

ESG Performance

Company Name : DEXON Technology Public Company Limited Symbol : DEXON

Market : mai Industry Group : Services Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

1. Comply with the laws and other requirements related to the company's operating activities strictly.
2. Focus on waste management by collecting, sorting, disposing properly and improving the company environment in order to prepare for emergency response.
3. Follow up and review the objectives that have been established appropriately and efficiently to continually improve the environmental management system.
4. Protect the environment by focusing on the prevention of pollution caused by the company's operating activities both directly and indirectly.
5. Promote and support employees to be aware of the environment, reducing the use of resources, energy, and consumables efficiently by communication on environmental management will be published to all employees including contractors and related external agencies.
6. The Company will cooperate and promote safety activities including environmental conservation with stakeholders and support the environmentally friendly procurement of products and service.

Information on review of environmental policies, guidelines, and/or goals over the past year

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

KPI Target: Reduce electricity consumption 3.5%
Reduce GHG emission 5%

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

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

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO)

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	50.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy management focuses solely on reporting for Dexon Technology Public Company Limited.

The company is focused on increasing the use of clean energy to reduce pollution emissions into the environment. In 2024, the company plans to use clean energy up to 31%.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 721,053.04 Kilowatt-Hours	2024 : Reduced by 80,865.04 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

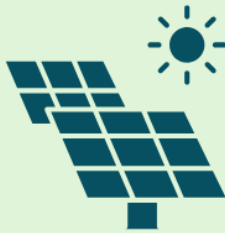
Reduce electricity consumption by up to 11% compared to the base year 2023.

Diagram of performance and outcomes in energy management

การลดการใช้พลังงาน 11.21% เมื่อเทียบกับปี 2566 การใช้พลังงานลดลงถึง 11.21%



เมื่อเทียบกับปี 2566 ผ่านการปรับปรุงประสิทธิภาพการใช้พลังงาน
ในกระบวนการผลิตและดำเนินการ
เพื่อให้มีการใช้พลังงานอย่างมีประสิทธิภาพมากขึ้น



การใช้พลังงานสะอาด สัดส่วนการใช้พลังงานสะอาดคิดเป็น ร้อยละ 31.34 ของพลังงานทั้งหมด

แสดงถึงการพัฒนาอย่างยั่งยืนโดยผสมผสานการใช้
พลังงานหมุนเวียนในกระบวนการต่าง ๆ เพื่อลดผลกระทบต่อสิ่งแวดล้อม

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	651,356.03	797,726.44	932,326.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	651,356.03	721,053.04	640,188.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	76,673.40	292,138.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,998.02	1,885.88	2,081.08

Additional explanation : ⁽¹⁾ Exclude electricity consumption outside of the Company

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	3,137,485.35	3,865,155.15	3,033,735.00
Percentage of total electricity expense to total expenses (%) ^(**)	0.64	0.66	0.44
Percentage of total electricity expense to total revenues (%) ^(**)	0.51	0.60	0.40
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	9,624.19	9,137.48	6,771.73

Additional explanation : ⁽¹⁾ Exclude electricity expense outside of the Company

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	77,122.03	82,534.20	93,028.18
Gasoline (Litres)	1,260.92	7,397.01	3,444.82
LPG (Kilograms)	90.00	30.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	2,638,192.40	2,948,297.51	3,004,387.01
Percentage of total fuel expense to total expenses (%) ^(**)	0.54	0.50	0.43
Percentage of total fuel expense to total revenues (%) ^(**)	0.43	0.46	0.40

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	651.36	797.72	932.33

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00106698	0.00123161	0.00123103

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	50.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water management in 2024: This report focuses on recording data solely under Dexon Technology Public Company Limited.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

A Plug & Go wastewater treatment system has been implemented for wastewater treatment, which is an innovative, environmentally friendly solution that also helps maintain water quality before being discharged to the public.

Diagram of performance and outcomes in water management



Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	3,255.00	3,759.00	4,948.00
Water withdrawal by third-party water (cubic meters)	3,255.00	3,759.00	4,948.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	9.98	8.89	11.04
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01	0.01	0.01

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

Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	2,604.00	3,007.20	4,460.00
Wastewater discharged to surface water (cubic meters)	2,604.00	3,007.20	4,460.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	651.00	751.80	488.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00106639	0.00116071	0.00064434

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	99,240.93	114,559.42	223,031.57
Total water withdrawal expense from third-party water (Baht)	99,240.93	114,559.42	223,031.57
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.02	0.02	0.03
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.02	0.02	0.03
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	304.42	270.83	497.84

Additional explanation : ⁽¹⁾ Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	50.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

End-of-waste management to align with the principles of Zero Waste, with a focus on reporting under Dexon Technology Public Company Limited only.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

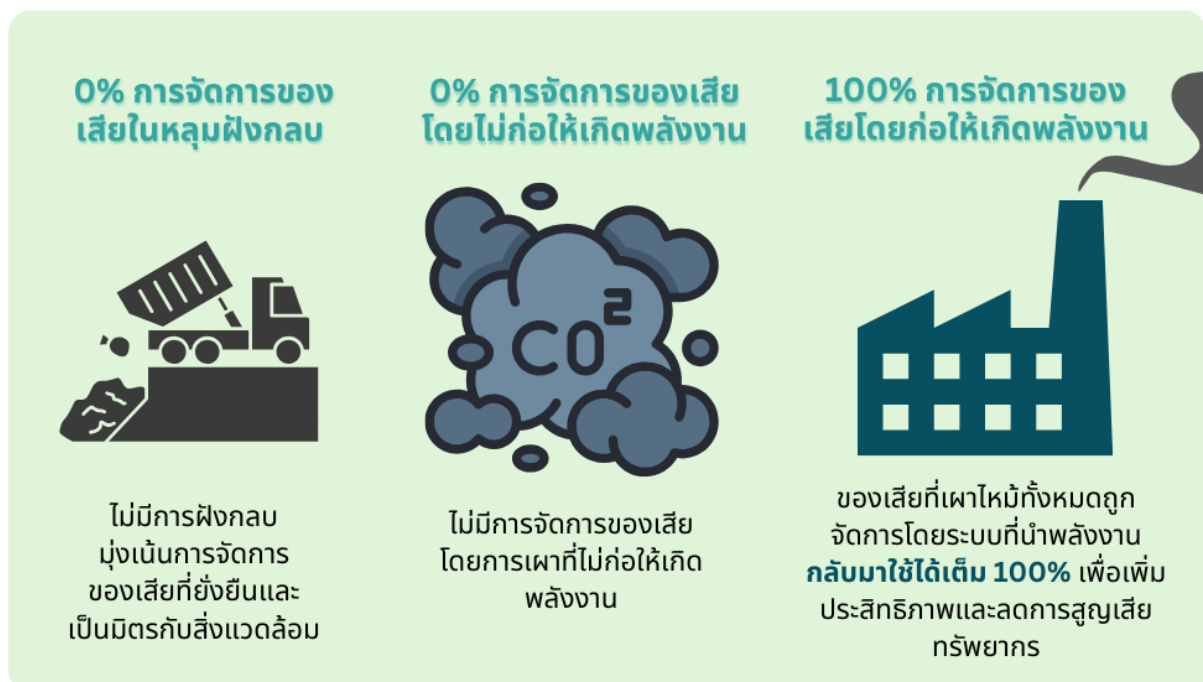
Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Plastic bottles generated within the company have been included in the WeCycle program in collaboration with WHA and PTT GC

Diagram of performance and outcomes of waste management



Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	59,050.00	35,300.00	48,145.00
Total non-hazardous waste (kilograms)	7,830.00	12,670.00	27,740.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	N/A	N/A	27,740.00
Total hazardous waste (kilograms)	51,220.00	22,630.00	20,405.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.10	0.05	0.06
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.02	0.04
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.08	0.03	0.03

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

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

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	59,050.00	28,320.00	14,138.50
Reused/Recycled non-hazardous waste (Kilograms)	7,830.00	9,530.00	14,138.50
Reused/Recycled hazardous waste (Kilograms)	51,220.00	18,790.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	100.00	80.23	29.37
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	100.00	75.22	50.97
Percentage of reused/recycled hazardous waste to hazardous waste (%)	100.00	83.03	0.00

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	16.67

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

In 2024, the company conducted a review of carbon dioxide emissions for the year 2023 to ensure accuracy in determining the company's base year data. The company focuses on recording data within Dexon Technology Public Company Limited only.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Other Greenhouse Gas Emission Reduction Target

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2023 : Greenhouse gas emissions 656.00 tCO ₂ e	2024 : Reduced by 3.5% in comparison to the base year	-

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Frpm the Solar Roof installation activity, the GHG emissions decreased from 693 tCO₂ to 656 tCO₂ (-5.3%), with data recorded solely under Dexon Technology Public Company Limited.

Diagram of performance and outcomes in greenhouse gas management

การลดการปล่อยก๊าซ เรือนกระจก -3.5% เมื่อเทียบกับ กับปี 2566



ลดการปล่อยก๊าซเรือนกระจก
3.5 % เมื่อเทียบกับปี 2566
สะท้อนถึงความพยายาม
ในการลดผลกระทบต่อสิ่งแวดล้อม

ปีฐาน 2566 ได้รับการตรวจสอบ
จาก บริษัท ECEE จำกัด

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	4,257.57	670.74	636.29
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	3,909.80	251.02	263.64
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	323.64	419.72	372.65
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	24.13	0.00	0.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.006974	0.001036	0.000840
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	13.06	1.59	1.42

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : ECEE Company Limited

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	34.45
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	34.45

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : DEXON Technology Public Company Limited Symbol : DEXON

Market : mai Industry Group : Services Sector : SECTOR 0

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination

1. The company acknowledges and respects the human rights of all employees and stakeholders involved in the company's business operations, treating each other with respect, dignity, and equality in all aspects of ideology and perspectives on various issues, including race, skin color, religion, gender, nationality, age, disability, or any other status without discrimination.
2. The company undertakes its responsibilities with due diligence to prevent the risk of human rights violations in its business operations. This includes integrating human rights practices as an integral part of business operations. This includes integrating human rights practices as an integral part of business operations in all aspects throughout the value chain.
3. The company will not engage in activities that violate human rights, especially those involving forced labor, illegal cross-border labor practices, child labor, human trafficking, and infringements on personal data rights.
4. The company will treat its employees with humanity, free from physical violence, sexual harassment, physical and mental threats, and verbal abuse, and ensure hygiene standards, workplace safety, and an environment conducive to working.
5. The company will communicate, educate, and disseminate its policies and practices to employees, partners, business associates, and stakeholders involved in business operations throughout the value chain to promote ethical business practices, respect for human rights, and adherence to the principles of this policy.
6. The company actively monitors and addresses issues regarding respecting human rights, not ignoring or neglecting any actions that constitute human rights violations. Upon encountering such incidents, it is mandatory to report them to the supervisor or responsible individuals and cooperate in investigating the facts. If there are any doubts or questions, employees should consult with their supervisors or responsible individuals through the communication channels provided by the company. Additionally, protective measures shall be implemented to safeguard complainants or individuals cooperating in reporting human rights violations.
7. Individuals committing human rights violations are considered to be acting against business ethics and will be subject to disciplinary action as per the company's regulations. Moreover, they may face legal consequences if their actions violate the law. Ignorance of this policy and/or relevant laws cannot be used as an excuse for non-compliance.

Reference link for social and human rights policy and guidelines : <https://www.dexon-technology.com/assets/pdf/CMP-026-Human-Rights-Policy.pdf>

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

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

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination

In 2024, the company has developed and announced a human rights policy (refer to document number CMP-026), which has been effective on February 28, 2024)

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on other social management

Plans, performance, and outcomes related to other social management

The company conducts its business with a strong commitment to Corporate Social Responsibility (CSR), ensuring that all operations are carried out with transparency, accountability, ethics, respect for human rights, and consideration for stakeholders' interests. The company actively supports social and community development activities, reinforcing its dedication to responsible and sustainable business practices.

The company also recognizes that employees are the key driving force behind the company's success and long-term growth. Given the specialized expertise required in inspection services and engineering solutions, the company considers it a fundamental mission to enhance employee potential, ensuring they achieve peak performance while maintaining a healthy work-life balance. The company implements the following strategies to foster employee growth and engagement:

- Establishing an organizational structure that provides a clear career path for long-term employee development
- Encouraging employees to continuously develop their knowledge and skills
- Cultivating employee pride in their work and responsibilities, fostering a culture of recognition and appreciation
- Creating a workplace atmosphere that encourages innovation, proactive action, and open communication

The company's social responsibility guidelines cover the following areas:

1. Respect for Human Rights
2. Fair Labor Practices
3. Environmental Protection
4. Community and Social Development

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

The company also recognizes that employees are the key driving force behind the company's success and long-term growth. Given the specialized expertise required in inspection services and engineering solutions, the company considers it a fundamental mission to enhance employee potential, ensuring they achieve peak performance while maintaining a healthy work-life balance. The company implements the following strategies to foster employee growth and engagement:

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Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	No
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Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management	:	No
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Diagram of performance and outcomes for employee and labor management



Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	326	423	448
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	326	423	448
Male employees (persons)	227	287	293
Percentage of male employees (%)	69.63	67.85	65.40
Female employees (persons)	99	136	155
Percentage of female employees (%)	30.37	32.15	34.60

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	119	157	149
Percentage of employees under 30 years old (%)	36.50	37.12	33.26
Total number of employees 30-50 years old (Persons)	194	249	276
Percentage of employees 30-50 years old (%)	59.51	58.87	61.61
Total number of employees over 50 years old (Persons)	13	17	23
Percentage of employees over 50 years old (%)	3.99	4.02	5.13

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	82	98	99
Percentage of male employees under 30 years old (%)	36.12	34.15	33.79
Total number of male employees 30-50 years old (Persons)	137	177	178
Percentage of male employees 30-50 years old (%)	60.35	61.67	60.75
Total number of male employees over 50 years old (Persons)	8	12	16
Percentage of male employees over 50 years old (%)	3.52	4.18	5.46

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	37	59	50
Percentage of female employees under 30 years old (%)	37.37	43.38	32.26
Total number of female employees 30-50 years old (Persons)	57	72	98
Percentage of female employees 30-50 years old (%)	57.58	52.94	63.23
Total number of female employees over 50 years old (Persons)	5	5	7
Percentage of female employees over 50 years old (%)	5.05	3.68	4.52

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	242	341	359
Percentage of employees in operational level (%)	74.23	80.61	80.13
Total number of employees in management level (Persons)	81	78	82
Percentage of employees in management level (%)	24.85	18.44	18.30
Total number of employees in executive level (Persons)	3	4	7
Percentage of employees in executive level (%)	0.92	0.95	1.56

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	179	236	241
Percentage of male employees in operational level (%)	78.85	82.23	82.25
Total number of male employees in management level (Persons)	46	48	47
Percentage of male employees in management level (%)	20.26	16.72	16.04
Total number of male employees in executive level (Persons)	2	3	5
Percentage of male employees in executive level (%)	0.88	1.05	1.71

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	63	105	118
Percentage of female employees in operational level (%)	63.64	77.21	76.13
Total number of female employees in management level (Persons)	35	30	35
Percentage of female employees in management level (%)	35.35	22.06	22.58
Total number of female employees in executive level (Persons)	1	1	2
Percentage of female employees in executive level (%)	1.01	0.74	1.29

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	3	2	2
Percentage of disabled workers to total employment (%)	0.92	0.47	0.45
Total number of employees with disabilities (Persons)	3	2	2
Total male employees with disabilities (persons)	N/A	N/A	1

	2022	2023	2024
Total female employees with disabilities (persons)	N/A	N/A	1
Percentage of disabled employees to total employees (%)	0.92	0.47	0.45
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	257,730,000.00	277,750,000.00	291,750,000.00
Average remuneration of employees (Baht / Person)	790,582.82	656,619.39	651,227.68

Provident fund management policy

Provident fund management policy : Have

For employees of Dexon Group in Thailand, the company has established a provident fund (PVD) managed by SCB Asset Management Co., Ltd., in accordance with the Provident Fund Act B.E. 2530 (1987) and its amendments. The fund has been in place since October 1, 2011, as an incentive for employees to remain with the company and secure their future financial well-being.

Employees can choose to contribute between 4% and 10% of their salary based on their tenure, and the company matches the contributions at the same rate.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons) ⁽¹⁾	162	200	225
Proportion of employees who are PVD members (%) ⁽²⁾	49.69	49.30	51.14
Total amount of provident fund contributed by the company (baht) ⁽³⁾	N/A	N/A	15,770,998.88
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	N/A	N/A	5.41

Remark: ⁽¹⁾ Only employees of Dexon Group in Thailand are included in the provident fund data (excluding executives).

⁽²⁾ Only employees of Dexon Group in Thailand are included in the provident fund data (excluding executives).

⁽³⁾ Only employees of Dexon Group in Thailand are included in the provident fund data (excluding executives).

Information on employee development

Employee training and development

	2022	2023	2024
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	2022	2023	2024
Employee development plans as part of annual performance reviews	-	Yes	Yes
Average employee training hours (Hours / Person / Year)	56.00	64.00	41.00
Total amount spent on employee training and development (Baht) ⁽⁴⁾	11,777,408.00	16,182,092.00	10,343,877.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.024134	0.027544	0.014882
Percentage of training and development expenses to total revenue (%) ^(*)	0.019292	0.024984	0.013658

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

Remark: ⁽⁴⁾ Only employees of Dexon Group in Thailand

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours) ⁽⁵⁾	828,672.00	931,008.00	1,045,258.00
Total number of hours worked by employees (Hours)	828,672.00	931,008.00	1,030,624.00
Total number of hours work by non-employee (Hours)	N/A	N/A	14,634.00

Remark: ⁽⁵⁾ Only employees of Dexon Technology Public Company Limited are included in this report.

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases) ⁽⁶⁾	0	0	2
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	2
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.45
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	0.00

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

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

Remark: ⁽⁶⁾ Only employees of Dexon Technology Public Company Limited are included in this report.

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	56	66	74
Total number of male employee turnover leaving the company voluntarily (persons)	37	43	50
Total number of female employee turnover leaving the company voluntarily (persons)	19	23	24
Proportion of voluntary resignations (%)	17.18	15.60	16.52
Percentage of male employee turnover leaving the Company voluntarily (%)	11.35	10.17	11.16
Percentage of female employee turnover leaving the Company voluntarily (%)	5.83	5.44	5.36
	2022	2023	2024
Evaluation result of employee engagement	No	No	No

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee, Other : -

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No

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

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

Information on customer management plan

Customer management plan

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

The company has set goals to develop customer satisfaction levels and strengthen relationships with customers. Additionally, the company has a policy to protect the personal data of stakeholders in the business value chain, including safeguarding customer personal information.

Information on setting customer management goals

Setting customer management goals

- Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customers Satisfy	2023: -	2024: Customer satisfaction more than 90%

Information on performance and results of customer management

Performance and outcomes of customer management

- Performance and outcomes of customer management : Yes

Commitment to Customer Responsibility

The company is committed to providing high-quality services at fair pricing, maintaining strict confidentiality of customer information, and continuously seeking new ways to enhance customer benefits. The company operates under a customer responsibility management and development policy, integrated into its operational processes and employee

activities across departments.

This commitment is upheld through the company’s quality management system, which adheres to the ISO 9001:2015 standard, ensuring continuous process improvement. The company regularly conducts customer satisfaction surveys to evaluate service quality. Additionally, the company has a dedicated software development team that enhances internal process controls, data storage, and verification systems to reduce errors in data transmission.

To ensure compliance with regulations, policies, and corporate guidelines, the company has established an internal compliance audit team. The company also develops tools and systems that improve operational efficiency. Notably, in 2024, the company reported no major non-compliance issues with legal or regulatory requirements.

Thai Private Sector Collective Action Against Corruption (CAC)

The company demonstrates a strong commitment to anti-corruption and recognizes the importance of ethical and transparent business practices. As part of this commitment, the company signed the Declaration of Intent to Join the Thai Private Sector Collective Action Against Corruption (CAC) on July 17, 2023. Subsequently, on December 30, 2024, the company received official certification as a CAC member.

This achievement reflects the company’s unwavering dedication to transparent and fair business practices and its active opposition to all forms of fraud and corruption.

Customer Relations

The company is committed to ensuring customer satisfaction and confidence by delivering high-quality products that meet customer requirements and by fulfilling contractual obligations transparently and completely. This approach aims to maintain a strong and sustainable relationship between the company and its clients.

To achieve this, the company has established policies, objectives, and operational plans that include various activities, such as:

Regular customer visits, customer satisfaction surveys for all projects, a formal complaint-handling process for product- and service-related issues via the Dexon website.

Additionally, product quality and service performance are continuously monitored, with all complaints being analyzed and addressed to improve product and service quality. The company also follows up on problem resolution progress and reports the results accordingly. In 2024, the company’s overall customer satisfaction score averaged 92.49%, exceeding the target of 90%.

The company’s customer satisfaction survey assesses eight key areas, as follows: 1. competence, experience, and expertise of inspectors; 2. inspection quality and adherence to delivery timelines; 3. team management and punctuality in service delivery; 4. reporting and resolution of issues encountered during operations; 5. technical support and consultation before and after service; 6. standards, quality, accuracy, and condition of inspection equipment; 7. standards of personal protective equipment (PPE); 8. safety awareness and compliance with regulatory and quality system standards.

Innovation for Sustainability

The company is committed to developing technology and continuously innovating inspection and engineering services to align with and support the future business plans of its customers.

In 2024, the company successfully developed a **high-resolution ultrasonic transducer**, an advanced non-destructive pipeline crack inspection system. This highly durable transducer can withstand extreme pressure and precisely detect pipe thickness variations and internal cracks as small as 1 millimeter. Additionally, it reduces the risk of hazardous incidents in pipelines, which could otherwise impact the environment.

As a result of this breakthrough, the company was awarded the "Best Innovative Company Award" for the second consecutive year at the SET Awards 2024, hosted by the Stock Exchange of Thailand (SET) in collaboration with Money & Banking Magazine.

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company’s channels for receiving complaints from : Yes
 customers/consumers
 Telephone : -

Fax : -
Email : whistleblowing@dexon-technology.com
Company's website : <https://www.dexon-technology.com/>
Address : 78/4-5 Moo 6, Sukhumvit Road, Ban Chang, Rayong,
21130, Thailand

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Forests and natural resources, Occupational health, safety, health, and quality of life, Water and sanitation management

The company conducts its business with a strong commitment to Corporate Social Responsibility (CSR), ensuring that all operations are carried out with transparency, accountability, ethics, respect for human rights, and consideration for stakeholders' interests. The company actively supports social and community development activities, reinforcing its dedication to responsible and sustainable business practices.

The company also recognizes that employees are the key driving force behind the company's success and long-term growth.

Given the specialized expertise required in inspection services and engineering solutions, the company considers it a fundamental mission to enhance employee potential, ensuring they achieve peak performance while maintaining a healthy work-life balance. The company implements the following strategies to foster employee growth and engagement:

- Establishing an organizational structure that provides a clear career path for long-term employee development
- Encouraging employees to continuously develop their knowledge and skills
- Cultivating employee pride in their work and responsibilities, fostering a culture of recognition and appreciation
- Creating a workplace atmosphere that encourages innovation, proactive action, and open communication

The company's social responsibility guidelines cover the following areas:

1. Respect for Human Rights
2. Fair Labor Practices
3. Environmental Protection
4. Community and Social Development

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target	Indicators	Base year	Target year
• Others : Strengthen relationships with stakeholders through the implementation of a community service project	Number of ESG Projects	-	2025: 8 Projects
• Employment and professional skill development	Provide training Courses related to the development skill of employee in average 2 courses per year.	-	2025: Number of training courses for employee skill development organized within 2025 will average 2 courses per year
• Occupational health, safety, health, and quality of life	ZERO Lost time injury frequency of employee and business partners. (LTIF)	-	2025: 0 LTIF

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The company has developed a plan for Social & Sustainability to consolidate activities related to the community and various sustainability efforts for the year 2024.

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

Does the company measure the non-financial benefits from social development? : Yes

	2022	2023	2024
Community forest (Places)	0.00	0.00	1.00

Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	N/A	N/A	41,310.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	N/A	N/A	0.005943
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	N/A	N/A	0.005454

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

Remarks - This document is automatically generated based on information processed as received from the listed company on “as is” basis. The Stock Exchange of Thailand (“SET”) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : DEXON Technology Public Company Limited Symbol : DEXON

Market : mai Industry Group : Services Sector : SECTOR 0

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The company is committed to being a global leader in providing comprehensive engineering inspection services and developing technological innovations for pipeline integrity assessment. To achieve this goal, in addition to delivering high-quality products and services, the company recognizes the importance of good corporate governance. It conducts business with ethics, integrity, transparency, accountability, and fairness to all stakeholders, ensuring that these principles guide its operations. The company aims to achieve sustainable long-term performance, maintain credibility with shareholders and stakeholders, and create lasting value to enhance its competitiveness and growth.

The Board of Directors places great emphasis on corporate governance by establishing corporate governance policies, a corporate governance handbook, and a code of ethics and business conduct. These serve as best practices for directors, executives, and employees at all levels and are publicly available on the company's website. The company adheres to the Corporate Governance Code for Listed Companies 2017 (CG Code) in alignment with the regulations of the Stock Exchange of Thailand.

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

The Board of Directors is responsible for ensuring that the nomination and selection of directors follow a transparent and well-defined process to appoint directors whose qualifications and composition align with the requirements set forth in the charters of various board committees. To facilitate this, the Board has established the Nomination and Remuneration Committee, which consists of no less than half independent directors. This committee is tasked with identifying and selecting qualified candidates for directorship and executive positions, as well as determining remuneration, for approval by the Board of Directors and/or the shareholders' meeting.

If the Board appoints any individual as an advisor to the Nomination and Remuneration Committee, information regarding such an advisor, including their independence and any potential conflicts of interest, will be disclosed in the Annual Report.

Determination of Director Remuneration

The Nomination and Remuneration Committee is responsible for determining the remuneration structure for the Board of Directors and executives, subject to approval by the Board of Directors and the shareholders' meeting. The committee considers factors such as appropriateness, alignment with the scope of duties and responsibilities of each director, and competitiveness within the industry. The remuneration must be set at a level that attracts, retains, and motivates qualified directors with the necessary expertise and competence. The remuneration structure shall be transparent, clearly defined, and easy to understand, comprising both monetary and non-monetary components, and benchmarked against comparable companies in the same or similar industries.

Independence of the Board of Directors from the Management

The Board of Directors shall appoint a qualified individual as the Chairman of the Board, ensuring that the board's composition and operations support independent and sound decision-making. The company follows a policy of separating the

roles of Chairman of the Board and Chief Executive Officer to establish clear distinctions between governance oversight and day-to-day management responsibilities, preventing the concentration of power in any single individual.

Director Development

The Board of Directors is committed to promoting and overseeing the continuous development of each director's knowledge and understanding of their roles, the nature of the company's business, and relevant laws and regulations. The Board also supports ongoing skill enhancement and professional development for all directors. To this end, directors are encouraged to participate in seminars and training programs organized by various institutions, focusing on their duties and the company's business operations. Additionally, the company discloses information on directors' training and continuous development in the Annual Report.

Board Performance Evaluation

The Board of Directors conducts an annual performance evaluation for both the Board as a whole and individual directors. This assessment aims to review performance, identify challenges, and address any obstacles encountered throughout the year. The evaluation results serve as a basis for enhancing and improving various aspects of the Board's operations.

Corporate Governance of Subsidiaries and Associated Companies

The company has a policy for investing in subsidiaries and associates, focusing on businesses that align with its core operations, closely related industries, or ventures that complement and enhance the company's primary business. Such investments aim to strengthen the company's competitiveness and provide a more comprehensive range of services. Additionally, the company is committed to overseeing its subsidiaries and associates by appointing qualified and experienced directors or executives to represent its interests in managing these entities. These representatives are responsible for establishing key policies and overseeing business operations to ensure alignment with the company's strategic direction. Furthermore, the appointed directors must ensure that subsidiaries and associates operate in accordance with the company's policies and exercise their judgment based on resolutions approved by the Board of Directors and/or shareholders' meetings on significant matters. This approach is intended to maximize benefits for the company and support its sustainable growth.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders and stakeholders	:	Shareholder, Employee, Customer, Business competitor, Business partner, Creditor

Shareholder

The company operates transparently, discloses information fairly and effectively, and focuses on sustainable and continuous growth to maximize shareholder returns. Directors, executives, and employees are expected to avoid any actions that may result in conflicts of interest.

Employee

The company ensures fair treatment of all employees and workers in compliance with applicable laws and standards. It upholds human rights by offering fair compensation and benefits based on individual skills and competencies, as well as providing welfare that meets or exceeds legal requirements. The company also prioritizes workplace health and safety, professional development, and opportunities for employees to enhance their skills. A provident fund has been established for employee retirement security.

Customer

The company strictly adheres to business agreements with customers in compliance with legal and industry standards. It upholds product and service quality to ensure customer confidence and satisfaction while considering health, safety, fairness, and data privacy. Customer information is safeguarded and not used for personal or third-party gain. Customer satisfaction is regularly assessed to enhance products and services.

Business competitor

The company conducts business transparently and refrains from unfair competitive practices.

Business partner

The company maintains equitable, fair, and honest relationships with all business partners, avoiding exploitation. It ensures a fair procurement process, contract terms, and a commitment to social and environmental responsibility. Regular monitoring, evaluation, and collaboration with business partners support sustainable business operations.

Creditor

The company strictly complies with contractual obligations to creditors, including the repayment of principal, interest, and the maintenance of collateral under relevant agreements.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Dexon's ethics and business conduct framework establishes guidelines, behavioral standards, and expectations for all personnel in conducting business and performing their duties. It ensures consistency in operations under principles of integrity, fairness, and responsibility, fostering a strong foundation and maintaining Dexon's reputation as a sustainably growing organization.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality

Prevention of Conflicts of Interest

Employees must perform their duties without conflicts of interest and must prioritize the company's best interests over personal gain or influence from close associates. Employees should regularly assess whether their work involves any conflicts of interest. If such a conflict exists, the employee must refrain from performing the relevant task and allow another person to take responsibility to avoid any allegations of self-interest, abuse of power, or harm to the company. All employees must strictly adhere to the company's conflict-of-interest prevention measures and disclosure policies.

Best Practices

1. Employees are prohibited from using their influence or authority to conduct transactions between the company and themselves, partnerships, or legal entities in which they hold shares, or any close family members, except for benefits entitled to employees. Transactions may only proceed if the conflict has been disclosed and explicitly authorized or approved in principle.
2. Employees or their family members may engage in business transactions under general commercial agreements, provided that such agreements do not involve the employee's influence and are conducted under fair commercial terms, as would apply to any external business partners.
3. Employees must not issue orders that result in personal benefits for themselves.
4. Employees with a conflict of interest in any agenda item under discussion must temporarily leave the meeting to allow other participants to deliberate, analyze, and express opinions without undue influence.
5. The board of directors and executives must carefully consider related-party transactions between the company and its subsidiaries with honesty, reasonability, and independence, ensuring alignment with ethical standards and prioritizing the company's best interests.
6. Directors, executives, and auditors must report any conflicts of interest related to the company's management, as well as their holdings in Dexon's securities, following the regulations of the Securities and Exchange Act.
7. Employees may accept assignments from Dexon's subsidiaries only with approval from their supervisors, management, or the board of directors, as applicable. Employees must not take on external work that competes with or creates conflicts of interest with the company, whether on a temporary or permanent basis, unless explicitly authorized by their supervisor.
8. The recruitment of new employees who are related to current employees must be conducted transparently and fairly for

all qualified candidates. Employees must not interfere or use their influence to facilitate the hiring of their relatives.

Anti-corruption

To prevent unethical actions by the board of directors, executives, and employees for personal gain—whether such actions result in benefits, losses, or damages to the company—The company has established written guidelines for preventing and combating fraud and corruption. These guidelines serve as a framework to ensure compliance with Dexon's ethical principles and business conduct.

Best Practices

1. The company has established anti-corruption measures in alignment with relevant laws and ethical principles, conducting risk assessments in activities prone to fraud or corruption and provides guidelines for implementation.
2. Anti-corruption measures are integrated into the company's business operations and are the responsibility of the board of directors, executives, and employees at all levels. Everyone is encouraged to participate in discussions to ensure effective anti-corruption implementation.
3. Directors, executives, and employees must not engage in, accept, or support any form of corruption, whether directly or indirectly. This includes giving or receiving gifts, gratuities, rewards, or donations. These measures also extend to contractors and subcontractors. Compliance with the anti-corruption policy must be regularly reviewed and updated to align with regulations, legal requirements, and industry best practices.
4. The company provides training on anti-corruption policies for the board of directors, executives, and employees. The company also promotes integrity, honesty, ethics, and accountability in fulfilling responsibilities.
5. The company ensures transparent and accurate financial reporting mechanisms.
6. The company encourages multiple communication channels for employees and stakeholders to report suspected corruption. The company guarantees protection for whistleblowers, ensuring they are not subject to unfair punishment, reassignment, or retaliation. Additionally, an appointed authority is responsible for investigating and monitoring reported cases.

Whistleblowing and Protection of Whistleblowers

The company provides an opportunity for all employees and external individuals to report any observed behavior or incidents that may violate corporate governance principles, ethical standards, or Dexon's code of Conduct. Whistleblowers can submit complaints or reports through the following channels:

- Whistleblowing and Fraud Reporting System available on the Dexon Technology website: www.dexon-technology.com
- Whistleblowing and Fraud Reporting System available on Dexon's SharePoint
- Email the Chairman of the Audit Committee or an Audit Committee Member at whistleblowing@dexon-technology.com
- Submit a written complaint via mail to the Chairman of the Audit Committee or an Audit Committee Member:
Dexon Technology Public Company Limited
78/4-5 Moo 6, Sukhumvit Road, Ban Chang District,
Rayong Province, 21130, Thailand
- Other channels provided by Dexon Technology (if applicable)

The company is committed to handling all complaints fairly, transparently, and attentively, ensuring equal treatment for all parties involved. The company sets an appropriate timeframe for investigations and guarantees that the whistleblower's identity will remain confidential.

Prevention of Misuse of Inside Information

The company has established an internal information usage policy to prevent the misuse or unauthorized disclosure of confidential information. Directors, executives, and employees with access to internal information are required to maintain confidentiality and comply with the prescribed measures. Internal information refers to non-public information that may impact the company, such as financial status, performance results, or investment plans. The use of such information for trading securities or for personal gain, including sharing it with others for their benefit, is strictly prohibited. Preventive measures include the implementation of a Blackout Period, during which trading of company securities is prohibited before the disclosure of financial statements, and the requirement for directors and executives to report their own and their family members' shareholdings. Any violations of this policy may result in disciplinary action and legal consequences. This policy aims to ensure transparency in the company's operations and foster trust among shareholders and stakeholders.

Gift giving or receiving, entertainment, or business hospitality

The company has established guidelines regarding the giving and receiving of benefits that may improperly influence decision-making. These guidelines ensure that all actions are conducted with integrity and in a manner that does not

invite criticism or harm the company's reputation. Any gifts or gratuities received by executives must be kept within the company or distributed among office employees. The following company policies regarding the giving and receiving of gifts, gratuities, and rewards must be strictly adhered to by all employees.

Best Practices

1. Executives and employees are strictly prohibited from soliciting or receiving any benefits from business partners or other external entities conducting business with the company.
2. Executives and employees are strictly prohibited from offering any benefits to business partners or other external entities in an attempt to induce fraudulent or unethical actions.
3. Executives and employees must refrain from giving or receiving any gifts, gratuities, or rewards from business partners or external parties conducting business with the company. Exceptions may be made for customary holiday gifts, provided that such gifts are of appropriate value (not exceeding 3,000 THB per person) and are not associated with or intended to influence business decisions in any way.

Promotion of compliance with the business code of conduct

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

The company ensures that corporate governance principles are communicated and adhered to by directors, executives, and employees on an annual basis. In 2024, the company carried out the following initiatives:

1. **Ongoing Communication and Reinforcement of Corporate Governance Practices:** Regularly communicated and emphasized corporate governance practices and business ethics compliance to the Board of Directors and executives; key topics included insider information usage, conflict of interest management, and related-party transactions.
2. **Risk Assessment & Compliance Monitoring:** Conducted risk assessments covering operational risks, legal compliance, safety, occupational health and environmental risks, corporate reputation, and corruption risks; reported risk control measures and findings to the Risk Management Committee and Board of Directors on a quarterly basis.
3. **Anti-Corruption Policy and Whistleblowing Awareness:** Communicated the Anti-Corruption Policy and Whistleblowing Policy to all employees and business partners via electronic mail (email); encouraged a culture of integrity, transparency, and accountability in daily operations.
4. **Timely Disclosure of Significant Events:** In 2024, the company disclosed all material corporate events within the required timeframe to maintain fair, orderly, and transparent stock trading on the Stock Exchange of Thailand (SET); throughout the year, Dexon, its Board of Directors, and executives were not subject to any fines, charges, or civil actions by regulatory bodies such as the Securities and Exchange Commission (SEC) or the Stock Exchange of Thailand (SET); no violations were recorded in the areas of: fraud, ethics, or business code of conduct violations, corporate governance non-compliance, legal or regulatory breaches, failure to comply with stock repurchase regulations, obstructing shareholder communication or failing to disclose shareholder agreements, and non-compliance with related-party transaction and asset disposal/acquisition regulations. Additionally, no independent directors or non-executive directors resigned due to corporate governance concerns.

Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : CAC Certified.pdf

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

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

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

Material changes and developments in policy and guidelines over the past year : Yes

Review of Policies, Practices, and Corporate Governance Systems

The Board of Directors conducts regular reviews of corporate governance policies, principles, and practices. In 2024, the company reviewed and studied regulations, announcements, and corporate governance best practices issued by the SEC and SET, along with updated governance assessment criteria from various institutions. On February 28, 2024, the company conducted a review and made improvements to corporate governance practices as follows:

- 1. Enhancement of Corporate Governance Practices:** Clarified and refined the organization's core values to ensure clarity, conciseness, and alignment with modern governance principles; added new content on ethics and business conduct guidelines for securities trading by directors and executives, including insider trading prevention measures; and updated whistleblowing and complaint channels to align with Dexon's whistleblowing and complaint policy.
- 2. Revised Anti-Corruption Policy:** Adjusted the content to ensure better alignment with corporate governance assessment standards set by various institutions.
- 3. Formulated Whistleblowing and Human Rights Policies:** Established guidelines for human rights practices, ensuring the prevention of human rights violations across all business activities involving the company, its subsidiaries, customers, partners, competitors, and business allies throughout the supply chain; reinforced the company's corporate social responsibility (CSR) and commitment to stakeholder interests in accordance with good corporate governance principles, ethics, and business codes of conduct; emphasized the recognition of equal human dignity and rights for all individuals, incorporating national and international human rights laws, regulations, and standards into company policies.

In addition, on December 16, 2024, the Board of Directors reviewed and updated several key policies and governance charters, including:

- 1. Policy Updates:** Anti-Corruption and Anti-Bribery Policy, Insider Information and Confidentiality Policy, Enterprise Risk Management Policy, Conflict of Interest and Related-Party Transaction Reporting Policy, and Whistleblowing and Complaint Policy.
- 2. Charter Revisions:** Board of Directors Charter, Audit Committee Charter, Risk Management Committee Charter, Nomination and Remuneration Committee Charter, Internal Audit Unit Charter, Chairman of the Board Charter, and Company Secretary Charter.

These updates were made to enhance the completeness, appropriateness, and alignment of roles and responsibilities in accordance with corporate governance best practices set by the SEC and SET.

Compliance with Corporate Governance Principles

The company ensures that corporate governance principles are communicated and adhered to by directors, executives, and employees on an annual basis. In 2024, the company carried out the following initiatives:

- 1. Ongoing Communication and Reinforcement of Corporate Governance Practices:** Regularly communicated and emphasized corporate governance practices and business ethics compliance to the Board of Directors and executives; key topics included insider information usage, conflict of interest management, and related-party transactions.
- 2. Risk Assessment & Compliance Monitoring:** Conducted risk assessments covering operational risks, legal compliance, safety, occupational health and environmental risks, corporate reputation, and corruption risks; reported risk control measures and findings to the Risk Management Committee and Board of Directors on a quarterly basis.
- 3. Anti-Corruption Policy and Whistleblowing Awareness:** Communicated the Anti-Corruption Policy and Whistleblowing Policy to all employees and business partners via electronic mail (email); encouraged a culture of integrity, transparency, and accountability in daily operations.
- 4. Timely Disclosure of Significant Events:** In 2024, the company disclosed all material corporate events within the required timeframe to maintain fair, orderly, and transparent stock trading on the Stock Exchange of Thailand (SET); throughout the year, Dexon, its Board of Directors, and executives were not subject to any fines, charges, or civil actions by regulatory bodies such as the Securities and Exchange Commission (SEC) or the Stock Exchange of Thailand (SET); no violations were recorded in the areas of: fraud, ethics, or business code of conduct violations, corporate governance non-compliance, legal or regulatory breaches, failure to comply with stock repurchase regulations, obstructing shareholder communication or failing to disclose shareholder agreements, and non-compliance with related-party transaction and asset disposal/acquisition regulations. Additionally, no independent directors or non-executive directors resigned due to corporate governance concerns.

Implementation of the CG Code for listed companies

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

Corporate Governance Structure

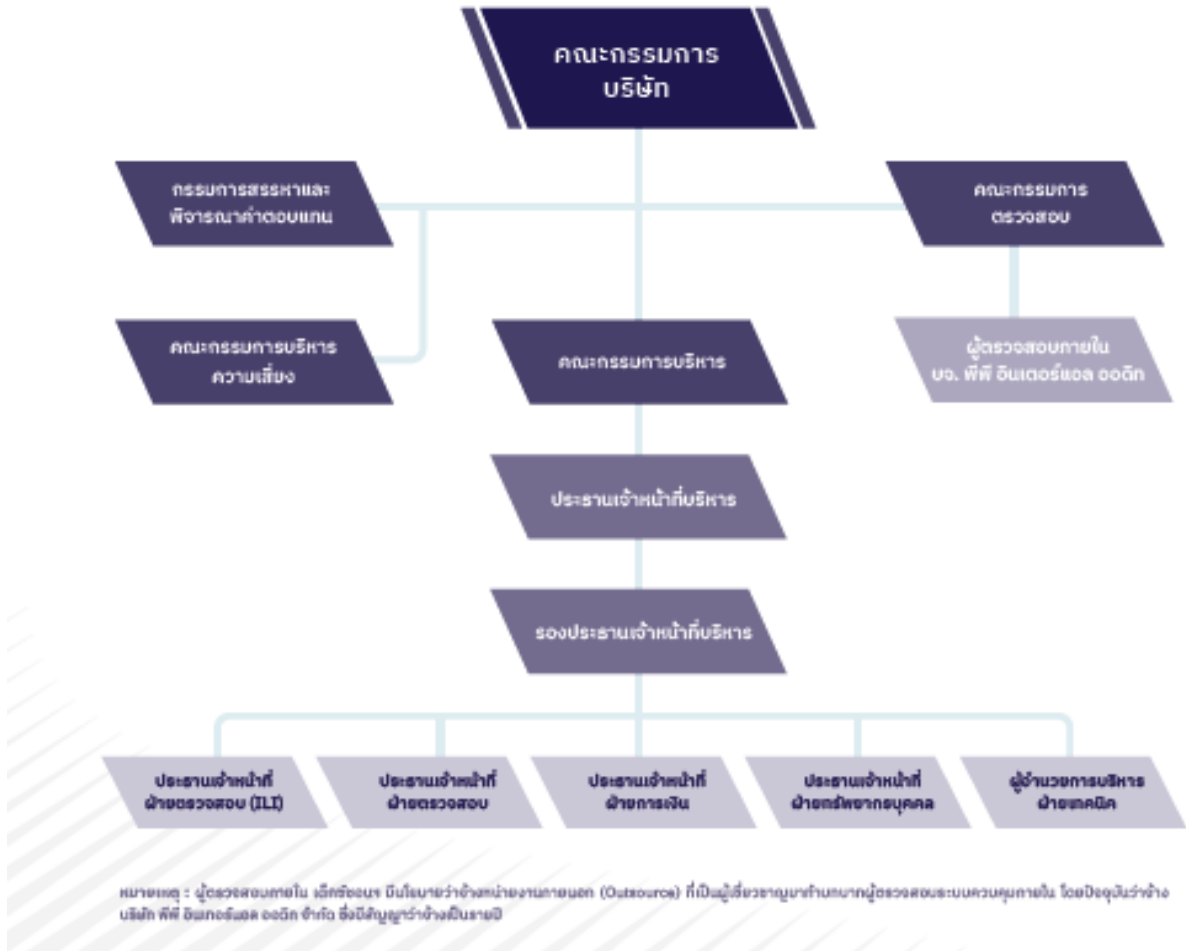
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	8	
	7	1
Executive directors	2	
	1	1

	2024	
	Male (persons)	Female (persons)
Non-executive directors	6	
	6	0
Independent directors	5	
	5	0
Non-executive directors who have no position in independent directors	1	
	1	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	87.50	12.50
Executive directors	25.00	
	12.50	12.50
Non-executive directors	75.00	
	75.00	0.00
Independent directors	62.50	
	62.50	0.00
Non-executive directors who have no position in independent directors	12.50	
	12.50	0.00

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

	2024	
	Male (years)	Female (years)
Average director age	65	
	67	53

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. SOMCHAI MANOPINIVES Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 111,100 Shares (0.023316 %)</p>	<p>Chairman of the Board of Directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Jul 2022	Petrochemicals & Chemicals, Corporate Social Responsibility, Engineering, Governance/ Compliance, Sustainability
<p>2. Mr. Stale Martin Stuvik Gender: Male Age : 62 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : High School Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Jul 2022	Commerce, Electronic Components, Engineering, Petrochemicals & Chemicals

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. STEINERT TRYGVE TORMOD Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 Jul 2022	Leadership, Business Administration, Governance/ Compliance, Engineering, Information & Communication Technology
<p>4. Dr MALLIKA KAEKLA Gender: Female Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 36,732,200 Shares (7.708751 %)</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 Jul 2022	Business Administration, Accounting, Finance, Governance/ Compliance, Human Resource Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. Boonchuay Korkitrotiana Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Jul 2022	Engineering, Commerce, Governance/ Compliance, Audit, Internal Control
<p>6. Mr. Narongrit Tavornvisitporn Gender: Male Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	12 Jul 2022	Commerce, Engineering
<p>7. Mr. Anurak Lelapiyarnit Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	12 Jul 2022	Finance, Commerce, Accounting, Audit, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
8. Mr. PRAYAD KRONGAPIRADEE Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	12 Jul 2022	Commerce, Engineering, Audit, Governance/ Compliance, Corporate Management

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. SOMCHAI MANOPINIVES	Chairman of the Board of Directors		✓	✓		
2. Mr. Stale Martin Stuvik	Director	✓				✓
3. Mr. STEINERT TRYGVE TORMOD	Director		✓		✓	✓
4. Dr MALLIKA KAEKLA	Director	✓				✓
5. Mr. Boonchuay Korkitrotiana	Director		✓	✓		
6. Mr. Narongrit Tavornvisitporn	Director		✓	✓		
7. Mr. Anurak Lelapiyarnit	Director		✓	✓		
8. Mr. PRAYAD KRONGAPIRADEE	Director		✓	✓		
Total (persons)		2	6	5	1	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Petrochemicals & Chemicals	2	25.00
2. Commerce	5	62.50
3. Electronic Components	1	12.50
4. Information & Communication Technology	1	12.50
5. Accounting	2	25.00
6. Finance	2	25.00
7. Corporate Social Responsibility	1	12.50
8. Human Resource Management	1	12.50
9. Sustainability	1	12.50
10. Corporate Management	1	12.50
11. Engineering	6	75.00
12. Leadership	1	12.50
13. Audit	3	37.50
14. Internal Control	1	12.50
15. Governance/ Compliance	6	75.00
16. Business Administration	2	25.00

Information about the other directors

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

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

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

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

The measures for balancing the power between the board of directors and the Management : Doesn't Have

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half, Appointing one independent director to jointly consider setting the board meeting agenda

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors has the authority and responsibility to establish the company's vision, policies, and business plans, ensuring compliance with applicable laws and relevant standards. It oversees the management of the Executive Committee and monitors compliance with stock exchange regulations, including transactions that may involve conflicts of interest. Additionally, the Board may appoint subcommittees and define their authority to approve various transactions. It is also responsible for overseeing internal control systems and risk management. The Board must safeguard the interests of shareholders, ensure transparency in financial disclosures, and oversee corporate governance, sustainability policies, and anti-corruption measures.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit Subcommittee
- Nomination Remuneration Subcommittee

Scope of authorities, role, and duties

The Audit Committee is responsible for reviewing the company's financial reports, internal control systems, and risk management to ensure accuracy and transparency. It also oversees compliance with applicable laws and regulatory requirements. Additionally, the committee plays a key role in recommending the appointment and evaluating the performance of auditors, as well as reviewing transactions that may involve conflicts of interest. It monitors the complaint-handling process and ensures proper corporate governance reporting to shareholders. If any issues arise that may significantly impact the company's financial position, the committee must promptly report them to the Board of Directors and relevant regulatory authorities. Furthermore, the Audit Committee conducts regular reviews of its performance to ensure effective oversight.

Reference link for the charter

-

Executive Committee

Role

- Other
 - 1) Operate and manage the business, establish policies, set the direction, and formulate business strategies.

Scope of authorities, role, and duties

The Executive Committee is responsible for operating and managing the company in accordance with its objectives, regulations, policies, and resolutions of the Board of Directors and shareholders. It sets business policies, strategies, financial planning, human resource management, investments, and expansions within the Board-approved framework. The committee reviews and approves the annual budget, organizational structure, executive compensation, and employment matters. It has the authority to delegate responsibilities while ensuring no conflicts of interest. However, it cannot approve transactions involving conflicts of interest, related-party transactions, or significant asset disposals without Board or shareholder approval. All actions must comply with relevant laws and stock exchange regulations.

Reference link for the charter

-

Nomination and Remuneration Committee

Role

- Nomination Subcommittee
- Remuneration Subcommittee

Scope of authorities, role, and duties

The Nomination and Remuneration Committee is responsible for establishing the criteria and policies for the selection of directors and executive directors, considering the suitability of the number, structure, and composition of the Board, as well as the qualifications of the directors, to propose to the Board of Directors and/or seek approval from the shareholders' meeting, as appropriate. The Committee also selects and proposes suitable candidates for positions where the term has expired, vacancies exist, or new appointments are made. It is responsible for selecting the Chairman of the Board of Directors and the CEO, with the selection of other executive positions handled by the executive board and reported to the Nomination and Remuneration Committee. The Committee annually reviews the roles, duties, and responsibilities of the Chairman of the Board and the CEO to ensure alignment with the organization's direction and strategies, presenting any proposed adjustments to the Board of Directors as necessary. Additionally, it reviews the remaining tenure of these positions and succession plans, or external recruitment in case a suitable candidate is not found in time. The Committee also proposes contract renewals as necessary.

Regarding remuneration, the Committee is tasked with establishing the criteria and policies for determining the remuneration of the Board of Directors, sub-committees, and executives, proposing them to the Board of Directors and/or seeking approval from the shareholders' meeting. The Committee ensures the remuneration is appropriate, considering duties, responsibilities, performance, and benchmarking against similar businesses. The Committee is responsible for reporting and explaining the remuneration policy and rationale to the Board of Directors and shareholders, as required by the Stock Exchange. Additionally, it ensures that relevant information and documents are provided to support the Committee's duties.

Reference link for the charter

-

Risk Management Committee

Role

- RiskManagement Subcommittee

Scope of authorities, role, and duties

The Risk Management Committee is responsible for establishing the organization's risk management policies and overall risk management strategies, covering financial, operational, strategic, and compliance risks, as well as risks related to fraud, IT, cybersecurity, investment, and ESG (Environment, Social, Governance). The Committee ensures risk management is integrated across the company, with each department participating in identifying, assessing, and controlling risks to acceptable levels. It monitors compliance with risk policies, defines criteria for evaluating risk impacts, and provides recommendations for managing operational risks. The Committee also reviews the adequacy of risk management plans, reports on significant risks, and ensures the integration of risk management systems with information systems. It fosters a risk-aware culture, aligns risk management with organizational strategies, and supports the delegation of risk management responsibilities at all levels.

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. Boonchuay Korkitrotiana^(*) Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 2024	Engineering, Commerce, Governance/ Compliance, Audit, Internal Control
<p>2. Mr. Anurak Lelapiyarnit^(*) Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Jan 2024	Finance, Commerce, Accounting, Audit, Governance/ Compliance
<p>3. Mr. PRAYAD KRONGAPIRADEE^(*) Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Jan 2024	Commerce, Engineering, Audit, Governance/ Compliance, Corporate Management

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. Narongrit Tavornvisitporn Gender: Male Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director)	1 Jan 2024	-

Additional explanation :

() Directors with expertise in accounting information review*

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. Stale Martin Stuvik Gender: Male Age : 62 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : High School Thai nationality : No Residence in Thailand : Yes</p>	<p>Chairman of the executive committee</p>	<p>25 Jul 2022</p>
<p>2. Mrs. Mallika Kaekla Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>25 Jul 2022</p>
<p>3. Mr. Jarno De Jonge Gender: Male Age : 51 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>25 Jul 2022</p>
<p>4. Mr. Koramest Khumsand Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>10 Aug 2022</p>
<p>5. Ms. Podjana Chayarat Gender: Female Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>15 Aug 2023</p>

List of committee members	Position	Appointment date of executive committee member
<p>6. Mr. Anotai mohjhaw Gender: Male Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Human Resource Development (International Program) Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	31 Oct 2023
<p>7. Mr. Mohammed Ilyas Mohiuddin Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : Yes</p>	Member of the executive committee	31 Oct 2023
<p>8. Mr. Ridkorn Tessalee Gender: Male Age : 38 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	8 Nov 2024
<p>9. Mr. Monty E. Richardson Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : Yes</p>	Member of the executive committee	8 Nov 2024

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. Koramest Khumsand Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	6 Mar 2024	-
2. Mr. Anotai mohjhaw Gender: Male Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Human Resource Development (International Program) Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	31 Dec 2024	-

Other Subcommittees⁽⁷⁾

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. Stale Martin Stuvik	Member of the subcommittee
	Mr. PRAYAD KRONGAPIRADEE	The chairman of the subcommittee (Independent director)
	Mr. Boonchuay Korkitrotiana	Member of the subcommittee (Independent director)
Risk Management Committee	Mrs. Mallika Kaekla	Member of the subcommittee
	Mr. Koramest Khumsand	Member of the subcommittee
	Ms. Kemmarat Wanitchapan	Member of the subcommittee
	Ms. Podjana Chayarat	Member of the subcommittee
	Mr. Anotai mohjhaw	Member of the subcommittee
	Mr. Narongrit Tavornvisitporn	The chairman of the subcommittee (Independent director)
	Mr. Adisak Mananas	Member of the subcommittee

Remark: ⁽⁷⁾ Mr. Koramest Khum resigned from the position of employee at the company on March 6, 2024.
Mr. Anotai mohjhaw resigned from the position of employee at the company on December 31, 2024.

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives⁽⁸⁾

List of executives	Position	First appointment date	Skills and expertise
<p>1. Dr MALLIKA KAEKLA Gender: Female Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>CHIEF EXECUTIVE OFFICER (The highest-ranking executive)</p>	<p>1 Jan 2015</p>	<p>Business Administration, Accounting, Finance, Governance/ Compliance, Human Resource Management</p>
<p>2. Mr. Koramest Khumsand Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Sales and Marketing officer(Acting)</p>	<p>10 Aug 2022</p>	<p>Business Administration</p>
<p>3. Mr. Jarno De Jonge Gender: Male Age : 51 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Executive Technical Director</p>	<p>18 May 2022</p>	<p>Petrochemicals & Chemicals, Engineering</p>
<p>4. Ms. Podjana Chayarat^{(*)X(*)} Gender: Female Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes</p>	<p>Chief of Finance Officer (Acting)</p>	<p>15 Aug 2023</p>	<p>Accounting</p>

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Anotai mohjhaw Gender: Male Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Human Resource Development (International Program) Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief People Officer	1 Nov 2023	Human Resource Management
6. Mr. Monty E. Richardson Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief IRI Officer	4 Sep 2024	Business Administration, Accounting, Finance, Human Resource Management
7. Mr. Ridkorn Tessalee Gender: Male Age : 38 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Inspection Officer	23 Sep 2024	Business Administration, Commerce, Finance, Strategic Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

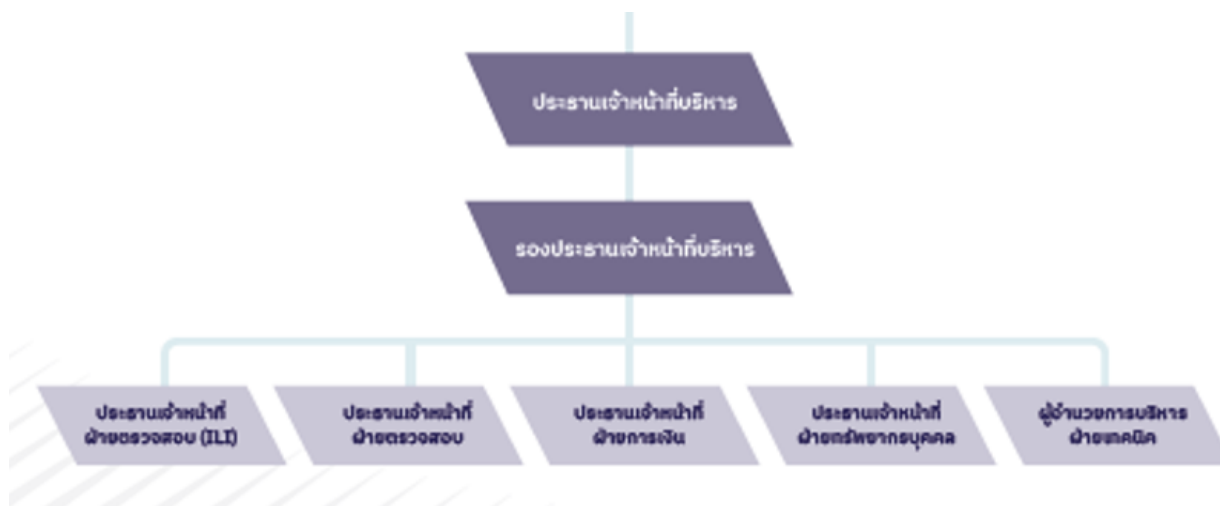
Remark: ⁽⁸⁾ Mr. Koramest Khum resigned from the position of employee at the company on March 6, 2024.

Mr. Anotai mohjhaw resigned from the position of employee at the company on December 31, 2024.

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

Organization structure of the highest-ranking executive and the : 31 Dec 2024
 next four executives as of date

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



Remuneration policy for executive directors and executives

The company has established a remuneration structure for its executive directors and management, which includes monthly compensation and an annual performance-based bonus. The remuneration is designed to be: appropriate and competitive within the industry, aligning with general industry practices; linked to the company's performance, ensuring that compensation reflects the company's operational success; and reviewed and approved by the Nomination and Remuneration Committee and the Board of Directors, considering various factors such as the company's overall performance, achievement of strategic goals, roles, responsibilities, and scope of duties, and work-related behaviors and discipline assessments. The remuneration policy is structured to ensure fairness, motivation, and accountability, ultimately maximizing benefits for the company and its shareholders.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	36,250,000.00	45,570,000.00	39,117,289.65

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	1,950,000.00	2,370,000.00	2,690,000.00
Employee Stock Ownership Plan (ESOP)	No	No	-
Employee Joint Investment Program (EJIP)	No	No	-

The company has established a provident fund for executives and employees, effective October 1, 2011, to encourage employee retention and provide long-term financial security. Employees contribute 4-10% of their salary, based on their years of fund membership. The company matches these contributions at the same rate as employees.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Podjana Chayarat	podjana.chayarat@dexon-technology.com	-

List of the company secretary

General information	Email	Telephone number
1. Mrs. Sansanee Perandus	sansanee.perandus@dexon-technology.com	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Kran Peerabun	karun@ppia.co.th	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Kemmarat Wanitchapan	kemmarat.wanitchapan@dexon-technology.com	-

Head of investor relations

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

List of the head of investor relations⁽⁹⁾

General information	Email	Telephone number
1. Ms. Pimphat Invasa	pimphat.invasa@dexon-technology.com	-
2. Mr. Vittaya Changeutai	vittaya.changeutai@dexon-technology.com	-

Remark: ⁽⁹⁾Ms. Pimphat Invasa resigned from her position as an employee of the company on November 16, 2024.

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone +66 2264 9090</p>	<p>4,130,652.00</p>	<p>Types of non-audit service : Compensation for the audit of compliance with the conditions of the investment promotion certificate.</p> <p>Details of non-audit service : Payment of compensation for the audit of compliance with the conditions of the investment promotion certificate in the amount of 280,000 THB to the audit firm where the auditor is affiliated, including individuals or entities related to the auditor and the said audit firm.</p> <p>Total non-audit fee 280,000.00 baht</p>	<p>1. Ms. ORAWAN TECHAWATANASIRIKUL Email: Orawan.Techawatanasirikul@th.ey.com License number: 4807</p> <p>2. Ms. PIMJAI MANITKAJOHNKIT Email: Pimjai.Manitkajohnkit@th.ey.com License number: 4521</p> <p>3. Ms. ROSAPORN DECHARKOM Email: Rosaporn.Decharkom@th.ey.com License number: 5659</p> <p>4. Mrs. NUMMON KERDMONGKHONCHAI Email: Nummon.Kerdmongkhonchai@th.ey.com License number: 8368</p> <p>5. Ms. NARAYA SRISUKH Email: Naraya.Srisukh@th.ey.com License number: 9188</p>

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SOMCHAI MANOPINIVES	Chairman of the Board of Directors	12 Jul 2022	Petrochemicals & Chemicals, Corporate Social Responsibility, Engineering, Governance/ Compliance, Sustainability
Mr. Stale Martin Stuvik	Director	12 Jul 2022	Commerce, Electronic Components, Engineering, Petrochemicals & Chemicals
Mr. Boonchuay Korkitrotiana	Director	12 Jul 2022	Engineering, Commerce, Governance/ Compliance, Audit, Internal Control

Selection of independent directors

Criteria for selecting independent directors

An independent director must meet the qualifications specified in the Public Limited Companies Act, the Securities and Exchange Act, and the Stock Exchange's regulations on independent directors as follows:

- 1) Must hold no more than 1% of the total voting shares of the company, its subsidiaries, associates, or related companies, including shares held by related persons.
- 2) Must not be or have been a director involved in management, an employee, staff member, salaried advisor, or a person with control authority of the company, its parent company, subsidiaries, associates, fellow subsidiaries, or any entity that may have a conflict of interest, unless they have ceased to hold such positions for at least two years prior to the date of submitting the application to the Securities and Exchange Commission. This restriction does not apply to independent directors who were formerly government officials or advisors to a government agency that is a major shareholder or controlling entity of the company.
- 3) Must not have any family relationship, whether by blood or legal registration, as a parent, spouse, sibling, child, or spouse of a child, with any other director, executive, major shareholder, controlling person, or any person being nominated as a director, executive, or controlling person of the company or its subsidiaries.
- 4) Must not have or have had any business relationship with the company, its parent company, subsidiaries, associates, or controlling persons that could interfere with independent judgment. Additionally, must not be or have been a significant shareholder or controlling person of any entity having a business relationship with the company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, unless such relationship has ended for at least two years prior to the date of submitting the application.
- 5) Must not be or have been an auditor of the company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and must not be a significant shareholder, controlling person, or partner of the audit firm in which the company's auditor works, unless such relationship has ended for at least two years prior to the date of submitting the application to the Securities and Exchange Commission.

- 6) Must not be or have been a professional service provider, including legal or financial advisors, receiving service fees exceeding two million baht per year from the company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and must not be a significant shareholder, controlling person, or partner of such service provider, unless such relationship has ended for at least two years prior to the date of submitting the application to the Securities and Exchange Commission.
- 7) Must not be a director appointed as a representative of the company's major shareholder or a shareholder related to a major shareholder of the company.
- 8) Must not engage in any business that is of the same nature and significantly competes with the company or its subsidiaries, nor be a significant partner in a partnership, a director involved in management, an employee, staff member, salaried advisor, or hold more than 1% of the voting shares in any other company engaging in the same business and competing with the company or its subsidiaries.
- 9) Must not have any other characteristics that could prevent them from providing an independent opinion on the company's business operations.
- 10) An independent director who meets the above qualifications may be assigned by the Board of Directors to make decisions on the company's operations, including those of its parent company, subsidiaries, associates, fellow subsidiaries, major shareholders, or controlling persons, provided such decisions are made collectively as a board (Collective Decision).

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

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

Rights of minority shareholders on director appointment

The Nomination and Remuneration Committee, consisting of two independent directors out of a total of three committee members, is responsible for selecting and screening individuals with the appropriate qualifications in accordance with the company's regulations. The committee presents a list of qualified candidates to ensure that the Board of Directors comprises professionals with diverse expertise.

In carrying out its duties, the Nomination and Remuneration Committee considers the structure, size, and composition of the Board, ensuring that the number of nominees corresponds to the number of directors whose terms are expiring. The proposed list of candidates is submitted to the Board of Directors for approval before being presented to the shareholders' meeting for election in accordance with the established criteria.

In selecting directors, the committee takes into account the nature of the company's business and its future strategic plans. Furthermore, the Nomination and Remuneration Committee provides an opportunity for shareholders to nominate qualified candidates for consideration.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SOMCHAI MANOPINIVES (Chairman of the Board of Directors)	Non-participating	-
2. Mr. Stale Martin Stuvik (Director)	Non-participating	Thai Institute of Directors (IOD) • 2023: The Board's Role in Mergers and Acquisitions (BMA)
3. Mr. STEINERT TRYGVE TORMOD (Director)	Non-participating	-
4. Dr MALLIKA KAEKLA (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Director Leadership Certification Program (DLCP) • 2024: Successful Formulation & Execution of Strategy (SFE) • 2023: Director Certification Program (DCP)
5. Mr. Boonchuay Korkitrotiana (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Board Nomination and Compensation Program (BNCP) • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG)
6. Mr. Narongrit Tavornvisitporn (Director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Advanced Audit Committee Program (AACP) • 2023: Ethical Leadership Program (ELP)
7. Mr. Anurak Lelapiyarnit (Director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Board Nomination and Compensation Program (BNCP)
8. Mr. PRAYAD KRONGAPIRADEE (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Advanced Audit Committee Program (AACP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The company conducts an annual performance evaluation of the Board of Directors in accordance with the guidelines set by the Stock Exchange to ensure good corporate governance and enhance the efficiency of the Board's operations. The evaluation is conducted at three levels:

Self-Assessment

Individual directors evaluate their own performance to review their roles and responsibilities and assess whether their duties are being carried out appropriately.

Board Assessment

An evaluation of the overall performance of the Board of Directors, considering its effectiveness in operations, corporate governance, and strategic management.

Committee Assessment

An evaluation of the performance of Board committees, such as the Audit Committee and the Nomination and Remuneration Committee, to analyze their efficiency and fulfillment of assigned responsibilities.

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

The overall assessment for the year 2024 indicates that the Board of Directors has performed at a level ranging from good to excellent in several areas, particularly in terms of structure and meetings. However, there are still areas for

improvement, especially within the Nomination and Remuneration Committee and the Risk Management Committee, which require further development in certain aspects.

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	Very good/84.91	84.91/100
	Self-assessment	Very good/84.16	84.16/100
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	Good/74	74/100
	Self-assessment	Very good/84.16	84.16/100
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	Fair/62.76	62.76/100
	Self-assessment	Very good/84.16	84.16/100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	Very good/84.12	84.12/100
	Self-assessment	Very good/84.16	84.16/100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Nomination and Remuneration Committee is responsible for setting criteria and conducting performance evaluations of the company's senior executives to ensure that management is aligned with the company's strategic goals and standards. The performance evaluation is conducted annually using established criteria, with feedback from the Board of Directors. The results of the evaluation are used in determining compensation, executive development plans, and improvements to organizational management policies to enhance efficiency.

These criteria ensure that senior executives operate effectively, transparently, and in alignment with the organization's long-term strategic objectives.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 6
(times)

Date of AGM meeting : 26 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. SOMCHAI MANOPINIVES (Chairman of the Board of Directors, Independent director)	6	/	6	1	/	1	N/A	/	N/A
2. Mr. Stale Martin Stuvik (Director)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. STEINERT TRYGVE TORMOD (Director)	6	/	6	1	/	1	N/A	/	N/A
4. Dr MALLIKA KAEKLA (Director)	6	/	6	1	/	1	N/A	/	N/A
5. Mr. Boonchuay Korkitrotiana (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
6. Mr. Narongrit Tavornvisitporn (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
7. Mr. Anurak Lelapiyarnit (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
8. Mr. PRAYAD KRONGAPIRADEE (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

The determination of directors' compensation will consider its appropriateness relative to the duties and responsibilities assigned, and will be benchmarked against companies listed on the Stock Exchange of Thailand within the same industry and of similar size. This compensation is designed to be sufficient to attract qualified directors who can effectively perform their duties and achieve the company's goals and strategic direction. The process will be transparent, ensuring shareholder confidence. The compensation package includes both monetary elements, such as salaries and meeting fees, as well as non-monetary benefits, including training and development, annual health check-ups, accident and travel insurance, life insurance, health insurance, and directors' liability insurance.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. SOMCHAI MANOPINIVES (Chairman of the Board of Directors)			510,000.00		0.00
Board of Directors	150,000.00	360,000.00	510,000.00	Yes	
2. Mr. Stale Martin Stuvik (Director)			0.00		0.00
Board of Directors	0.00	0.00	0.00	Yes	
Executive Committee	0.00	0.00	0.00	No	
Nomination and Remuneration Committee	0.00	0.00	0.00	No	
3. Mr. STEINERT TRYGVIE TORMOD (Director)			360,000.00		0.00
Board of Directors	120,000.00	240,000.00	360,000.00	Yes	
4. Dr MALLIKA KAEKLA (Director)			0.00		0.00
Board of Directors	0.00	0.00	0.00	Yes	
5. Mr. Boonchuay Korkitrotiana (Director)			470,000.00		0.00
Board of Directors	120,000.00	240,000.00	360,000.00	Yes	
Audit Committee	80,000.00	0.00	80,000.00	No	
Nomination and Remuneration Committee	30,000.00	0.00	30,000.00	No	
6. Mr. Narongrit Tavornvisitporn (Director)			440,000.00		0.00
Board of Directors	120,000.00	240,000.00	360,000.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee	0.00	0.00	0.00	No	
Risk Management Committee	80,000.00	0.00	80,000.00	No	
7. Mr. Anurak Lelapiyarnit (Director)			420,000.00		0.00
Board of Directors	120,000.00	240,000.00	360,000.00	Yes	
Audit Committee	60,000.00	0.00	60,000.00	No	
8. Mr. PRAYAD KRONGAPIRADEE (Director)			460,000.00		0.00
Board of Directors	120,000.00	240,000.00	360,000.00	Yes	
Audit Committee	60,000.00	0.00	60,000.00	No	
Nomination and Remuneration Committee	40,000.00	0.00	40,000.00	No	
9. Mrs. Mallika Kaekla (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	Yes	
Risk Management Committee	0.00	0.00	0.00	No	
10. Mr. Jarno De Jonge (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
11. Mr. Koramest Khumsand (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Ms. Podjana Chayarat (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
13. Mr. Anotai mohjhaw (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
14. Mr. Mohammed Ilyas Mohiuddin (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
15. Mr. Ridkorn Tessalee (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
16. Mr. Monty E. Richardson (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
17. Ms. Kemmarat Wanitchapan (Member of the subcommittee)			0.00		0.00
Risk Management Committee	0.00	0.00	0.00	No	
18. Mr. Adisak Mananas (Member of the subcommittee)			0.00		0.00
Risk Management Committee	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	750,000.00	1,560,000.00	2,310,000.00
2. Audit Committee	200,000.00	0.00	200,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	70,000.00	0.00	70,000.00
5. Risk Management Committee	80,000.00	0.00	80,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	1,100,000.00
Other monetary remuneration (Baht)	1,560,000.00
Total (Baht)	2,660,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

- Does the Company have subsidiaries and associated companies : Yes
- Mechanism for overseeing subsidiaries and associated companies : Yes
- Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

Investments in subsidiaries and associated companies must be reviewed and approved by the Board of Directors. The company will appoint representatives to serve as directors or executives, ensuring that key policies of subsidiaries and associated companies align with those of the company. Additionally, the company will regularly monitor and oversee their operations to ensure compliance with established policies, objectives, strategies, and budgets, as well as conduct periodic reviews of operational performance reports.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

To ensure that the Board of Directors, executives, and employees of Dexon perform their duties with integrity and do not seek personal benefits that conflict with the company's interests, Dexon has implemented governance measures and guidelines in accordance with corporate governance principles and securities and exchange laws.

The company places great importance on information security by establishing policies and procedures to safeguard confidential information, as well as managing data that may impact securities prices (Market Sensitive Information).

These policies apply to the Board of Directors, senior executives, employees, and relevant external parties.

In 2024, the Board of Directors reviewed and revised the conflict-of-interest prevention policy to align with Dexon's corporate governance framework. The policy includes measures to enhance transparency and mitigate risks associated with conflicts of interest.

Throughout the past year, the Board of Directors, executives, and employees, along with all relevant parties, have strictly adhered to these policies. No complaints, whistleblower reports, or incidents related to conflicts of interest have been recorded.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

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

Dexon and its subsidiaries have established a policy to prevent the misuse of inside information for personal gain, particularly in the trading of the company's securities. This policy has been communicated to the Board of Directors, executives, and employees, who are required to strictly comply with it, with ongoing oversight measures in place.

Under this policy, directors, executives, and personnel with access to the company's material information are subject to trading restrictions. Specifically, they are prohibited from trading the company's securities for a period of 30 days before the release of financial statements and may resume trading only after one full business day following the disclosure. Additionally, trading is prohibited during periods when directors and executives possess material non-public information that could influence investment decisions.

In the past year, there have been no instances of directors or executives engaging in securities transactions during the restricted trading periods.

All directors and executives are fully aware of their responsibilities to report their holdings of Dexon securities, including those held by their spouses and minor children, as well as any changes in their holdings, to the Securities and Exchange Commission (SEC) in accordance with legal requirements. The company also compiles and reports securities holdings and changes in securities ownership to the Board of Directors on a quarterly basis and discloses such information in Form 56-1.

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

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

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

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

The company has incorporated its ethics and business code of conduct into the Corporate Governance Handbook, ensuring that its anti-corruption principles are clearly defined. The company has established a Policy on Anti-Corruption and Bribery, which strictly prohibits directors, employees, officers, executives, and representatives acting on behalf of the company from engaging in any direct or indirect corrupt activities.

The policy explicitly forbids offering, soliciting, accepting, or providing any benefits obtained through corruption or bribery for personal gain, whether for oneself, family members, or close associates.

Implementation Guidelines

To ensure compliance with the Anti-Corruption and Bribery Policy, all directors, employees, officers, executives, and representatives of Dexon—including its subsidiaries, affiliates, and controlled entities operating domestically and internationally—must adhere to the following guidelines:

1. Gifts, Hospitality, and Entertainment:

Maintaining strong business relationships with past, current, or potential business partners and customers poses a risk of corruption. These interactions may include exchanging gifts, hospitality, or entertainment, which could lead to unethical practices. The company expects its employees and representatives to exercise sound judgment in determining the appropriateness of giving or receiving such items. All transactions must be suitable for the occasion, appropriate for the recipient or provider, compliant with applicable laws and societal norms, and free from influence over the company's business decisions. All giving and receiving of gifts, hospitality, or entertainment must strictly follow the company's guidelines.

2. Political Contributions:

Political contributions, whether direct or indirect, in the form of monetary donations, loans, services, sponsorships, fundraising events, or endorsements of political parties are strictly regulated. The company maintains political neutrality and only considers supporting democracy-related activities if they comply with all applicable laws and are transparently recorded with documented evidence and proper approvals. The company also encourages employees to exercise their voting rights in both local and national elections as a fundamental civic duty. However, any political involvement must be in a personal capacity and must not be associated with the company in any manner.

3. Charitable Donations and Sponsorships: Charitable contributions and sponsorships are part of the company's corporate social responsibility (CSR) initiatives to support communities and enhance the company's public image without seeking business favors in return. All donations and sponsorships must be: transparent, legally compliant, and properly documented and not used as a front for corruption or bribery. All financial contributions must be recorded with proper documentation and undergo an approval process for future audits.

4. Business Relations and Government Engagement: Any transactions or dealings with government officials or agencies must be conducted ethically, transparently, and in full compliance with relevant laws and regulations. The company mandates strict adherence to all governmental rules and guidelines when engaging with public sector representatives to ensure integrity and compliance with legal requirements.

Implementation Measures

1. Directors, executives, and employees must adhere to the company's anti-corruption policies, corporate governance guidelines, operational regulations, and related policies. They must refrain from any involvement in corruption, whether directly or indirectly.
2. Employees should not ignore or neglect any signs or suspicions of corruption. They must report such incidents to their supervisors, responsible persons, or through the designated reporting channels. Additionally, they must cooperate in investigations to establish the facts.
3. The company commits not to demote, punish, or negatively impact any employee who refuses to participate in corruption, even if such refusal results in a loss of business opportunities for the company.
4. The company communicates its anti-corruption policies, reporting channels, and whistleblowing mechanisms through various methods such as orientation sessions, intranet systems, and newsletters to ensure employees, affiliated companies, and controlled entities understand and implement these policies.
5. The company shares its anti-corruption policies and reporting mechanisms with the public and stakeholders through channels such as Dexon's website and annual reports.
6. The company has established a corruption risk management system, including risk assessments, priority setting, and implementation of appropriate measures, along with continuous monitoring of the effectiveness of these measures.
7. The company's HR processes reflect its anti-corruption commitment, covering: employee selection and training, performance evaluation and compensation, promotion and job structuring, ensuring proper segregation of duties to allow for checks and balances, and allocating sufficient resources and skilled personnel to effectively implement the anti-corruption policy.
8. The company enforces a clear, stringent, and transparent approval system for business transactions, ensuring efficiency and accountability.
9. The company has a robust internal control system that covers: finance, accounting, and record-keeping, other internal processes related to anti-corruption measures, and regular communication of control measures to responsible personnel.
10. The company ensures proper documentation and record-keeping to facilitate audits and verify compliance. This includes preventing unrecorded, inexplicable, or fraudulent transactions.
11. The company conducts regular internal audits covering key business activities, such as sales, marketing, and procurement, to ensure that: internal control systems meet their intended objectives, operations comply with company policies, regulations, and legal requirements, and recommendations are provided to enhance operational efficiency.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

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

The company provides an opportunity for all employees and external individuals to report any observed behavior or incidents that may violate corporate governance principles, ethical standards, or Dexon's code of business conduct.

Whistleblowers can submit complaints or reports through the following channels:

- Whistleblowing and Fraud Reporting System available on the Dexon website: www.dexon-technology.com
- Whistleblowing and Fraud Reporting System available on Dexon's SharePoint
- Email the Chairman of the Audit Committee or an Audit Committee Member at whistleblowing@dexon-technology.com
- Submit a written complaint via mail to the Chairman of the Audit Committee or an Audit Committee Member:

Dexon Technology Public Company Limited
78/4-5 Moo 6, Sukhumvit Road, Ban Chang District,
Rayong Province, 21130, Thailand

· Other channels provided by Dexon (if applicable)

The company is committed to handling all complaints fairly, transparently, and attentively, ensuring equal treatment for all parties involved. The company sets an appropriate timeframe for investigations and guarantees that the whistleblower's identity will remain confidential. Additionally, whistleblowers will be protected from retaliation or mistreatment, both during and after the investigation process.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

The company places great importance on good corporate governance and has established policies and practices outlined in the Corporate Governance Manual, Business Ethics, and Code of Conduct, which have been approved by the Board of Directors. The latest revision (8th edition) was approved on February 28, 2024, covering the following key areas:

1. Prevention of Conflicts of Interest

The company has implemented a policy Conflict of Interest Policy and Disclosure of Stakeholding Interests, which provides clear guidelines for transactions that may pose a conflict of interest. The company ensures that such transactions are conducted with transparency, fairness, and in the best interests of the company, treating them as if they were made with external parties while maintaining fairness to all stakeholders.

The company requires directors and executives to submit Conflict of Interest and Stakeholding Reports within 30 days of their initial appointment. This reporting obligation extends to: spouses or domestic partners, minor children, and any legal entities in which the director, executive, spouse, or minor child holds more than 30% of total voting rights. Additionally, updates must be submitted whenever there is a change in the reported information, and all reports are compiled by the Company Secretary for record-keeping and compliance monitoring.

In 2024, all directors and executives have successfully submitted Conflict of Interest Reports and Stakeholding Disclosures. The company has also conducted a review of potential conflict-of-interest cases and has disclosed detailed information about related-party transactions in the respective section of the company's reports.

2. Management of Insider Information

The company has established a Policy on Insider Information Use and Confidentiality, detailing the guidelines for information security and the prevention of insider information misuse as follows:

1. The company prioritizes preventing the use of insider information for personal gain, actions that may reduce the company's interests, or situations that create conflicts of interest. This policy is embedded within the company's Corporate Governance Policy, Code of Conduct, Employment Contracts, and Work Regulations.
2. The company is committed to safeguarding confidential customer information and ensuring that such data is not used for personal benefit by directors, executives, employees, or related individuals unless disclosure is legally required.
3. The company has implemented stringent controls to prevent unauthorized access to its information systems. Access rights are assigned to employees based on their roles and responsibilities.
4. In cases where external individuals are involved in projects that require access to non-public information that could influence the stock price, such individuals must sign a Confidentiality Agreement until the information is publicly disclosed to the Stock Exchange and the Securities and Exchange Commission (SEC).
5. Directors, executives, and employees are strictly prohibited from using material insider information related to the company's securities trading that could affect stock prices before public disclosure.
6. Directors, executives, senior accounting and finance personnel (manager level and above), and employees with access to insider information must refrain from trading the company securities at least 30 days before the disclosure of financial results or material information that could impact stock prices. Additionally, they must wait at least 24 hours after public disclosure before engaging in any securities transactions.
7. The company mandates that all directors and executives submit reports on their holdings of the company securities.

This requirement extends to their spouses, domestic partners, and minor children and any corporate entities in which the director, executive, spouse, domestic partner, or minor child holds more than 30% of the total voting rights. These reports must be submitted to the Company Secretary within 30 working days of assuming a position.

8. Furthermore, directors and executives (including their spouses, domestic partners, minor children, and corporate entities in which they hold more than 30% of voting rights) must report any changes in their Dexon securities holdings to the Securities and Exchange Commission (SEC). The report must be submitted within 3 working days of the transaction. Alternatively, a semi-annual report can be submitted within 3 working days after the end of a 6-month period, or if the total transaction value exceeds THB 3 million, whichever occurs first. These requirements are in accordance with Section 59 of the Securities and Exchange Act.

9. The company also requires directors to report changes in their securities holdings and any conflicts of interest to the Board of Directors (BoD). The Company Secretary compiles these reports and presents them quarterly during board meetings. Additionally, all changes in securities holdings by directors and executives throughout the year are disclosed in Dexon's Annual Report.

10. Any director, executive, or employee found in violation of the insider trading policy will face disciplinary action and/or legal consequences, as appropriate.

In 2024, all directors and executives fully complied with the company's policy, and no violations were reported.

3. Investor Relations

The company recognizes that both financial and non-financial information significantly influence investor decisions and the interests of stakeholders. The company prioritizes complete, accurate, reliable, consistent, and timely disclosure of information in accordance with the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) regulations.

To facilitate efficient communication with investors, Dexon has established an Investor Relations (IR) unit to serve as the central hub for sharing key information, including financial reports, operational performance, future business outlook, and any other data that may impact Dexon's stock price.

4. Anti-Corruption and Anti-Bribery Policy

The company has incorporated its ethics and business code of conduct into the Corporate Governance Handbook, ensuring that its anti-corruption principles are clearly defined. The company has established a Policy on Anti-Corruption and Bribery, which strictly prohibits directors, employees, officers, executives, and representatives acting on behalf of the company from engaging in any direct or indirect corrupt activities.

The policy explicitly forbids offering, soliciting, accepting, or providing any benefits obtained through corruption or bribery for personal gain, whether for oneself, family members, or close associates.

Implementation Guidelines

To ensure compliance with the Anti-Corruption and Bribery Policy, all directors, employees, officers, executives, and representatives of Dexon—including its subsidiaries, affiliates, and controlled entities operating domestically and internationally—must adhere to the following guidelines:

1. Gifts, Hospitality, and Entertainment:

Maintaining strong business relationships with past, current, or potential business partners and customers poses a risk of corruption. These interactions may include exchanging gifts, hospitality, or entertainment, which could lead to unethical practices. The company expects its employees and representatives to exercise sound judgment in determining the appropriateness of giving or receiving such items. All transactions must be suitable for the occasion, appropriate for the recipient or provider, compliant with applicable laws and societal norms, and free from influence over the company's business decisions. All giving and receiving of gifts, hospitality, or entertainment must strictly follow the company's guidelines.

2. Political Contributions:

Political contributions, whether direct or indirect, in the form of monetary donations, loans, services, sponsorships, fundraising events, or endorsements of political parties are strictly regulated. The company maintains political neutrality and only considers supporting democracy-related activities if they comply with all applicable laws and are transparently recorded with documented evidence and proper approvals. The company also encourages employees to exercise their voting rights in both local and national elections as a fundamental civic duty. However, any political involvement must be in a personal capacity and must not be associated with the company in any manner.

3. Charitable Donations and Sponsorships: Charitable contributions and sponsorships are part of the company's corporate social responsibility (CSR) initiatives to support communities and enhance the company's public image without seeking business favors in return. All donations and sponsorships must be: transparent, legally compliant, and properly documented and not used as a front for corruption or bribery. All financial contributions must be recorded with proper documentation and undergo an approval process for future audits.

4. Business Relations and Government Engagement: Any transactions or dealings with government officials or agencies must be conducted ethically, transparently, and in full compliance with relevant laws and regulations. The company mandates strict adherence to all governmental rules and guidelines when engaging with public sector representatives to ensure integrity and compliance with legal requirements.

Implementation Measures

1. Directors, executives, and employees must adhere to the company's anti-corruption policies, corporate governance guidelines, operational regulations, and related policies. They must refrain from any involvement in corruption, whether directly or indirectly.
2. Employees should not ignore or neglect any signs or suspicions of corruption. They must report such incidents to their supervisors, responsible persons, or through the designated reporting channels. Additionally, they must cooperate in investigations to establish the facts.
3. The company commits not to demote, punish, or negatively impact any employee who refuses to participate in corruption, even if such refusal results in a loss of business opportunities for the company.
4. The company communicates its anti-corruption policies, reporting channels, and whistleblowing mechanisms through various methods such as orientation sessions, intranet systems, and newsletters to ensure employees, affiliated companies, and controlled entities understand and implement these policies.
5. The company shares its anti-corruption policies and reporting mechanisms with the public and stakeholders through channels such as Dexon's website and annual reports.
6. The company has established a corruption risk management system, including risk assessments, priority setting, and implementation of appropriate measures, along with continuous monitoring of the effectiveness of these measures.
7. The company's HR processes reflect its anti-corruption commitment, covering: employee selection and training, performance evaluation and compensation, promotion and job structuring, ensuring proper segregation of duties to allow for checks and balances, and allocating sufficient resources and skilled personnel to effectively implement the anti-corruption policy.
8. The company enforces a clear, stringent, and transparent approval system for business transactions, ensuring efficiency and accountability.
9. The company has a robust internal control system that covers: finance, accounting, and record-keeping, other internal processes related to anti-corruption measures, and regular communication of control measures to responsible personnel.
10. The company ensures proper documentation and record-keeping to facilitate audits and verify compliance. This includes preventing unrecorded, inexplicable, or fraudulent transactions.
11. The company conducts regular internal audits covering key business activities, such as sales, marketing, and procurement, to ensure that: internal control systems meet their intended objectives, operations comply with company policies, regulations, and legal requirements, and recommendations are provided to enhance operational efficiency.

5. Whistleblowing Policy

The company provides an opportunity for all employees and external individuals to report any observed behavior or incidents that may violate corporate governance principles, ethical standards, or Dexon's code of business conduct.

Whistleblowers can submit complaints or reports through the following channels:

- Whistleblowing and Fraud Reporting System available on the Dexon website: www.dexon-technology.com
- Whistleblowing and Fraud Reporting System available on Dexon's SharePoint
- Email the Chairman of the Audit Committee or an Audit Committee Member at whistleblowing@dexon-technology.com
- Submit a written complaint via mail to the Chairman of the Audit Committee or an Audit Committee Member:
Dexon Technology Public Company Limited
78/4-5 Moo 6, Sukhumvit Road, Ban Chang District,
Rayong Province, 21130, Thailand
- Other channels provided by Dexon (if applicable)

The company is committed to handling all complaints fairly, transparently, and attentively, ensuring equal treatment for

all parties involved. The company sets an appropriate timeframe for investigations and guarantees that the whistleblower's identity will remain confidential. Additionally, whistleblowers will be protected from retaliation or mistreatment, both during and after the investigation process.

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. Boonchuay Korkitrotiana (Chairman of the audit committee)	5	/	5
2 Mr. Anurak Lelapiyarnit (Member of the audit committee)	5	/	5
3 Mr. PRAYAD KRONGAPIRADEE (Member of the audit committee)	5	/	5
4 Mr. Narongrit Tavornvisitporn (Chairman of the audit committee)	5	/	5

The results of duty performance of the audit committee

The Audit Committee has carried out its duties independently in accordance with the established charter and can summarize the key points of its activities in 2024 as follows:

Financial Statement Review

The Audit Committee reviewed the annual and quarterly financial statements in collaboration with management and the external auditor (EY Thailand) and concluded that the financial statements were accurate, complete, and in compliance with accounting standards, with reliable disclosures.

Appointment of External Auditor

The Audit Committee considered and recommended the appointment of an external auditor from EY Thailand for the year 2025, taking into account their independence, audit quality, and appropriate remuneration.

Related Party Transactions Review

The Audit Committee reviewed the accuracy and fairness of related party transactions to ensure they adhered to business principles and did not result in conflicts of interest.

Risk Management

The Audit Committee monitored the organization's risk management processes and found that they were consistent with the charter and effectively addressed key risks.

Internal Control

The Audit Committee reviewed and evaluated the internal control system on a quarterly basis and found that it was appropriately managed, with a score of 91.78% (Excellent) in the COSO framework assessment.

Internal Audit

The Audit Committee oversaw the internal audit function, conducted by PP Internal Audit Co., Ltd., and evaluated its performance, which received a score of 97.45% (Excellent).

Compliance with Legal and Stock Exchange Regulations

The Audit Committee reviewed policies related to governance, anti-corruption, and insider trading and monitored strict compliance with laws and regulations.

Evaluation of the Audit Committee's Performance

The Audit Committee carried out its self-assessment in line with the Stock Exchange of Thailand's guidelines, achieving a score of 84.12% (Excellent).

Meetings with External Auditors and Internal Auditors

The Audit Committee held meetings with external and internal auditors, without management participation, to discuss the

review of financial statements, audit plans, and improvements to internal controls.

Reporting to the Board of Directors

The Audit Committee regularly prepared meeting reports and summarized recommendations for the Board of Directors to consider on a quarterly basis.

The Audit Committee will continue to carry out its duties independently and diligently to promote good governance and enhance confidence among shareholders and stakeholders.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 29

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Stale Martin Stuvik (Chairman of the executive committee)	26	/	29
2 Mrs. Mallika Kaekla (Member of the executive committee)	28	/	29
3 Mr. Jarno De Jonge (Member of the executive committee)	25	/	29
4 Mr. Koramest Khumsand (Member of the executive committee)	8	/	29
5 Ms. Podjana Chayarat (Member of the executive committee)	28	/	29
6 Mr. Anotai mohjhaw (Member of the executive committee)	27	/	29
7 Mr. Mohammed Ilyas Mohiuddin (Member of the executive committee)	23	/	29
8 Mr. Ridkorn Tessalee (Member of the executive committee)	3	/	29
9 Mr. Monty E. Richardson (Member of the executive committee)	3	/	29

The results of duty performance of Executive Committee

In 2024, the Executive Committee carried out its duties within the scope of responsibilities outlined in the Executive Committee Charter, as approved by the Board of Directors. The key matters considered are summarized as follows:

1. Consideration of the company's business policies, direction, and strategies, including the establishment of financial plans, budgets, human resource management, investments, expansion, and public relations, in accordance with the framework approved by the Board of Directors. The Committee also oversaw the work of the appointed task forces to ensure that goals were achieved.
2. Consideration of the annual budget allocation proposed by the management before submitting it to the Board of Directors for review and approval.
3. Consideration of projects, investments, or other business activities within the approved budget or financial limits as authorized by the Board of Directors.
4. Regular monitoring and review of the company's operational and financial performance on a monthly basis.

5. Determination of the organizational structure, management authority, including appointments, hiring, transfers, wage, compensation, and bonuses for executive-level employees.
6. Carrying out other tasks as occasionally assigned by the Board of Directors.

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2
Committee (times)

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Stale Martin Stuvik (Member of the subcommittee)	1	/	2
2 Mr. PRAYAD KRONGAPIRADEE (The chairman of the subcommittee)	2	/	2
3 Mr. Boonchuay Korkitrotiana (Member of the subcommittee)	2	/	2

The results of duty performance of Nomination and Remuneration Committee

In 2024, the Compensation and Nominating Committee has performed its duties as follows:

Determination of Board Compensation

The compensation for the Board of Directors and sub-committees consists of both monetary compensation and non-monetary benefits, such as training and development, health check-ups, accident and health insurance, as well as Directors' and Officers' Insurance (D&O Insurance). The Compensation and Nominating Committee has referred to the compensation survey report from the Thai Institute of Directors (IOD). For the year 2024, the compensation is based on the 2022 survey report, with adjustments made according to the economic conditions.

Nomination and Presentation of Directors to Replace Those Whose Terms Have Expired

The Compensation and Nominating Committee has considered individuals with the necessary knowledge, skills, and experience aligned with the company's business direction, along with the ethics, morals, and qualifications required by the company, to replace directors whose terms have expired. These nominations are presented to the Board of Directors and subsequently to the Annual General Meeting of Shareholders for further consideration.

Review and Improvement of the Executive Performance Evaluation Criteria

The Compensation and Nominating Committee has revised the criteria for evaluating the performance of senior executives, separating the evaluation of revenue generation and profit creation. The weighting of these two factors is determined according to the company's strategy for each year. Additionally, senior executives are given the opportunity to present strategic projects or plans as part of their performance evaluation.

Incorporation of Succession Planning into Executive Performance Evaluations

The Committee has initiated the development of a succession plan for the CEO, to prepare for a smooth transition upon the CEO's retirement.

The plan includes identifying potential successors and creating a program for learning about the company's operations, as well as necessary training and development. The results of this initiative will be incorporated into the annual performance evaluation of senior executives.

Improvement of the Director Skill Matrix

The Committee has updated the Director Skill Matrix to align with the company's international expansion. Additional necessary skills for directors have been defined to ensure the board has the necessary expertise to effectively oversee the business in line with its global direction.

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. Mallika Kaekla (Member of the subcommittee)	4	/	4
2 Mr. Koramest Khumsand (Member of the subcommittee)	1	/	4
3 Ms. Kemmarat Wanitchapan (Member of the subcommittee)	4	/	4
4 Ms. Podjana Chayarat (Member of the subcommittee)	4	/	4
5 Mr. Anotai mohjhaw (Member of the subcommittee)	4	/	4
6 Mr. Narongrit Tavorntisitporn (The chairman of the subcommittee)	4	/	4
7 Mr. Adisak Mananas (Member of the subcommittee)	3	/	4

The results of duty performance of Risk Management Committee

In 2024, the Risk Management Committee oversaw the risk management system and processes to ensure that they company implemented risk management measures in line with the developed system and processes, covering strategic, financial, operational, compliance, and emerging risks. These efforts aim to mitigate the impact on the company's business objectives. Key activities of the Risk Management Committee are summarized as follows:

Review of Risk Management Policies and Oversight

The Committee reviewed the risk management policy to ensure that the company had a continuous and comprehensive approach to managing risks across all areas, including emerging risks due to rapid changes in the business environment. The risk management process aligns with the company's sustainable business development policy, focusing on environmental impact, economic/social responsibility, governance, anti-corruption, and human rights promotion.

Review of the Risk Management Committee Charter

The Committee reviewed its charter to ensure that the composition and functions of the Risk Management Committee were appropriate and aligned with the company's current business strategy.

Risk Management Monitoring, Control, Review, and Reporting

The Committee held four meetings in 2024 to review risk factors, assess current and potential future risks, and discuss risk mitigation measures. Meetings were held quarterly to ensure effective oversight and monitoring of risk management implementation, providing recommendations for improving risk management practices.

Management of New Investment Risks

The Committee reviewed risk management measures for new investment projects to mitigate potential risks and their impact. The Risk Management Committee, assigned by the Board of Directors, ensured that risk management processes related to new investment projects were adequate and effective, providing confidence that the company's new investments will proceed successfully and deliver long-term business value.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company and its subsidiaries prioritize sustainable business growth, taking into account economic, environmental, and social impacts under good corporate governance, ethical practices, and stakeholder responsibility throughout the business value chain. To align with Thailand's Sustainable Development Goals (SDGs) and the United Nations Sustainable Development Goals (UN SDGs), the company has established policies and operational guidelines for sustainability that adhere to relevant commitments. The company also integrates Environmental, Social, and Governance (ESG) metrics based on the guidelines of the Stock Exchange of Thailand (SET) in a concrete manner. The company ensures transparent, high-quality, and standardized sustainability disclosures and reporting in its 56-1 One Report, providing essential information for investors. This transparency enhances stakeholder confidence in the company's long-term business potential, fostering stable and sustainable growth for both the company and its subsidiaries.

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainability management is an integral part of Dexon's strategic business plan. The company aims to balance business operations between the company and its subsidiaries while considering value creation and impacts across economic, social, and environmental dimensions throughout the business value chain. The company also shares knowledge gained from business operations with all stakeholders, emphasizing transparency and sustainable business development.

To support its vision, mission, operational strategies, and sustainability goals, the company has established sustainability commitments, strategies, and development targets covering environmental, social, and governance (ESG) aspects. The company reviews its sustainability strategy and operational plans annually to ensure that it meets its set objectives.

For environmental initiatives, which are increasingly critical to eco-friendly business operations and carbon footprint reduction, the company has implemented a Carbon Footprint Policy. The company has conducted greenhouse gas emissions data collection for the years 2022 – 2023. The 2023 greenhouse gas emissions data have been verified by a registered verification body and external assessors from the Thailand Greenhouse Gas Management Organization (Public Organization). This data will serve as the baseline year for setting the company's greenhouse gas reduction targets for 2025.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 17 Partnerships for the Goals

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

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

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

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

Information on impacts on stakeholder management in business value chain

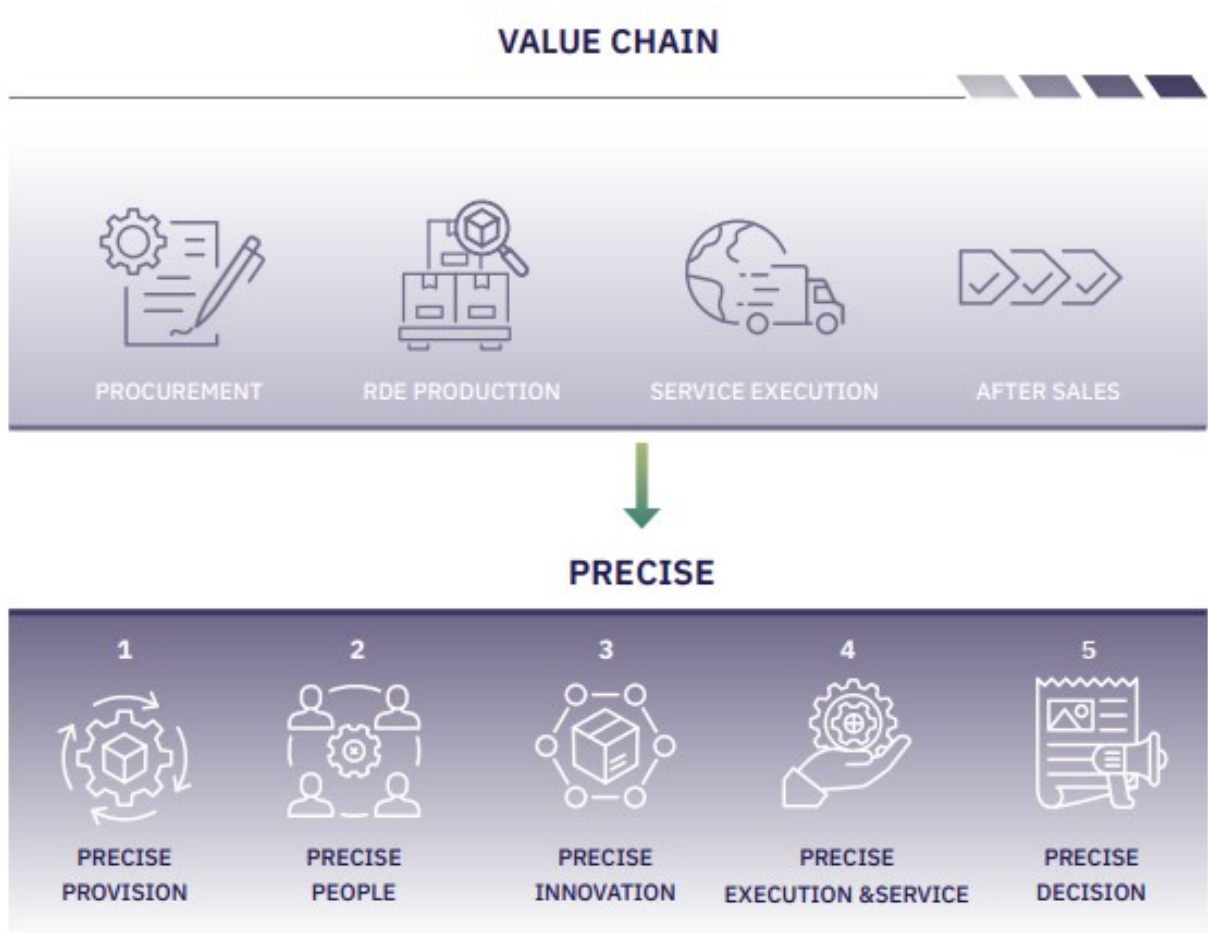
Business value chain

The company recognizes the critical importance of working with stakeholders and managing sustainability across all activities within the business value chain. This is achieved through a comprehensive analysis of economic, social, and

environmental dimensions at every stage of the service process—from sourcing and selecting potential business partners and suppliers who operate responsibly under good corporate governance principles to meeting stakeholder expectations and needs.

The company strives to balance value creation and economic returns for all stakeholders, fostering strong relationships and trust between the company and its stakeholders. To ensure precision in every activity throughout the business value chain, the company has redefined its value chain framework, ensuring high accuracy in technology and inspection services while promoting global sustainability.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Receive appropriate benefits and compensation - Receive training and skill development, with opportunities for growth and career advancement - Have the opportunity to participate and express opinions appropriately. - Work in a safe and suitable environment 	<ul style="list-style-type: none"> - Provide fair and competitive compensation and benefits, comparable to companies in the same industry. - Implement succession planning to ensure employees have opportunity for career growth. - Conduct training and development programs based on job roles, utilizing both internal and external trainers. - Gather employee feedback from annual performance evaluations and consider necessary improvements. - Regularly report workplace safety updates 	<ul style="list-style-type: none"> • Internal Meeting • Others <ul style="list-style-type: none"> • -

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Investors or investment institutions • Customers 	<ul style="list-style-type: none"> - Risk management - Ensuring continuous business development - Good governance - Sustainability of business 	<ul style="list-style-type: none"> - Transparency and auditability in business management, including anti-corruption measures. - Conducting risk assessments at both organizational and operational levels. - Providing continuous returns on investment in a sustainable manner. - Managing business operations within a framework that ensures sustainable development across economic, social, and environmental aspects. 	<ul style="list-style-type: none"> • Online Communication • Annual General Meeting (AGM)
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> - Provide high-quality products and services that meet standards at reasonable prices. - Ensure accurate services and timely deliveries as scheduled. - Prioritize customer safety while providing services, including minimizing environmental impact. 	<ul style="list-style-type: none"> - Deliver high-quality equipment and services on schedule and in accordance with set standards. - Address and take responsibility for safety issues related to equipment and services. - Innovate products and services that emphasize environmental impact reduction. 	<ul style="list-style-type: none"> • Visit • External Meeting • Complaint Reception • Satisfaction Survey
<ul style="list-style-type: none"> • Competitors 	<ul style="list-style-type: none"> - Engage in fair and equitable competition. - Comply with laws, regulations, and relevant policies. 	<ul style="list-style-type: none"> - Conduct business fairly without engaging in unfair competitive practices. - Operate with integrity and adhere to ethical business principles. 	<ul style="list-style-type: none"> • Complaint Reception • Others <ul style="list-style-type: none"> • -

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Suppliers • Business partners 	<ul style="list-style-type: none"> - Conduct business with integrity, ethics, and fairness. - Adhere to agreements and commercial contracts. - Maintain mutual business benefits - Ensure timely payments as agreed 	<ul style="list-style-type: none"> - Establish transparent and fair purchase or partnership agreements - Strictly comply with agreements and contracts - Promote and develop the capabilities of both the company and its partners for mutual growth - Ensure payments are made on time without delays 	<ul style="list-style-type: none"> • Online Communication • External Meeting • Training / Seminar
<ul style="list-style-type: none"> • Creditor • Financial institution 	<ul style="list-style-type: none"> - Disclose financial information and accounts truthfully - Repay loans, including interest and principal, as per the contract - Manage financial risk effectively 	<ul style="list-style-type: none"> - Provide accurate and reliable financial and accounting information - Comply with loan agreement terms, with clear guidelines for strict adherence - Implement financial risk management measures from relevant departments and report to the Board of Directors and Risk Management Committee 	<ul style="list-style-type: none"> • Online Communication • External Meeting
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> - Consider the impact on the community, society, and environment related to the company's operations - Promote the reduction of environmental and social impacts on communities - Listen to suggestions and feedback from communities, society, and relevant environmental organizations - Adhere to human rights principles in community engagement 	<ul style="list-style-type: none"> - Support activities that improve the quality of life for communities, society, and environment - Establish measures and promote innovations that minimize negative impacts on communities and the environment - Set up a dedicated unit to receive community feedback and complaints - Develop policies aligned with human rights principles 	<ul style="list-style-type: none"> • Social Event • Online Communication

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> Compliance with laws, announcements, regulations, and other relevant guidelines Conducting business based on ethics, integrity, and good governance principles Promoting organizational sustainability 	<ul style="list-style-type: none"> Operating within the framework of laws, announcements, regulations, and relevant rules Establishing guidelines and policies for regulatory compliance, ensuring that board members, executives, and employees uphold these standards Encouraging collaboration and participation in various government-led initiatives Developing sustainable organizational strategies 	<ul style="list-style-type: none"> Online Communication Complaint Reception Others <ul style="list-style-type: none"> -

Diagram of the stakeholder analysis in the business value chain



Information on organization's material sustainability topics

Organization's material sustainability topics

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

Details of organization's material sustainability topics


The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Creating environmentally friendly work processes	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management
Empowering employees to work with dignity while maintaining a WORK-LIFE-BALANCE	<ul style="list-style-type: none"> • Fair Labor Practices • Others : • Establish career growth opportunities with clear career paths aligned with business expansion.
Deliver precise services for customers	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development

Diagram of organization's material sustainability topics

PRECISE TECHNOLOGY FOR SUSTAINABLE WORLD

E

ENVIRONMENTAL




สร้างกระบวนการทำงานให้ เป็นมิตรกับสิ่งแวดล้อม

- ส่งเสริมการใช้พลังงานและทรัพยากรธรรมชาติอย่างคุ้มค่า
- เพิ่มประสิทธิภาพการใช้พลังงาน
- เปลี่ยนของเสียให้มีมูลค่า
- ลดปริมาณการปล่อยก๊าซเรือนกระจกในองค์กร

S

SOCIAL




ส่งเสริมให้พนักงานมีศักยภาพสูงสุดในการทำงานควบคู่ไปกับ WORK-LIFE BALANCE

- จัดให้มีโครงสร้างองค์กรที่ทำให้บุคลากรมี CAREER PATH ที่เติบโตไปพร้อมกับองค์กรในระยะยาว
- กระตุ้นให้พนักงานพัฒนาทักษะความรู้
- สร้างความภาคภูมิใจให้กับพนักงานในผลงานที่ได้สร้างและในหน้าที่ความรับผิดชอบ สร้างวัฒนธรรม การกล่าวชื่นชมพนักงานในโอกาสต่างๆ
- สร้างบรรยากาศในการทำงานให้พนักงานกล้าคิด กล้าทำ กล้าแสดงความคิดเห็น

G

ECONOMIC & GOVERNANCE



มุ่งมั่นพัฒนาเทคโนโลยีการตรวจสอบอย่างต่อเนื่องเพื่อการให้บริการตรวจสอบที่แม่นยำแก่ลูกค้า

- ดำเนินธุรกิจตามศีลธรรมอันดี คำนึงถึงความเสมอภาคและความซื่อสัตย์ตามแนวทางการกำกับดูแลกิจการที่ดีในการดำเนินธุรกิจ
- สร้างวัฒนธรรมองค์กรที่แข็งแกร่งให้ความสำคัญกับความถูกต้องแม่นยำในทุกขั้นตอนการทำงานและทุกระดับในองค์กร
- สร้างวัฒนธรรมองค์กรที่ให้ความสำคัญกับการยกระดับผลงานอย่างต่อเนื่องผ่านการใช้ความคิดสร้างสรรค์
- สร้างวัฒนธรรมองค์กรให้มีวัฒนธรรมแห่งการเรียนรู้

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Doesn't Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : Integrated Report guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Dexon and its subsidiaries prioritize sustainable business growth, taking into account economic, environmental, and social impacts under good corporate governance, ethical practices, and stakeholder responsibility throughout the business value chain. To align with Thailand's Sustainable Development Goals (SDGs) and the United Nations Sustainable Development Goals (UN SDGs), Dexon has established policies and operational guidelines for sustainability that adhere to relevant commitments. Dexon also integrates Environmental, Social, and Governance (ESG) metrics based on the guidelines of the Stock Exchange of Thailand (SET) in a concrete manner. Dexon ensures transparent, high-quality, and standardized sustainability disclosures and reporting in its 56-1 One Report, providing essential information for investors. This transparency enhances stakeholder confidence in Dexon's long-term business potential, fostering stable and sustainable growth for both Dexon and its subsidiaries.

Sustainability Management Goals (Economic, Social, Environmental, Governance)

Sustainability management is an integral part of Dexon's strategic business plan. Dexon aims to balance business operations between Dexon and its subsidiaries while considering value creation and impacts across economic, social, and environmental dimensions throughout the business value chain. Dexon also shares knowledge gained from business operations with all stakeholders, emphasizing transparency and sustainable business development.

To support its vision, mission, operational strategies, and sustainability goals, Dexon has established sustainability commitments, strategies, and development targets covering environmental, social, and governance (ESG) aspects. Dexon reviews its sustainability strategy and operational plans annually to ensure that it meets its set objectives.

For environmental initiatives, which are increasingly critical to eco-friendly business operations and carbon footprint reduction, Dexon has implemented a Carbon Footprint Policy. Dexon has conducted greenhouse gas emissions data collection for the years 2022 – 2023. The 2023 greenhouse gas emissions data have been verified by a registered verification body and external assessors from the Thailand Greenhouse Gas Management Organization (Public Organization). This data will serve as the baseline year for setting Dexon's greenhouse gas reduction targets for 2025.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk of Revenue Loss from Key Customers in the Petroleum and Petrochemical Industry

Related risk topics : [Strategic Risk](#)
• Competition risk

ESG risks : No

Risk characteristics

Dexon's primary customer base has historically been in the petroleum (oil and natural gas) industry, where its business model heavily relies on providing continuous engineering inspection services. Customers in the petroleum industry require engineering inspections to comply with regulations and legal requirements, as well as to ensure that production and transportation equipment for oil and gas remains operationally safe and does not pose a threat to the environment. However, since Dexon faces competition from both domestic and international engineering inspection service providers, there is a risk of losing its existing customer base if Dexon fails to develop new technologies and/or innovate solutions that align with the future business plans of its current customers.

Risk-related consequences

There is a risk of losing its existing customer base if Dexon fails to develop new technologies and/or innovate solutions

that align with the future business plans of its current customers.

Risk management measures

Dexon prioritizes conducting customer satisfaction surveys to improve service quality, strengthening customer relationships to enhance retention, allocating an annual budget for human capital development to ensure specialized expertise, collaborating with customers to develop new inspection technologies and innovations that align with their future business plans, establishing a dedicated research and development (R&D) department to create advanced engineering inspection technologies, implementing strict policies and measures to maintain customer confidentiality, and ensuring that their future business plans are not disclosed by Dexon.

Risk 2 Risk of Contract Non-Renewal or Service Postponement

Related risk topics	:	<u>Operational Risk</u>
		<ul style="list-style-type: none">• Loss or damage from non-compliance of partners or counterparties• Delays in the development of future projects
ESG risks	:	No

Risk characteristics

The company provides a wide range of inspection services tailored to customer needs, including unplanned inspections, small-scale inspections, long-term contract inspections (preventive measures), and major shutdown inspections when customers temporarily halt production. Given this diversity, the company operates under various contract types, most of which are short-term. Consequently, the company faces the risk of revenue discontinuity if contracts are not renewed by customers.

Additionally, for long-term contracts, where revenue is recognized progressively as services are provided, there is a risk that customers may occasionally postpone services despite having signed contracts. Such postponements may occur due to customer-related factors, such as equipment or site conditions not being ready for inspection, challenges in securing working capital, or liquidity issues. Delayed service schedules could potentially impact the company's revenue and overall financial performance.

Risk-related consequences

There is a risk that customers may occasionally postpone services despite having signed contracts. Such postponements may occur due to customer-related factors, such as equipment or site conditions not being ready for inspection, challenges in securing working capital, or liquidity issues. Delayed service schedules could potentially impact the company's revenue and overall financial performance.

Risk management measures

The company recognizes the risks associated with contract non-renewals and service postponements. To mitigate these risks, the company has developed an annual budgeting plan that enables management to analyze market conditions and strategically plan project acquisitions, ensuring a steady workflow that aligns with the completion of short-term contracts and other ongoing projects. A dedicated department actively monitors project progress and contract expiration timelines.

Additionally, the company's sales team has allocated personnel to maintain close relationships with customers by conducting direct visits and regularly observing on-site conditions to identify equipment requiring inspections. In 2024, the company continued to maintain a high proportion of returning customers compared to new clients, demonstrating strong customer loyalty and ongoing contract renewals. As a result, the company does not currently face significant risks in this area.

Beyond direct customer engagement, the company has implemented additional risk mitigation strategies, such as expanding its service offerings to include advanced inspection technologies developed in-house. This approach highlights the company's capabilities in delivering continuous and value-added services to customers. Furthermore, the company has implemented a customer expansion strategy by establishing subsidiaries in the Netherlands, the United States, and Germany to broaden its market reach across Europe and South America.

Risk 3 Risk of Cost Overrun

Related risk topics	:	<u>Operational Risk</u>
		<ul style="list-style-type: none">• Human error in business operations
ESG risks	:	No

Risk characteristics

For high-value projects, turnkey contracts, or long-term service engagements, the company's cost estimates and assumptions—such as service duration, labor costs, equipment, transportation, and accommodation—may deviate from actual

service execution. This discrepancy could lead to higher-than-expected service costs, which may significantly impact the company's financial performance.

Risk-related consequences

The discrepancy could lead to higher-than-expected service costs, which may significantly impact the company's financial performance.

Risk management measures

The company is well aware of this risk and has implemented stringent control measures. Every project undergoes thorough evaluation by qualified personnel, including those certified by ASNT Level 3, API, or other designated experts. This ensures that planning, cost estimates, and assumptions are as accurate as possible. Additionally, the company requires non-conformity reports (NCRs) to be submitted to the Executive Committee at least once a month for review and corrective actions. So far, the company has successfully managed its service costs and has not encountered any cost overrun incidents.

Risk 4 Risk of Dependence on Skilled Personnel

Related risk topics : Strategic Risk

- ESG risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

ESG risks : Yes

Risk characteristics

The company's business relies on specialized expertise in inspection and engineering services, which must comply with quality certification bodies and legal requirements. If the company experiences a shortage of skilled personnel or loses key employees, it could impact service continuity and limit business growth potential.

Risk-related consequences

If the company experiences a shortage of skilled personnel or loses key employees, it could impact service continuity and limit business growth potential.

Risk management measures

To address this risk, the company places strong emphasis on recruiting and developing highly skilled professionals. The company conducts rigorous competency tests and sets clear objectives for key positions to track and improve employee performance. The company also promotes continuous learning by encouraging employees to participate in training programs, both domestically and internationally, and to obtain relevant industry certifications.

To ensure compliance with certification renewals, the company has implemented the Dexon Omnia System (DOS), which tracks employee training and license renewals. Furthermore, the company has a sufficient number of certified personnel across all service categories, ensuring that it meets industry standards. The company also operates an in-house training institute specializing in non-destructive testing (NDT) and other inspection-related courses. This provides a competitive advantage by reinforcing Dexon's expertise and service capabilities.

As of now, the company has never faced a shortage of skilled personnel and currently has an adequate workforce to meet service demands. The company continues to recruit high-quality professionals to support its long-term expansion.

Additionally, the HR and talent development department has established succession planning strategies for key positions.

Risk 5 Risk from Economic Volatility and Stability in Countries Where Dexon Operates

Related risk topics : Strategic Risk

- Policies or international agreements related to business operations
- Economic risk

ESG risks : No

Risk characteristics

In addition to Thailand, the company conducts business in multiple foreign countries, where economic stability, political conditions, and security situations may fluctuate or undergo significant changes. Such volatility could impact the company's operations in those countries, posing risks associated with conducting business outside Thailand.

Risk-related consequences

These risks include:

- Political instability due to leadership changes, government policies, and legal amendments that may negatively affect the economy of the countries where the company operates, significantly impacting its business, financial performance, and

growth opportunities.

- Armed conflicts in regions where the company provides services to customers.
- Regional disputes in Southeast Asia, such as overlapping territorial claims in island territories and critical areas of the South China Sea.
- Military operations in response to terrorism.
- Economic cycles that differ from those in Thailand, along with unfavorable economic conditions.
- Credit rating downgrades of governments in the countries where the company operates.
- Foreign exchange risks, particularly if local currencies fluctuate against major currencies such as the U.S. dollar and the Thai baht.
- Unforeseen environmental regulatory changes that could affect operations.
- Differences in taxation and import duties, including withholding taxes on remittances and payments by subsidiaries, joint ventures, or business partners, as well as import tariffs on goods.
- Foreign exchange controls and restrictions on remitting funds out of the country.
- Vulnerability to natural disasters that could disrupt operations.
- Government intervention in the economy and the risk of expropriation of assets.
- Difficulties in debt collection or enforcement of trade laws, particularly if legal provisions are ambiguous or unclear.
- Variations in licensing and permit requirements, which may create challenges in maintaining necessary approvals in different countries.
- Unstable legal systems, uncertainty, and lack of transparency, where private-sector businesses receive less protection compared to markets in many developed countries.
- Inadequate protection of personal data and intellectual property rights violations.
- Cybersecurity risks, such as data breaches or severe operational disruptions due to hacking or cyberattacks.
- Country credit rating downgrades affecting economic stability.
- Challenges in attracting and retaining skilled management and employees, as well as implementing workforce productivity improvements.

Risk management measures

The overall success of Dexon's business operations in these regions depends on its ability to anticipate and effectively manage legal, political, social, and regulatory requirements, as well as varying economic conditions and unforeseen external events. Compliance with the regulations in every country where the company operates may result in unexpected costs.

If the company fails to manage these risks effectively, or if new business risks emerge within these regions, the company's business operations, financial position, and overall performance could be significantly affected. To mitigate these risks, the company conducts feasibility studies and country risk assessments before submitting bids and defining service terms for its operations in foreign markets.

Risk 6 Risks Related to Corporate Governance and Subsidiary Control Systems

Related risk topics : Strategic Risk
• ESG risk
Compliance Risk
• Corporate Governance

ESG risks : Yes

Risk characteristics

Expanding business operations internationally is a key strategic initiative for the company. At the same time, the company recognizes the importance of good corporate governance, maintaining a steadfast commitment to conducting business with integrity, transparency, and fairness, whether operating domestically or internationally. These principles are crucial in ensuring operational efficiency, transparency, and sustainable growth, ultimately fostering trust among all stakeholders.

Risk-related consequences

It will impact the image and reputation of the company if the corporate governance system and internal control system of the subsidiary are not adequate.

Risk management measures

To ensure that both domestic and international subsidiaries adhere to strong corporate governance principles and have effective internal control systems, the company has taken the following measures: conducting research and analysis of local laws in each country where its subsidiaries are established, reviewing and updating management policies and corporate governance frameworks to ensure they comprehensively cover all subsidiaries, developing an internal control manual for key operational processes to align internal controls across all subsidiaries in a consistent manner,

communicating governance and compliance guidelines to employees in each subsidiary, and implementing regular internal control audits and evaluations for each subsidiary at appropriate intervals to ensure compliance and effectiveness. These initiatives reinforce the company's ability to maintain corporate integrity and operational efficiency across its expanding global footprint.

Risk 7 Cybersecurity Threats

Related risk topics : Operational Risk
• Information security and cyber-attack
ESG risks : No

Risk characteristics

The rapid evolution of digital technology and cybersecurity threats presents an increasing external risk, with cyberattacks becoming more sophisticated. Meanwhile, modern businesses must rely on advanced technology and interconnected systems to enhance service efficiency. However, this reliance also requires robust IT security measures to prevent business disruptions, maintain organizational reputation, and protect against risks such as data breaches, ransomware attacks, reputational damage, and operational shutdowns.

Risk-related consequences

Business disruptions from risks such as data breaches, ransomware attacks, reputational damage, and operational shutdowns.

Risk management measures

The company recognizes the potential damage from such threats and has implemented a comprehensive cybersecurity policy and IT security development plan. Investments have been made to ensure IT systems comply with international security standards, reducing exposure to cyber risks. The company has also established internal control systems and independent external audits to ensure adequate security measures.

Additionally, the company has prioritized cybersecurity awareness training for employees, setting access control policies, restricting unauthorized usage, and establishing a data backup center for emergency recovery. The company has implemented a cyber incident response plan, regularly tests its disaster recovery system, and conducts cybersecurity drills to ensure the organization can efficiently manage risks, mitigate potential impacts, and maintain continuous service delivery to customers and stakeholders.

Risk 8 Risks from Climate Change, Environmental Regulations, and Greenhouse Gas Reduction Measures

Related risk topics : Strategic Risk
• ESG risk
Operational Risk
• Climate change and disasters
• Impact on the environment
ESG risks : Yes

Risk characteristics

Climate change has become a global concern, as reflected in the 28th United Nations Climate Change Conference (COP 28), held in Dubai, UAE, from November 30 to December 12, 2023. The key agenda focused on tripling renewable energy capacity by 2030 to limit global temperature increases to no more than 1.5°C while reducing fossil fuel dependence. In Thailand, the government has intensified its climate action, updating its greenhouse gas reduction plan in alignment with the 2030 Nationally Determined Contributions (NDCs). This initiative aims to achieve carbon neutrality and Net Zero greenhouse gas emissions in the coming decades.

Risk-related consequences

The average temperature of the Earth is rising and impacting ecosystems.

Risk management measures

Under its Dexon Grow Green sustainability strategy, the company is committed to efficient resource utilization, technological innovation, and circular economy principles, promoting carbon footprint reduction, renewable energy adoption, and environmentally friendly business practices. Key initiatives include installing solar panels to generate renewable electricity and aiming to reduce carbon emissions by 3% annually, using the previous year's carbon footprint as a baseline.

Risk 9 Risk of Non-Compliance with Local and International Regulations

Related risk topics : [Strategic Risk](#)

- ESG risk

[Compliance Risk](#)

- Change in laws and regulations
- Violations of laws and regulations

ESG risks : Yes

Risk characteristics

Since the company operates in multiple countries, it must comply with various domestic and international regulations, particularly those related to safety and environmental standards. The company's services fall under the jurisdiction of several regulatory bodies, such as the Department of Energy Business, which oversees the petroleum industry, the company's primary customer base.

Additionally, the company's workforce is multinational, meaning that compliance with local labor and work permit regulations is essential. Any regulatory changes—whether in work permits, industry standards, or safety laws—could disrupt the company's operations and business continuity in certain countries.

Risk-related consequences

Any regulatory changes—whether in work permits, industry standards, or safety laws—could disrupt the company's operations and business continuity in certain countries.

Risk management measures

To mitigate this risk, the company actively monitors legal and regulatory developments in all countries where it operates. The company has established a Government Affairs Department, responsible for ensuring compliance with both domestic and international laws. This department also tracks regulatory updates and ensures that the company remains compliant.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines : Yes

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : No

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : No

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

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

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : No

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

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

As Dexon focuses on providing engineering inspection services at an international level, advanced technology is a crucial factor in effectively meeting customer demands. Innovation research and development serve as key drivers of Dexon's business operations.

In 2007, Dexon established its Research and Development Center, led by Dr. Konstantin E. Nikitin, PhD. Physics, an expert in Ultrasonic Testing. The center consists of a multidisciplinary team of researchers and engineers dedicated to developing cutting-edge technologies, enhancing Dexon's capabilities to meet international standards. The R&D center operates in two primary areas:

1.1) Development to Support Dexon's Business Needs

With increasing demand for pipeline transportation inspections and other petroleum industry equipment, the R&D center prioritizes developing in-line inspection (ILI) tools and advanced non-destructive testing (NDT) equipment. These innovations provide a competitive advantage by delivering highly reliable, precise, and efficient solutions tailored to market needs.

1.2) Development to Meet External Client Requirements

Dexon's extensive expertise in technology research and development, combined with the resources of its R&D center, allows Dexon to effectively respond to external customer needs.

This expertise has attracted interest from leading petroleum industry companies, leading to collaborative R&D projects. These partnerships not only create business opportunities but also enhance Dexon's technological capabilities, ensuring a competitive edge in the global market.

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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