with creditor
Employee	Work safety, job security, and career advancement	Adheres to human rights, labor law, and promotes training and development
Shareholder	Good returns of investment	Dividend
Society, community and environment	Make contribution for the betterment of society, production process not affect environment	• Conducts social and community activities as see appropriate • Comply with environmental laws and management standards