



SUSTAINABILITY  
REPORT 2023 

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## Scope of Report

This Sustainability Report encompasses the operations of Infraset Public Company Limited from January 1, 2023, to December 31, 2023. The report comprehensively covers the core business activities of the Company, which primarily engages in providing construction contracting services to businesses within the information technology and telecommunications industries.

# INSET Business Overview

## Overview of the Company's business operation



Infrasnet Public Company Limited ("The Company") was founded by Mr.Sakboworn Pukkanasut who has extensive experience and expertise in the business concerning data center construction. Mr. Pukkanasut has foreseen the potential and the economic growth in information technology and telecommunication business in Thailand, on May 8, 2006, he then established Infrasnet Company Limited to operate the business of data center construction and related information technology and telecommunications business with a registered capital of Baht 1 million. The Company has been entrusted by clients, both government agencies and private companies, to construct more data centers, telecommunications infrastructure, and telecommunication network.

The Company was listed on the Market for Alternative Investment (MAI) on October 8, 2019, with a total registered capital of Baht 280 million. The stock symbol is "INSET". On March 11, 2022, INSET had moved from the Market for Alternative Investment (MAI) to the Stock Exchange of Thailand (SET) with registered capital 462 million and operates as a construction service provider for enterprises in the information technology and telecommunications industries. The Company's business can be divided into 5 businesses as follows:

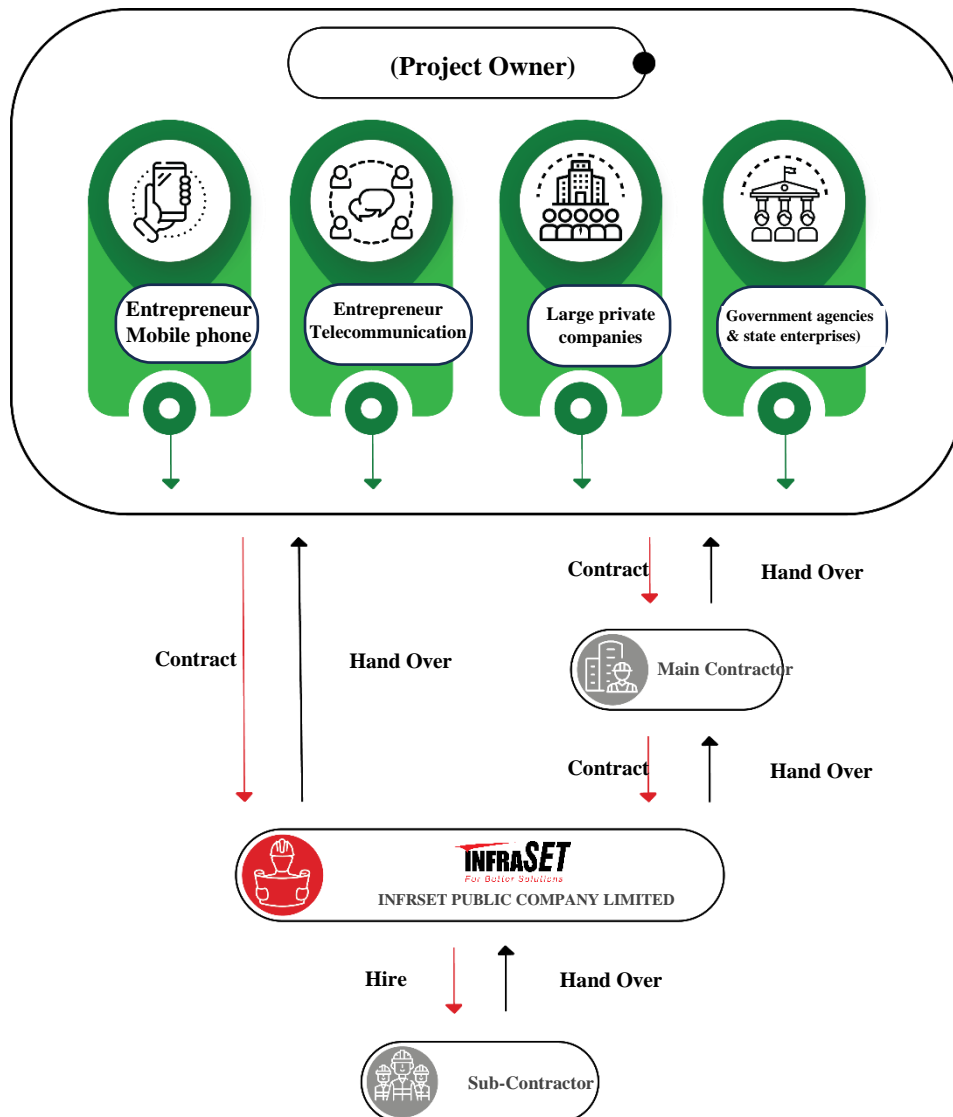
1. Data Center and Information Technology Infrastructure Business.
2. Telecommunications and Transportation Infrastructure Business.
3. Maintenance and service Business.
4. Trading Telecom and Hardware IT Equipment Business.
5. Application Service Provider

In 2023, the Company has started earning revenue from business type (4), while business type (5) is still in the process of developing applications. Addition of business type (4) and type (5) can increase opportunities in expanding business to grow sustainably. Not only revenue growth, but the Company is also able to expand its customer base, and to provide comprehensive services to meet the varying needs of customer groups in the information technology and telecommunications industry rapidly.

## Characteristics of Product and Service

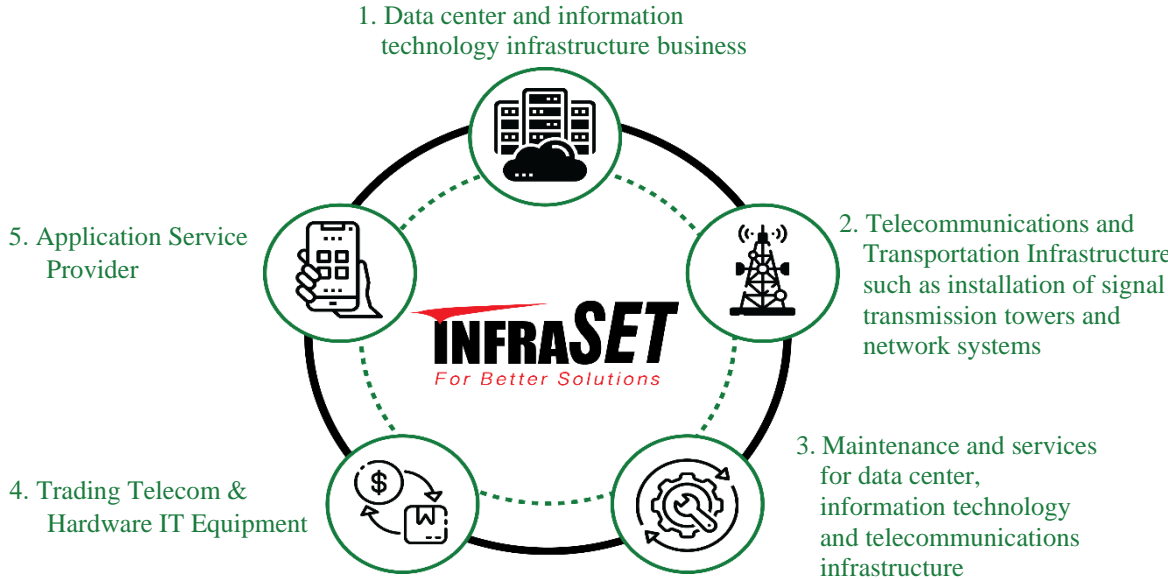
The Company has conducted the business of providing construction services relating to information technology and telecommunications. Our integrated professional service offers the complete solutions, from area surveying, engineering design, structural works together with projects concerning the information and telecommunication technology system engineering industry in Thailand under the terms of reference agreed. The Company will serve as the main contractor hired directly by the project owner and as sub-contractor being directly contracted with the general contractor.

Most of the contract is in the form of the Turnkey Contract meaning that the Company will receive the details from the customer then it will work on project planning and estimating and propose the quotation for price and services to the customer thereafter. After the contract has been agreed upon, the Company will hire sub-contractors to undertake the construction which every stage of construction project would be controlled by its engineering team. The Company positively believe that the afore-said practice would contribute to overall quality of work and service delivered and meet the time specified by the customers as shown in the plan below.



# Business Operations

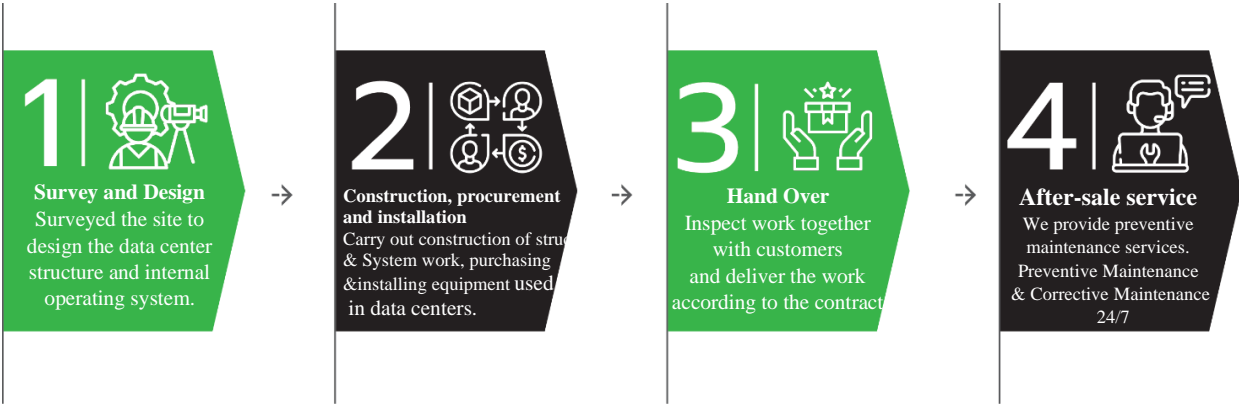
The company operates as a construction service provider for entrepreneurs in the information technology and telecommunications industries. The company's services can be divided into 5 businesses:



## 1. Data Center and Information Technology Infrastructure


### ( 1.1 ) Data Center

Data Center is a building, dedicated space within a building used to house computer systems and associated components, such as telecommunications and storage systems which will be working 24 hours a day. In the design and construction of the data center, one will have to focus on setting servers to be as stable as possible and to be able to respond quickly and decisively. In addition, the data center is currently helping to facilitate data transfer and communication operations.




The Company offers construction services for the data center, both constructing new data center building and renovating of existing buildings for being used as a data center. This task requires highly experienced experts with extensive knowledge or ability based on this particular subject since the data center must be specially designed and constructed to support the function that is different from the general building or computer room. The details are offered as follows:

**Data Center Structure**




The data center structure will be especially designed to support not only the weight of building but also the weight many Servers placed therein, not to mention other equipment and system stored which outnumber which stored in the normal building. Furthermore, one needs to consider to vibration level on backup power systems set therein as well. Among other things, the design of data center wall structure must be taken into consideration which it must be thicker than usual, the two- layer concrete wall is preferable insomuch as it helps blocking outside heat and humidity while being able to control the temperature and humidity inside the building.

**Cooling system**




In order to support the operation of the Server which generating high heat 24 hours, data center building must have an efficient cooling system where it can measure and control the temperature level of 22 degrees Celsius considered appropriate for the Server or 50 percent relative humidity. To achieve this effort, the external insulation may be installed to help control the internal temperature. In addition, in the previous practice, some data centers have been constructed by raising their floors for the benefit of installing the air conditioning system thereunder or employing the cooling system which circulates cold air to maintain comfort.

**Backup power system**



Data center must have backup power system for the sake of uninterrupted power supply and compensating power when there is a disruption of power, power outages, power surge or over volt, therefore, the design and construction of data center building must have a backup power system so that the Server can work efficiently and continuously at all times. There are many types of backup power systems, such as UPS Power Supply, Oil Powered Backup Generator and Dry Type Backup Generator. These backup systems are used to adjust the input voltage to the usage in data center. Basically, data center would have more than one backup power system, so they can be used interchangeably when a problem occurs.

**Security system:**



The data center building must have a reliable security system to prevent various accidents within the building due to the large number of electronic devices. Fire suppression system is one sample here. (The fire suppression system should use non-conductive fire extinguishers which will not destroy electronic devices such as Pyrogen, NOVEC, etc.) In addition, the data center building must also have a heat detection system to ensure that it can prevent damage causing from fire along with the high security system of the building under the standard Tier Classification System created by the Uptime Institute, the four distinct Tier classifications for data center infrastructure can be defined as follows:

**Tier I: Basic Data Center Infrastructure**

Tier I data center provides dedicated site infrastructure to support information technology beyond an office setting with Service Level Agreement (SLA) of 99.671% or 28.817 hours of downtime per year. A Tier I basic data center must have non-redundant capacity components and a single, non-redundant distribution path servicing the computer equipment. Tier I infrastructure includes a dedicated space for IT systems; an uninterruptible power supply (UPS) to filter power spikes, sags, and momentary outages; dedicated cooling equipment that won't get shut down at the end of normal office hours; and an engine generator to protect IT functions from extended power outages.

**Tier II: Redundant Capacity Components Site Infrastructure**

Tier II facilities include redundant critical power and cooling components to provide select maintenance opportunities and an increased margin of safety against IT process disruptions that would result from site infrastructure equipment failures. The redundant components include power and cooling equipment such as UPS modules, chillers or pumps, and engine generators. Furthermore, all IT equipment must be dual-powered and fully compatible with the topology of a site's architecture along with concurrently maintainable site infrastructure with expected availability of 99.982% or hours of downtime per year. In terms of redundancy, Tier II offers N+1 availability. Any unplanned activity such as operational errors or spontaneous failures of infrastructure components can still cause an outage.

**Tier III: Concurrently Maintainable Site Infrastructure**

A Tier III data center requires no shutdowns for equipment replacement and maintenance. A Tier II allows for any planned maintenance activity of power and cooling systems to take place without disrupting the operation of computer hardware located in the data center. A redundant delivery path for power and cooling is added to the redundant critical components of Tier II so that each and every component needed to support the IT processing environment can be shut down and maintained without impact on the IT operation. In addition, Tier III data center specifications are utilized by larger businesses and feature 99.982% uptime with no more than 1.5768 hours of downtime per year.

**Tier IV: Fault Tolerant Site Infrastructure**

Tier IV site infrastructure builds on Tier III, adding the concept of Fault Tolerance to the site infrastructure topology. A Fault Tolerant data center will have multiple, independent, physically systems that are isolated and each have redundant capacity components and multiple, independent, diverse, active distribution paths simultaneously serving the computer hardware. The data center must have IT hardware that is dual powered and properly installed to have compatibility with the topology of the site's architecture (N after failure). Complementary systems and distribution paths must be physically isolated from one another (compartmentalized) to prevent any single event from simultaneously impacting both systems and paths. Tier 4 provides 99.995% uptime per year with 26.3 minutes of annual downtime.





The company has 5 experts who have received certificates from the Uptime Institute.

Certificate Tier III data center includes:



Tier III Certificate of Design Documents and Tier III Certificate of Constructed Facility

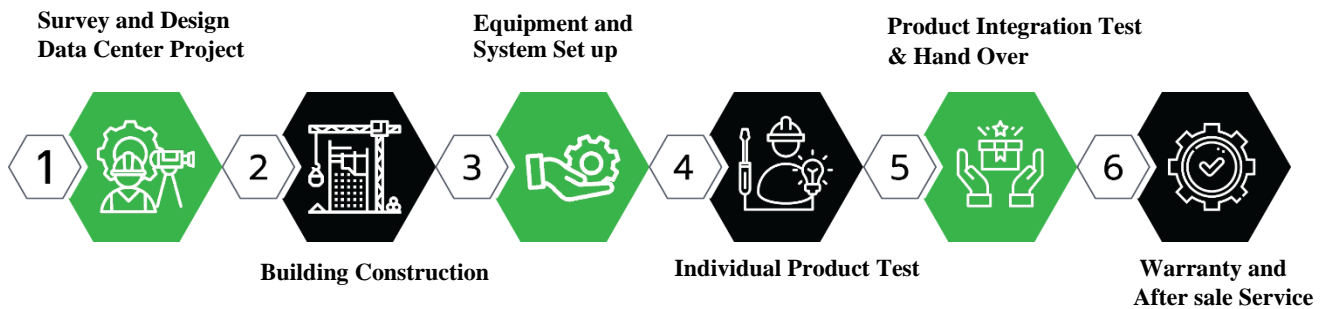
- EEC Global Cloud Project ( DC1)
- Bang Bua Thong Data Center1 Project ( BBT DC 2)

Tier III Certificate of Design Documents

- True IDC East Bangna 2 Project

Source: <https://uptimeinstitute.com/tier-certification/tier-certification-list>

The Company provides design and construction services for the data center according to the needs of customers, whether it is a data center according to Tier I to Tier IV. In this regard, the scope of work of the Company regarding the construction of the data center can be summarized in the diagram shown below.



With regard to the renovating of the existing building area for using as a data center or data center room, the procedures are similar to the construction of the data center shown in the above diagram. However, there has the difference worth explain here that is even though renovating the existing building area to be used as a data center does not need the construction of a new data center structure however, there have some additional factors needed to be taken into consideration such as the load-bearing capacity of the building as well as the caution which must be employed when placing various systems in the building whilst trying not to disrupt the existing system in the same building area.

## (1.2) Information Technology Infrastructure (IT Infrastructure)

Information technology infrastructure construction is the job of installing and connecting various systems in the project area such as the communication systems but also the WIFI signal systems, LAN cable systems and electrical systems in pursuance of ensuring that all systems and elements are connected and coordinated efficiently. The Company offers services covering IT system and infrastructure designing, system implementation, equipment installation and signal wiring in order to connect the system with equipment within the project.



**Examples of our distinguished accomplishment are as follows:**

- The construction project on submarine cable landing station along with the power building of Symphony Communication Public Company Limited located in Rayong Province.
- The construction project on Mobile Switching Center (MSC) -TYB (Thanyaburi) located in Pathum Thani Province.
- The project on constructing Internet Data Center of the True IDC at True Tower 2.
- The project on providing mobile phone signal and high speed internet service in remote areas, Village in the border area (Zone C +), Office of The National Broadcasting and Telecommunications Commission: NBCT) (establishing schools and community internet centers namely the Universal Service Obligation : USO net in the northern and northeastern areas (USO Phase 1 Project )).
- The project on providing high speed internet in remote areas (Zone C) of the Office of the National Broadcasting and Telecommunications Commission, Northern Region 1 and Central Region 2 (USO Phase 2 Project).
- The project on constructing the Computer Operation Center for ICONSIAM Department Store.
- The project on constructing the CAT IDC data center.
- DC Power System Installation Project in North, Central, East, and Northeast (CAT Asian Digital Hub).
- The project on constructing submarine cable landing station, TRUE Landing Station, Songkhla.
- The construction of a Modular Data Center in the Bang Bua Thong Computer Center complied to Tier III standards of design and construction from the Uptime Institute (New Tier III Modular DC (BBT)).

- Contract for land procurement and construction of building including mechanical and electrical (M&E) system installation for DATA CENTER compliance to Tier III of Uptime Institute.
- Contract for projects of mechanical and electrical (M&E) system installation for Data Center and Cable Landing Station.
- Mechanical and electrical (M&E) system installation for TELLUS2 PH2 (IDC Room 1)
- Mechanical and electrical (M&E) system installation for TELLUS2 PH1 (Floor 3)
- Construction and System Installation of Computer Center (Data Center) Project, Chulabhorn Royal Academy
- Modular Data Center and Bare Metal Machine/Network System Procurement with Installation of Open Stack Platform for Vaya Ready Project.
- Sustainable Community Digital Center Ecosystem Development Project, Activity 1

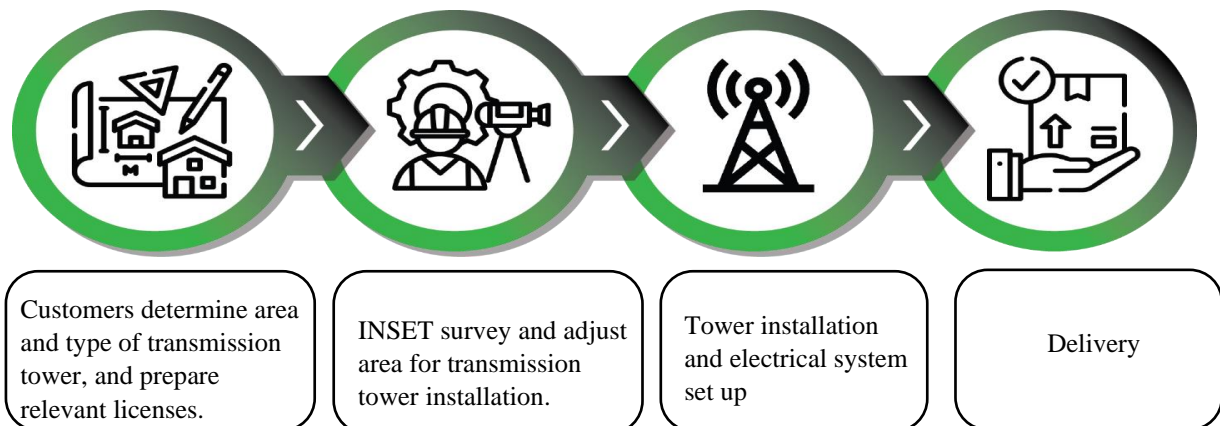
## 2. Telecommunications and Transportation Infrastructure

Telecommunications Infrastructure is physical medium through which all internet traffic flows allowing telecommunications network interconnecting between providers and users. This includes towers, antenna switching, optical fiber, copper cable. The telecommunications network will enable users to access telecommunications signals from their own devices such as landline, mobile phone or internet modem in which the designing and constructing require specialized expertise. The infrastructure construction and telecommunication network businesses of the Company can be described as follows:



### 2.1 Installation of telecommunication transmission towers

The Company provides signal installation services for telecommunication to the operators in Thailand such as True Corporation Public Company Limited (TRUE Group) and National Telecom Public Company Limited (NT), for which the Company acts as a sub-contractor hired by the main contractor namely Wire & Wireless company limited (W&W), Information and Communication Network Public Company Limited (ICN), and Forth Corporation Public Company Limited etc. Thereafter, the Company hired a small contractor to install telecommunication transmission towers which every stage of construction project would be controlled by its engineering team. The Company positively believes that the afore-said practice would contribute to overall quality of work and service delivered and meet the time specified by the customers. The scope of services of the Company can be summarized as follows:



**The common types of telecommunication transmission towers are as follows:**

**Roof Top Pole :** A small signal transmission tower, is to be installed on buildings with a height of 10 - 20 meters. They are assembled in sections with a lattice work of cross braces bolted to three-four sloping vertical tower legs in order to reduce the effect of Wind-Induced Vibration



**Stub tower:** It is installed on buildings. It's a small transmission tower which is a transmission tower with a height of 10 - 20 meters, with a wire rope as an anchor to help reduce the vibration of the pole when the wind occurs.



**Guyed Mast Tower:** It is installed on the ground. It is a transmission tower with 3 legs or 4 legs which cannot balance itself. It needs a wire rope to keep it stand. Guyed Mast Tower is a transmission tower with height from 35 - 60 meters.



**Self - Support Tower :** It is a concrete bases on the ground constructed without guy wires. Self-supporting towers can be built with three- or four-sided structures. They are assembled in sections with a lattice work of cross braces bolted to three-four sloping vertical tower legs with 35 to 120 meters in height.



## 2.2 Installation of network cabling system

Network cabling system is a communication system that transmits information through cable intermediaries such as Optic Fiber and Copper Cable. The Company provides integrated network cable installation services including surveying, installing of cables along with equipment associated with wireless communications to connect to the telecommunications network. The Company will connect the signal cable from one point to another point such as signal pole or Base Station, or Network Node, etc. The Company's network installation work can be divided into 2 types as follows:

### 2.2.1 Installation of aerial cable network

The advantages of overhead transmission line is the installing is convenient and repairing is easy. However, it may interfere with the scenery and it presents a risk of accidents that may occur with electric poles.

### 2.2.2 Installation of underground

transmission system, the number of conductors bunched together with proper insulation. The cables are not exposed to the environment, there is less chance of fault, and it is safer as the cables placed underground. As the underground cable is invisible, it is very difficult to find the location of the fault. For this system, the non-economic factors like appearance and public safety are not considered. The underground cable may install in tunnels, rails, or pipes.

### Examples of our accomplishment are as follows:

- The construction project on telecommunications network tower of True Universal Convergence Company Limited (TUC) in Bangkok area.
- The construction and renovation project on cellular mobile base stations of CAT Telecom Public Company Limited (CAT).
- The installation project on Optical Fiber Cable of MEA's.
- The installation project on Optical Fiber Cable of True Corporation Public Company Limited.
- The installation project on Optical Fiber Cable of Ministry of Education (NEdNet).
- The project on electric wire grounding of Nirvana Daii Public Company Limited (NVD).
- The installation project on Optical Fiber Cable of ICONSIAM.
- The installation project on CAT Collocate Tower in national park areas nationwide.
- The installation of 850 MHz frequency band filter circuit according to the Notification of National Broadcasting and Telecommunications Commission regarding the 824-839/869-884 MHz frequency band for the international mobile telecommunications plan and 885-895/930-940 MHz frequency band for the mobile telecommunications plan of CAT Telecom Public Company Limited.
- Design, survey, permit request to install an electric meter and construct the base station of the Civil Works for New Sites and Upgrade Sites Project of True Move H Universal Communication Co., Ltd.
- Replacement of Overhead Power Line with Underground Power Cable System to Enhance Eastern Aviation City's Landscape

### 3. Maintenance and Service

Regardless of the construction services described in article 1 and 2, the Company also provides maintenance services for the Information Technology and Telecommunications business Group. The service will be handled by the engineering team of the Company however, sometimes, it might need a service of specialists for that equipment such as electric transformers and high voltage equipment etc.

Most of our works are ongoing maintenance works according to the warranty term. Normally the warranty period is 1 to 3 years nevertheless, after the warranty is expired, the Company will offer services and maintenance project as a follow-up service to the employer for consideration. In the meantime, since the maintenance service presents an advantage of offering continuous recurring income, the Company's sales department will then move forward to contact new customers for offering maintenance services for the similar projects within the scope of the Company's businesses even though the Company is not their contractor in the first place. The services of the Company can be summarized as follows:

#### ( 3.1 ) Preventive Maintenance (PM)

Preventive maintenance services are services for checking various systems upon scheduled in favor of preventing or reducing the risk of system damage. The service process can be explained as follows:

- **Planning for scheduled maintenance services**

The Company will survey the underlined project in order to plan the inspection and maintenance of the project according to the agenda agreed, and to prepare a Check List using as a reference for this service. Normally, the frequency of visits is 1 time per quarter.

- **Undertaking system checkup and maintenance servicing**

In accordance with the maintenance service cycle, the Company will operate system checkup using Check List prepared on advance in order to identify and resolve issues occurred so if any damaged parts has been identified, repair service will be performed immediately. In case that the equipment or parts need to be replaced, the Company will inform the employer the replacement cost in order to obtain the approval before proceeding with the repairs. Thereafter, our engineering term will present the report on inspecting and repairing of every service to the employer.



### ( 3.2 ) Corrective Maintenance (CM)

Corrective maintenance services are maintenance tasks that are performed in order to rectify and repair faulty systems and equipment. The purpose of corrective maintenance is to restore broken down systems as customers or employers required. The service process can be explained as follows:

- **Getting notification from customers or employers**

The Company has a call center team being on duty 24 hours a day and 7 days a week in contemplation of getting notifications from customers or employers. Fortunately, the call center team consists of engineering teams which will initially solve issues for customers or employers prior to booking for the service appointments.

- **Performing the service**

The engineering team of the Company will inspect and identify whether the issues occurred thereafter if the repairs are needed, the Company will propose the customers or employers a repair quotation for their approval before proceeding the underlined task. Upon the completion of the repairs, the repair is completed, the company will present report and deliver work to customers and submit bill to customer accordingly.



#### Examples of our accomplishment are as follows:

- Maintenance service for data communication systems employing dense wavelength division multiplexing (DWDM) technology and IP Core Network technology of the Provincial Electricity Authority (PEA).
- Maintenance service for the equipment installed in Data Center of the CAT Telecom Public Company Limited.
- Maintenance service for the support system of the M.R.T ChaloeM Ratchamongkhon Line system Including the extensions to Tao Pun Station (MRT Blue Line).
- Maintenance service for the project on providing mobile phone signal and high speed internet service in remote areas, Village in the border area ( Zone C +), The National Broadcasting and Telecommunications Commission (Office of The National Broadcasting and Telecommunications Commission: NBCT) (establishing schools and community internet centers namely the Universal Service Obligation : USO as required by law to promote the use of computer, internet, work typing, printing and others among community people, as well as to be learning centers for children in the northern and northeastern areas (USO Phase 1 Project)

- Maintenance services for the project to High-speed internet in remote areas (Zone C) of the office of the National Broadcasting and Telecommunications Commission, Northern Region 1 and Central region 2 (USO Phase 2 Project)
- Maintenance service of optic fiber cable from Office of the Ministry of Higher Education, Science, Research and Innovation.
- Maintenance service for New Tier III Modular DC (BBT)
- Facility Equipment maintenance work for IDC services, floors 8 and 16, Bang Rak Telecommunications Building.
- Personnel Recruitment for Sustainable Digital Community Ecosystem Development Activity 1

#### 4. Trading Telecom and Hardware IT Equipment

With more than 17 years of engineering experience in telecommunications infrastructure and information technology systems, the company has good knowledge and expertise in equipment used in information and communication technology. In order to fully meet the needs of customers in the information technology and telecommunications industry, in 2023 the company began trading in telecommunications equipment and IT equipment by selecting leading brands that meet international standards and have passed strict quality tests. To ensure that customers receive quality products that meet their needs, the main IT equipment currently distributed by the company includes Access Point (AP), Optical Network Unit (ONU) and Set-top box. ) etc.



#### 5. Application Service Provider

A complete application service provider, whether it be consulting services, analysis, strategy planning, design, and application development for government and private sector customers. To effectively meet the various needs of application users. Supports a variety of applications as required, such as IOS, Android, Cross Platform and Web App. The company has a team of experts with experience working in all forms of application development. and ready to provide professional after-sales service.





## Vision, Objectives, and Goals

# SUSTAINABLE VALUE FOR STAKEHOLDERS

### Vision

“To be one of three experts in the business area of telecommunications and computing infrastructure within 5 years.”

### Mission

Responding to customer’s needs through the greatest quality of services, providing appropriate return and sustainable wealth to our shareholders, Enhancing the professional development and creating good quality of life for employees, Performing proper and reliable tasks for stakeholders, Committing to conduct business under good corporate governance.



# Core Values

## INTEGRITY

Work with a sense of morality and ethics.



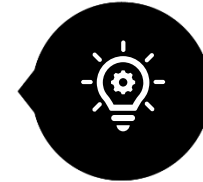
## NOT-STOP SERVICE

Our Service are available  
24 hrs. x 7 days



## FAST

Creating speed in work.



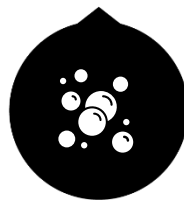
## TEAM SPIRIT

Work efficiently as a team



## EDUCATION

Focus on knowledge  
Training and



## SUCCESS

Focus on work  
success



## AGREEMENT

Focus on customer  
agreements



## RESPONSIBILITY

Responsible for the  
assignment



## 1. Vision

We are committed to be one of three experts in the business area of telecommunications infrastructure and information technology within 5 years.

## 2. Mission

The Company has continuously carried on its business to fulfill its commitment to offer the just and responsible business conduct toward every stakeholder and adherence to the long-standing principles observed and practiced since the Company's establishment. We are committed to key values, first, to be able to accurately interpret and then satisfy a client's needs with quality service, second, to maximize the sustainable benefits of all shareholders appropriately, third, to develop the business expertise, forth, to improve and enhance employees' quality of life, fifth, to pay close attention to the stakeholders and devote ourselves to the appropriate and reliable business practice, last in order but not of importance, to strive to conduct business in compliance with the principle of good corporate governance.

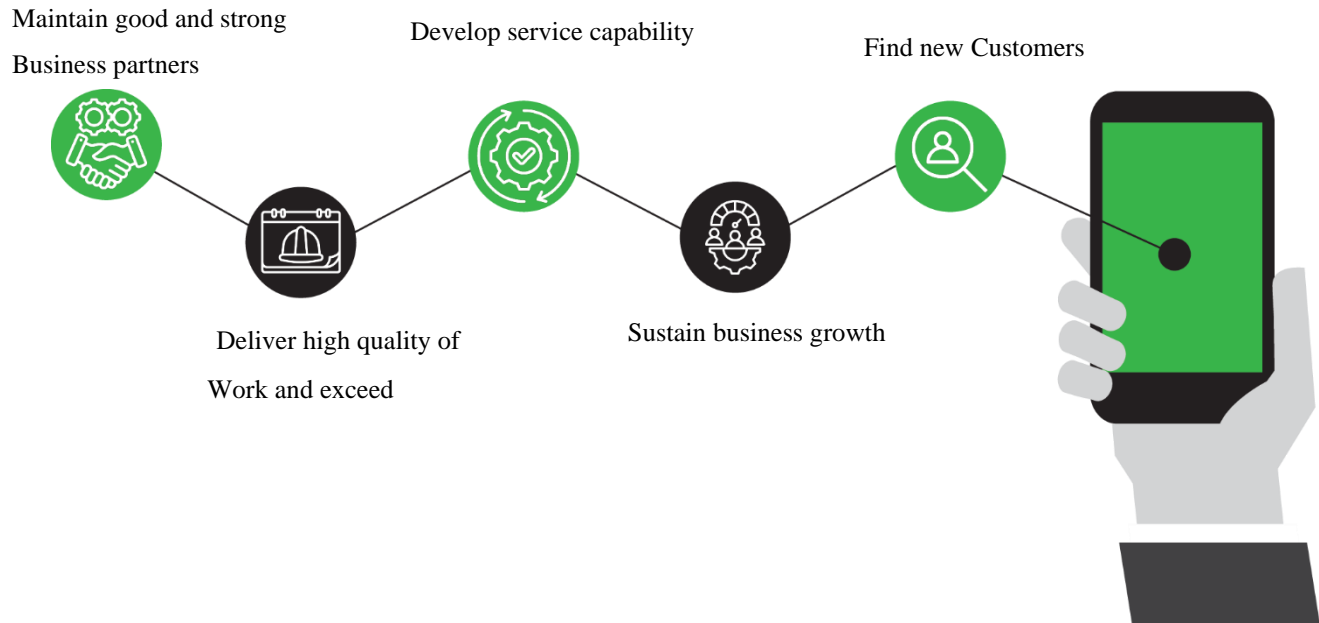
## 3. Business goals

The Company has a long-standing business goals outlined and carried on continuously since the Company's establishment. We target on long-term, sustainable business growth in term of the service income and the ability to generate profitability by establishing corporate reputation through the accomplished works and the quality services.

## 4. Strategy

The company still focuses on operating the business of design, implementation, and construction of data center, the Information technology system, basic telecommunication infrastructure and networks for the public and private sectors as well as the leading telecommunication operators as a main contractor and sub-contractor. We also increase our capability to work on a larger construction project by employing the business strategies described as follows:

## Business Strategy



### Acquiring business alliance and potential business partner.

The Company foresees the importance of having business alliance and potential business partner since it helps enhancing competitive ability by combining strengths to attribute the business and satisfy clients' needs. With years of experience and service accomplishments in the telecommunication and information technology industry, the Company has formed good and acceptable business alliance relationships continuously. In addition, the Company also has formed many long-term strategic alliances to cooperate in the services or other business objectives enabling the Company to enhance an efficient service capabilities to cover various size and scope of businesses in contemplation of keeping up with the constant changes in the telecommunications industry, satisfying the needs of clients and users remarkably, also acquiring the increasing number of trusted clients who require the Company's services.

### Quickly delivering of excellent service exceeding customer expectations.

The Company realize the significance and benefit assuming that it is in capable of completing the project prior to specified time therefore, the Company then has set up the procedures and systems for implementing any project moreover, regarding the afore-said strategy, the Company also values its business alliances running businesses in almost every area since their cooperation is one essential facilitating factor contributed to our capability to deliver the work more expeditious than expected whilst still maintaining the high level of service. In addition, the Company also provides incentives for engineers being in charge of the project and sets up either invoice approval approach or the fast solution-oriented and easy approach for the business alliances to collect their payments in exchange for the full and expeditious cooperation from all parties with the mission of completing the project quicker. These strategies help us avoid the inconvenience through to late penalty charges from the end customer also to be able to accept more projects. Consequently, the customers certainly will convey their confidence and impression to the Company's project and will surely be repeat customers who have the power to drive our business to success.

### **Promoting the integrated professional services.**

It can't be argued that the accumulation of work experience certainly contributed to knowledge, expertise, and skills in working in different sectors and all areas. Additionally, the Company also consecutively improve the service capability in order to stay abreast of the latest technology trends. Besides, since our clients prefer the integrated professional services, we then propose the complete solutions, from engineering design, construction, installation, and customer services, likewise maintenance and assistance services in the event of operational disruption. In consideration of the customer needs, expectation and satisfaction, the Company then provides competitive and excellent service for a very reasonable price. In addition, the Company also keeps updating with innovations and latest technology developments with the intention of bringing about our expertise and skills to service in different sectors and all areas and fostering our competitive ability while trying to stay head in the world of business.

### **Accepting a service project offer in consideration of the limitation in ability.**

In accordance with our work experience having been accumulated many years, we are positive in stating that we are able to offer services as both the main contractor and sub-contractor nevertheless, the evaluation of project offer will be taken into our consideration prior to accepting that offer. Regarding of our business ability, this strategy would allow the Company to efficiently generate and manage consistent income and cash flow from operations. On the occasion that the spectacular large-scale projects have been offered, with the knowledge, expertise, and skills accumulated over the years, we would contemplate and then make a decision to work as a sub-contractor for the specific part of that project forasmuch as it would allow us, at short notice, to collect our expenses from the main contractor after completing our service on the specific project regardless of whether the entire project has been completed or not. As a result, the Company would be able to efficiently generate and manage consistent cash flow from operations. On the other hand, the Company would contemplate accepting to be the main contractor in appropriate scale project in order to generate consistent income and improve profit margin without affecting the cash flow statement of the Company to a considerable extent.

### **Improving customer acquisition strategy.**

The Company employs strategies to acquire new customers continuously in order to reduce dependency on a key customer and expand new business opportunities, it had been accomplished by employing long-term executive relationships with people across companies and industries and encouraging the sale team to build new business relationship accordingly. Suffice it to say that the Company has a broad practice guideline for acquiring customers not relating to just one particular business so we focus on procuring contracts with business entity in which the Company can apply knowledge, expertise, and skills in a new context so our goal of attracting and acquiring 3 new customers each year will be accomplished

## Business Strategy 2023

The Company adheres to the business operations by focusing on four main areas: business growth, customer service, people development and recurring income, with detail as follows:

**Business Growth:** The Company continues our business expansion in our existing customer base and always look for new group of customers.

**Customer Service:** The Company aims to develop services for its customers/businesses partners/partners to create maximum satisfaction by knowing and understanding customers' core business to truly meet their needs.

**People Development:** The Company aims to develop people, work systems, and work operations to be more efficient as follows:

1. Gain employees' abilities by focusing on training courses in developing the technique knowledge frequently.
2. Adapt internal operation, for example, adjusting company structure to be able to handle with changing environment, the Company receive accreditation of quality management system, environment, occupational health and safety (ISO9001:2015, ISO:140011:2015, ISO45001:2018) to create a continuous development and gain operation efficiency.

**Recurring Income:** The Company is now focusing on the revenue from the maintenance and service business. This business could bring the Company the recurring income from obtaining long-term contract with customers. The maintenance and service business is an after service from constructing the Data Center. This business includes the maintenance of building and internal system within Data Center.

## Value Chain Analysis

The Company adheres to the concept of fostering sustainable growth in the long term. Consequently, it has formulated policies, objectives, and strategies that align with the principles of sustainable development at every stage of its operations, from inception to completion. This begins with sourcing products or materials that meet the customers' needs and are environmentally friendly. The Company focuses on developing technology for high quality products and services, managing internal human resources to enhance capabilities, thereby supporting the key activities to achieve the Company's goals throughout the value chain.

**Key Activities Detail Table**

Key Activities	Details
<p><b>1. Sourcing of Products and Materials in the Project</b></p>	<p><b>1. Capital Procurement</b> The Company engages in capital procurement, such as applying for loans from financial institutions to invest in various projects and involves the payment of interest according to the terms set by the banks. This approach encompasses conducting transparent and growing business operations.</p> <p><b>2. Material and Equipment Sourcing</b> The Company undertakes the sourcing and selection of high quality and standardized IT equipment to meet the specific requirements of its customers.</p>
<p><b>2. Project Management and Service Delivery</b></p>	<p><b>1. Consultation, Design, and System Implementation</b> The Company conducts site surveys and provides consultation services to design and implement systems tailored to meet the specific needs of customers.</p> <p><b>2. Customized Services for Government and Private Sector Customers</b> Considering that government and private sector customers often have unique job specifications, the Company is capable of offering consultation, planning, and design services that precisely align with their requirements.</p> <p><b>3. Accurate Construction Operations</b> The Company obtains necessary approvals from various entities, both public and private. This includes conducting public hearings and ensuring environmental, societal, and community impact assessments are conducted thoroughly before commencing construction. This ensures compliance with legal requirements and minimizes impact on the environment and surrounding stakeholders.</p> <p><b>4. Construction Management in Accordance with International Standards</b> The Company follows quality management systems ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 consistently across all relevant business activities.</p>

Key Activities	Details
<b>3. Delivery of Work and Services</b>	<p><b>1. Timely Delivery of Work and Services According to Agreement and Customer Needs</b>  The Company is capable of delivering high quality work and services that meet standardized criteria, precisely on time, and in accordance with the terms and conditions specified in the agreements with customers. This is to ensure confidence and alignment with the requirements and expectations of the customers.</p>
<b>4. Marketing and Sales</b>	<p><b>1. Consultation and Evaluation Services Tailored to Customer Needs</b>  The Company has a team of specialized technicians collaborating with the sales and marketing departments to assess job conditions and customer requirements. This ensures the proposal of products and services that are suitable and aligned with the customers’ needs.</p> <p><b>2. Customer Contract or Payment for Purchasing Company Products or Services</b>  The Company diligently prepares comprehensive contracts to ensure customers are fully informed about the scope and details of the work and responsibilities outlined in the agreed-upon contract</p> <p><b>3. Public Relations Advertising, Both Offline and Online</b>  The Company employs various communication channels for marketing its products and services, encompassing both online and offline platforms. This approach facilitates easy communication for customers, investors, or anyone interested in our business to inquire about product and service details.</p> <p><b>4. Onsite Public Relations Advertising</b>  The Company actively participates in various trade shows, including organizing seminars and exhibitions showcasing its products and services. This serves to present and summarize the Company’s business to investors and interested parties.</p>
<b>5. Post-sales Service</b>	<p><b>1. 24/7 Hotline Service</b>  The Company operates a hotline on 081-130-1199, providing service around the clock, 7 days a week. This initiative aims to ensure the highest level of customer satisfaction by promptly receiving and addressing issues reported by customers or clients. The Company’s service engineering team, consisting of more than 17 professionals, is responsible for preliminary issue resolution, including scheduling appointments for further maintenance.</p> <p><b>2. Post-Sale Maintenance Service</b>  The Company offers post-sale tracking, care, repair, and maintenance services to ensure that customers’ equipment remains operational at all times. The services include Preventive Maintenance (PM) and Corrective Maintenance (CM), adhering to ISO 9001:2015 standards.</p>



## Supporting Activities Detail Table

Supporting Activities	Details
<b>1. Procurement</b>	<p><b>1. Adherence to Procurement Guidelines in Accordance with ISO 9001:2015 Standards</b> The Company follows the principles outlined in the ISO 9001:2015 standards concerning procurement, contracting, and outsourcing.</p> <p><b>2. Assessment and Selection of Suppliers/Contractors/Sellers to Align with Approved Vendor List (AVL)</b> The Company conducts evaluations and selects traders, contractors, or sellers who meet the criteria outlined in the vendor screening process to be included in the AVL.</p> <p><b>3. Quality-Based Material Procurement</b> This is to obtain products that meet contractual obligations and align with customer requirements.</p> <p><b>4. Negotiating Prices with Suppliers</b> The Company engages in price negotiations with suppliers based on submitted quotations and comparisons to secure the best possible prices before making procurement/purchases.</p>
<b>2. Technology Development</b>	<p><b>1. Research and Development of New Innovations</b> The Company consistently engages in the development of new innovations to enhance operational efficiency and explore new business opportunities for the organization.</p>
<b>3. Human Resource Management</b>	<p><b>1. Employee Training to Enhance Competencies</b> The Company provides various training courses suitable for employees in different positions to augment their knowledge and develop competencies for more effective job performance.</p> <p><b>2. Recruitment and Workforce Planning to Meet Workload Demands</b> The Company conducts strategic workforce planning to ensure an adequate workforce for handling the workload in each project efficiently.</p>
<b>4. Infrastructure</b>	<p><b>1. Public Utilities System</b> The Company manages the working environment and safety conditions within the office to enhance operational efficiency.</p> <p><b>2. Accounting and Financial System</b> The Company oversees the operation of the accounting and financial systems to ensure compliance with laws, regulations, and policies of regulatory bodies. This is done to maintain transparency and accuracy in financial practices.</p>

Supporting Activities	Details
<p><b>4. Infrastructure</b></p>	<p><b>3. Development of SAP B1 System for Sales, Procurement, Accounting and Finance, and Inventory</b>  The Company has developed the SAP B1 system, an efficient software tailored for managing organizational operations. This system seamlessly integrates various functions within the organization, including sales, procurement, accounting, finance, and inventory management. This integration facilitates swift and efficient decision-making for the business.</p> <p><b>4. Implementation of Building Information Modeling (BIM) Software for Construction Cost Estimation</b>  The Company utilizes BIM software to assist in design and accurate cost estimation for construction projects. This software helps with cost calculations, contributing to precise and efficient workflow, saving time for the employees for more efficient work.</p> <p><b>5. Utilization of Power Apps Software for Timekeeping, Employee Leave, and Company Car Reservation</b>  The Company has implemented the Power Platform software to streamline various aspects of workforce management. This software, integrated with analytics, solution development, and workflow capabilities, is tailored for human resources and project management functions. It significantly enhances operational efficiency.</p> <p><b>6. Cloud System Implementation for Departmental Work Data Storage</b>  The Company employs cloud systems for recording and storing work-related data across different departments. This enables employees to perform tasks remotely, contributing to the concept of working from anywhere.</p> <p><b>7. Conducting Online Conferences through Microsoft Teams</b>  The Company organizes online conferences using the Microsoft Teams platform to facilitate more convenient and efficient work processes. This approach not only saves time but also reduces expenses associated with renting meeting rooms, facilitates easy data sharing, and minimizes paper use.</p>

## Managing Impact on Stakeholders in the Business Value Chain

The Company recognizes the importance of stakeholder engagement, believing that strong relationships based on trust, as well as the opinions and suggestions of stakeholders toward the organization, are valuable assets that influence the achievement of sustainable development goals. Additionally, effective stakeholder management enables the organization to respond efficiently to the needs of stakeholders. The details are as follows:

Stakeholders	Expectations/Demands	Guidelines for Meeting Expectations	Communication Channels
Employees	<ul style="list-style-type: none"> <li>• Providing appropriate remuneration and benefits.</li> <li>• Ensuring stability and progress in career paths.</li> <li>• Prioritizing the development of employees' knowledge and abilities by providing comprehensive opportunities.</li> <li>• Maintaining a safe working environment for life, property, and promoting good health during work.</li> <li>• Implementing plans for the development of competencies, knowledge, and abilities as deemed suitable.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly surveying market remuneration to ensure that the Company establishes fair and competitive compensation within the industry each year.</li> <li>• Establishing a provident fund and providing life insurance, accident insurance, and health insurance, along with annual health check-ups for all employees comprehensively.</li> <li>• Providing training and development opportunities for employees by selecting training courses that meet their needs and adapt to technological changes.</li> <li>• Organizing annual team-building activities to strengthen relationships.</li> <li>• Implementing measures to create a safe working environment, including installing fire alarm systems and constructing office buildings that meet standards, as well as consistently improving the interior environment for safety and good health.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual executive meetings with employees.</li> <li>• Communication through various channels, such as the Labor Welfare Committee within the business premises.</li> <li>• Establishing avenues for receiving complaints or feedback.</li> <li>• Conducting surveys on employee engagement with the organization.</li> </ul>

Stakeholders	Expectations/Demands	Guidelines for Meeting Expectations	Communication Channels
Customers	<ul style="list-style-type: none"> <li>• Swift and timely responsiveness to customer needs, delivering projects on schedule, meeting established standards, and maintaining high quality.</li> <li>• Ethical business conduct.</li> <li>• Maintaining confidentiality and privacy of customer information.</li> </ul>	<ul style="list-style-type: none"> <li>• Commit to provide quality services in accordance with standards to ensure maximum customer confidence and satisfaction, evidenced by conducting customer satisfaction surveys annually.</li> <li>• Strict adherence to contracts to ensure timely and damage-free delivery to customers.</li> <li>• Adherence to business ethics and corporate morality, with established channels for appropriate complaint handling.</li> <li>• Implementation of policies and measures to uphold customer privacy and confidentiality.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual customer satisfaction surveys.</li> <li>• Mechanisms for complaints, suggestions, and feedback through various channels such as email and phone.</li> <li>• Customer relationship activities and marketing events.</li> <li>• Public relations efforts to communicate policies through the Company website.</li> </ul>
Suppliers and Partners	<ul style="list-style-type: none"> <li>• Collaboration in business development and mutual growth.</li> <li>• Equality in business operations, achieving returns from work in a fair and equitable manner.</li> <li>• Transparent and fair procurement processes.</li> <li>• Supplier Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Respect for the rights and fair treatment of all suppliers.</li> <li>• Regular evaluation of suppliers to foster mutual and sustainable growth by consistently promoting and adhering to ethical business conduct, communicated and practiced through the publication of Supplier Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing selection and performance evaluations of suppliers and contractors.</li> <li>• Collaborative meetings with business partners and joint ventures.</li> <li>• Public relations efforts to communicate policies through the Company website and email.</li> </ul>
Community and Society	<ul style="list-style-type: none"> <li>• Support activities that contribute to the overall benefit and refrain from any actions that violate the law.</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize business knowledge and experience to develop projects that can bring fair and equitable benefits to the community. The Company ensures that it does not create or cause negative impacts on the community, society, and the environment.</li> <li>• Establish projects and activities for community and social development, including the care and conservation of nature, and the consistent conservation of energy.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement two-way communication through activities carried out by the Company in collaboration with the community.</li> </ul>

Stakeholders	Expectations/Demands	Guidelines for Meeting Expectations	Communication Channels
Shareholders	<ul style="list-style-type: none"> <li>• Stable business operations and growth with good profitability.</li> <li>• Good corporate governance of the Company by conducting business with transparency and fairness toward shareholders.</li> <li>• Systematic and efficient risk management.</li> <li>• Fair treatment of shareholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting business with fairness and transparency.</li> <li>• Treating shareholders equally and fairly, with governance structures based on ethical principles and compliance with the law.</li> <li>• Implementing risk management by covering economic, social, and environmental risk factors, with the Company's Risk Management Team operating under the COSO-ERM 2017 standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting (AGM) for shareholders</li> <li>• Opportunity Day</li> <li>• Form 56-1 (One Report) and quarterly/yearly financial reports of the Company</li> <li>• Providing diverse communication channels, including the Company's website, telephone, mail, and other means, as well as announcing news through the stock market.</li> </ul>
Government/Private Agencies	<ul style="list-style-type: none"> <li>• Compliance with the Securities and Exchange Act.</li> <li>• Collaboration in advocating government policies.</li> <li>• Supporting beneficial activities for communities and society as a whole.</li> <li>• Adherence to regulations, rules, laws, and policies of regulatory bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Adhering to standards, regulations, and laws, while collaborating for the benefit of the government.</li> <li>• Responding to government policies related to the Company's business, such as the Digital Economy in the economic and social context.</li> <li>• Regularly reporting operational and performance results to relevant government agencies as per their requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting operational and performance results through official documents, email, and telephone.</li> </ul>
Banks	<ul style="list-style-type: none"> <li>• Timely debt repayment.</li> <li>• Appropriate interest rates and fees.</li> <li>• Ensuring the Company can operate continuously.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and complete payment.</li> <li>• Providing convenient, efficient, and secure service and payment channels.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining diverse communication channels, including the Company's website, telephone, email, and other means, along with scheduling direct appointments for in-person meetings.</li> </ul>

# INSET and Driving Business Toward Sustainability



## Goals for Driving Sustainable Business





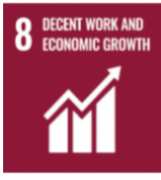
The Company has established sustainable development goals to foster business growth and simultaneously support social and environmental development in a balanced manner. These goals align with the United Nations Sustainable Development Goals (SDGs) and the Company’s future business direction. The sustainable operational objectives encompass dimensions related to the environment, society, and corporate governance and economics (ESG).




In order for the personnel of the Company to adhere to and strive toward the goals set within the specified time frame according to the policy of good corporate governance, Principle 2 – Vision, the Company has defined the vision for the year 2024 as follows:

### Vision for the Year 2024

**Aiming to become a leading company in the DATA CENTER and telecommunications infrastructure business.**

	Sustainable Development Goals (SDGs)	Guidelines	Sustainable Development Goals for 2024
<b>Environmental</b>		<ul style="list-style-type: none"> <li>• Improve water quality by reducing pollution, eliminating waste, and minimizing the release of chemicals and hazardous materials.</li> <li>• Implement the “Share Clear Water, Illuminate Lights Project,” providing INSET solar lamps to schools in the operational areas of the Company.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce water consumption by 5% compared to the previous year.</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish policies and carry out activities to reduce greenhouse gas emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement 4 projects to promote environmental conservation and reduce global warming.</li> <li>• Execute 2 projects aimed at reducing greenhouse gas emissions.</li> <li>• Achieve a renewable energy consumption rate of no less than 20%.</li> </ul>

	Sustainable Development Goals (SDGs)	Guidelines	Sustainable Development Goals for 2024
<b>Environmental</b>		<ul style="list-style-type: none"> <li>Advocate for waste separation and disposal.</li> </ul>	<ul style="list-style-type: none"> <li>Electronic waste donation at various donation points twice a year.</li> </ul>
<b>Social</b>		<ul style="list-style-type: none"> <li>Employee development and care.</li> <li>Occupational safety and health.</li> </ul>	<ul style="list-style-type: none"> <li>100% of employees and contractors have undergone training in safety, occupational health, and environmental courses, both theoretical and practical.</li> <li>Three projects promoting safety, occupational health, and environmental development in the workplace.</li> </ul>
		<ul style="list-style-type: none"> <li>Respect for human rights.</li> </ul>	<ul style="list-style-type: none"> <li>Number of complaints regarding human rights/child labor violations equals 0.</li> </ul>
		<ul style="list-style-type: none"> <li>The Company manages human resources to enhance knowledge and capabilities, ensuring sustainable development of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>8 training hours per employee per year.</li> </ul>
<b>Governance</b>		<ul style="list-style-type: none"> <li>Equal treatment of employees.</li> <li>Competency-based personnel development is in line with the established plan, with 100% of the workforce receiving targeted training.</li> </ul>	<ul style="list-style-type: none"> <li>Employee retention rate and overall satisfaction rate of 80%.</li> <li>Employee resignation rate is not less than or equal to 2%.</li> </ul>

	Sustainable Development Goals (SDGs)	Guidelines	Sustainable Development Goals for 2024
Governance		<ul style="list-style-type: none"> <li>The Company innovates to enhance the convenience of employee work.</li> <li>Increased value/income resulting from innovation development.</li> </ul>	<ul style="list-style-type: none"> <li>Number of research and development innovation projects resulting in at least 1 project.</li> <li>Number of collaboration projects with suppliers for innovation development at least 1 project.</li> </ul>
		<ul style="list-style-type: none"> <li>Elimination of child labor and the prohibition of all forms of forced labor.</li> <li>Elimination of discriminatory practices in employment and occupation.</li> </ul>	<ul style="list-style-type: none"> <li>Number of complaints related to human rights/child labor: 0 cases.</li> </ul>
		<ul style="list-style-type: none"> <li>Promotion and collaboration in developing technology and innovation to contribute to sustainable growth and development in Thailand.</li> </ul>	<ul style="list-style-type: none"> <li>Number of outputs, products, and/or services resulting from research and development innovation increased by 1 output/product.</li> </ul>

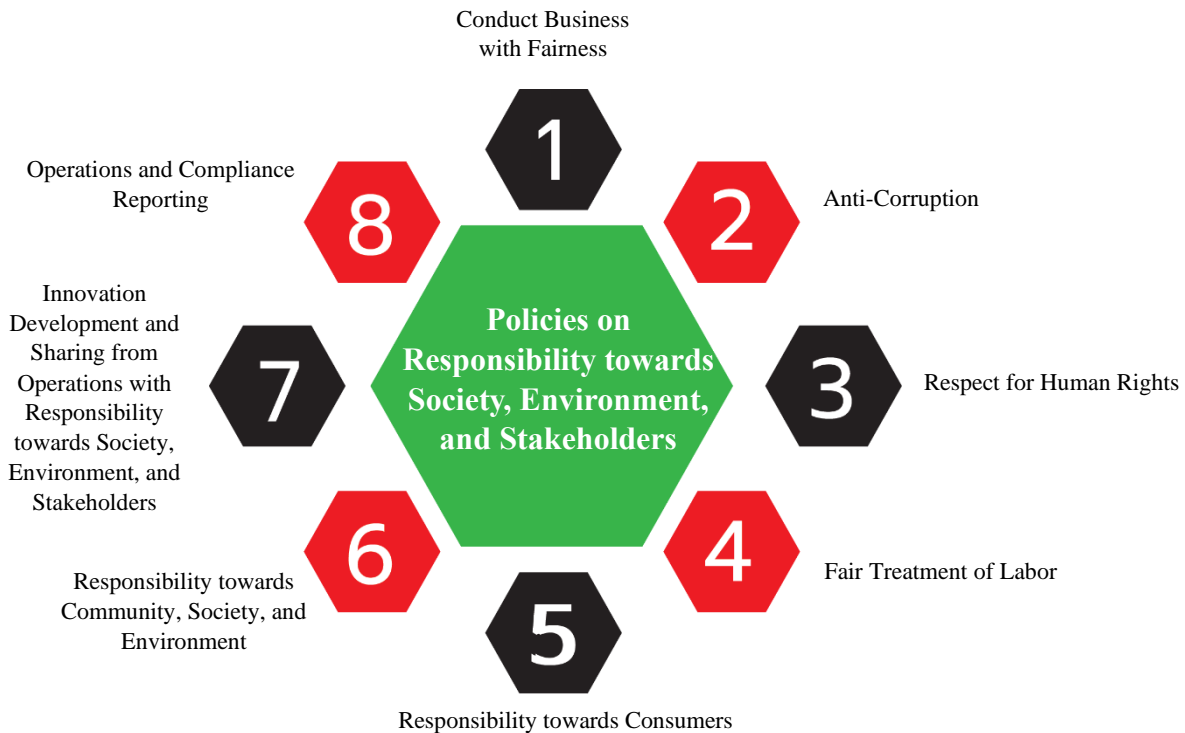


# Organizational Management Guidelines

## Sustainable Development Framework

The Company operates under a framework of good corporate governance and upholds ethical principles, coupled with a genuine commitment to caring for society and the environment. There is a sincere sense of responsibility toward both internal and external stakeholders of the organization, encompassing shareholders, employees, customers, communities, and society at large. This commitment is aimed at fostering sustainable business development.

In this regard, the Company has formulated policies on social responsibility, environmental stewardship, and stakeholder engagement. These policies serve as a framework for various operational aspects, and the Board of Directors, executives, and all employees are expected to adhere to them with confidence, commitment, and understanding of the principles of good corporate governance. The goal is to instill a sense of responsibility toward society and the environment at every level, actively supporting communities and society. The focus is on promoting development that aligns with the community's needs, aiming to uplift the quality of life and well-being in the long term. This approach follows the principles and guidelines of social and environmental responsibility set by the Stock Exchange of Thailand, covering the following eight dimensions.











For additional details, one can refer to the policies on Responsibility toward society, environment, and stakeholders



Policies on Responsibility toward society, environment, and stakeholders

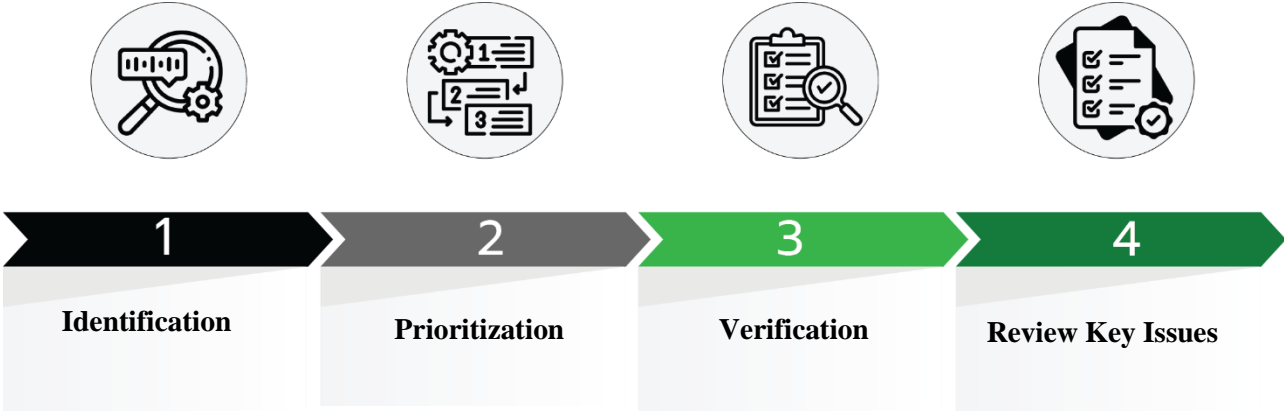
Additionally, to support sustainable development, which is the guiding principle for conducting business based on economic, social, and environmental responsibility that the Company adheres to in decision-making for any business operations. Economic, safety, occupational health, environmental, and societal considerations are paramount in all activities of the Company. All Company activities must adhere to the principles of sustainability and aim for enduring results. This is to create shared value for stakeholders and maintain the acceptance and trust of all stakeholders.

Business sustainability is not solely dependent on competitive ability and profitability. There are other inevitable factors that come into play, such as shifting customer expectations driven by digitization, awareness of the interconnection between financial performance and operations with a focus on ESG aspects that are crucial to investors. Stakeholders' expectations in society anticipate brands to reflect genuine responsibility toward society and the environment, respecting human rights. Employee expectations within organizations expect fair labor practices and values that uphold ethical principles. All these factors collectively pose significant challenges to the enduring survival of a business. The Company acknowledges the risks and opportunities arising from various changing factors. Therefore, the Company places importance on the development of the organization toward sustainability, integrating with and driving economic processes in conjunction with responsibility for the environment, society, and effective corporate governance under efficient risk management and relevant policies, as outlined below:

	Environmental, Occupational Health, and Safety Management System Policy		Organization's Risk Management Policy
	Human Capital Development Policy		Whistleblowing and Complaints Policy
	Personal Data Protection and Privacy Policy		Cybersecurity Policy
	Computer and Information Technology Usage Policy		Anti-Corruption Policy

# Sustainability Key Issues

## Sustainability Key Issues Assessment



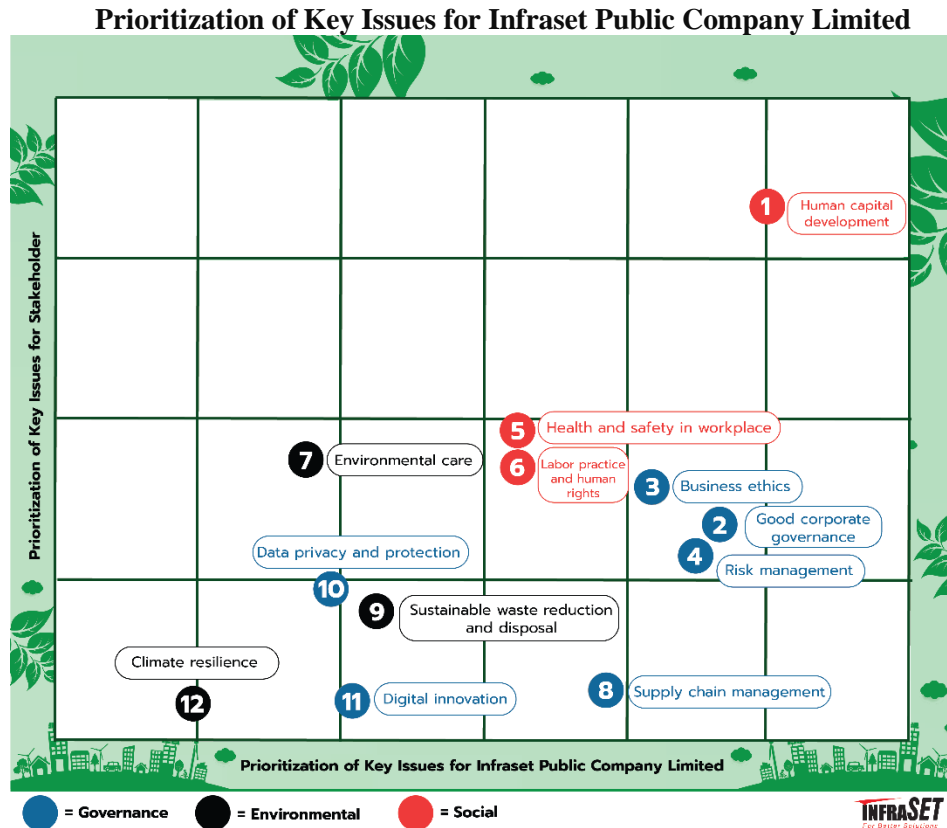
### 1. Identify Sustainability Issues Relevant to the Company

Identify issues that impact the sustainability of the Company, covering dimensions related to the economy, society, and the environment, both internal and external to the Company. Consider the risks and opportunities for the Company’s business, stakeholder expectations from within and outside the Company, and gather information from various departments responsible for relevant matters within the Company. The detailed results of identifying the sustainability key issues for the Company are as follows:

<p><b>Economic Dimension</b></p> <ol style="list-style-type: none"> <li>1. Good Corporate Governance</li> <li>2. Business Ethics</li> <li>3. Risk Management</li> <li>4. Supply Chain Management</li> <li>5. Personal Data Protection</li> <li>6. Digital Innovation</li> </ol>	<p><b>Social Dimension</b></p> <ol style="list-style-type: none"> <li>1. Labor Practice and Human Rights</li> <li>2. Human Capital Development</li> <li>3. Health and Safety in Workplace</li> </ol>
	<p><b>Environmental Dimension</b></p> <ol style="list-style-type: none"> <li>1. Environmental Care</li> <li>2. Sustainable Waste Reduction and Disposal</li> <li>3. Climate Resilience</li> </ol>

## 2. Prioritization

Prioritize the level of importance for each sustainability issue while establishing strategies and short-term and long-term goals. This is aimed at assessing the significance that these issues have on the Company’s operations, encompassing economic, social, and environmental aspects, as well as the impact on decision-making by stakeholders from all perspectives. Compile and gather information through interviews with the organization’s executives and surveys distributed to stakeholders, including employees, suppliers, communities, customers, shareholders, and regulatory bodies.



The issues located in the upper-right quadrant indicate the significance accorded by both the Company and stakeholders.

### 1) Human Capital Development

Human capital development is one of the mechanisms driving the organization and is considered a critical aspect of achieving objectives. The Company has a policy to cultivate and develop its workforce into individuals with knowledge, expertise, and work experience. They are expected to perform their duties with integrity, honesty, and a strong work ethic, taking responsibility for themselves and other stakeholders. The Company provides training to enhance knowledge, increase capabilities, and improve efficiency in the workplace. Employees are encouraged to apply their knowledge to develop and innovate, aiming to expand and grow the business to meet and align with customer needs. This approach ensures the Company’s sustainable and stable growth.

## 2) Good Corporate Governance

The Company operates within a framework that aligns with the criteria of good corporate governance. This includes fostering transparency in operations and business conduct with integrity, honesty, and fairness toward all stakeholders. The Company is committed to legal compliance and ethical business practices under an efficient management system that is subject to regular audits. These efforts aim to enhance confidence among all stakeholders, fostering sustainable growth for the Company

## 3) Business Ethics

The Company firmly adheres to the principles of ethics and business morality, considering them fundamental to the sustainable growth of the business. The Company instills a sense of business ethics among its board members, executives, and employees by establishing organizational policies and values. This includes working with a consciousness of fairness and morality, as well as treating various stakeholder groups equally. The Company exercises control over transactions that may involve conflicts of interest (interrelated transactions) by presenting them to the Audit Committee and the Board for approval according to the criteria set by the Securities and Exchange Commission. The details of these transactions are disclosed in the 56-1 One Report. Additionally, the Company provides channels for whistleblowing and complaints about any actions that may violate the law or deviate from the business ethics through its website [www.infraset.co.th](http://www.infraset.co.th)

## 4) Risk Management

Establishing guidelines and a risk management framework serve as tools for analyzing potential risks in each operational activity of the business. This involves considering the opportunities that may arise, the potential impacts that could be faced, and prioritizing their significance. The aim is to plan for risk management, monitor, and communicate risks to all relevant operational areas, preventing incidents that could indicate a failure to achieve the Company's objectives and goals or managing risks to an acceptable level. To ensure the Company incurs the least possible damage from any negative consequences, it should assess the advantages/disadvantages, cost-effectiveness, benefits gained, and alignment with the Company's strategies and core policies.

## 5) Health and Safety in Workplace

Health and safety in the Workplace is a critical component of business operations, emphasizing the importance of quality, stability, occupational health, safety, and environmental conditions in the workplace. This is intended to contribute to the quality of work life and the well-being of employees, reduce the risks of hazards, accidents, and improve business operations for safety. Providing knowledge, conducting safe work practice training for employees, ensuring an adequate supply of safety equipment and tools that are appropriate for working conditions, and explaining the causes and prevention methods in accordance with ISO 45001:2018 standards for Occupational Health and Safety Management Systems.

## 6) Labor Practice and Human Rights

Treating employees fairly, equitably, and equally without discrimination based on race, religion, gender, language, age, skin color, education, covering individuals with disabilities, and various disadvantaged groups. Prohibiting child labor, opposing sexual harassment, and not tolerating indifference when witnessing human rights violations. Any observed actions falling under human rights violations must be reported directly to the respective authority within each department or through designated channels. There are measures in place to ensure fairness and protection for individuals reporting complaints related to human rights violations. Additionally, stakeholders from all sectors are encouraged to provide feedback and suggestions through the whistleblower email channel [ifssec@infraset.co.th](mailto:ifssec@infraset.co.th).

## 7) Environmental Care

The Company is conscious of its responsibility to manage environmental aspects and utilize resources efficiently. It advocates, encourages, and instills habits of environmental conservation among employees, fostering awareness for energy conservation, contributing to reducing global warming, minimizing greenhouse gas emissions, and promoting these practices within the organization. Employees are encouraged to turn off lights and computers when not in use, set the air conditioning to 25 degrees, use stairs instead of elevators, reduce unnecessary document printing, limit plastic use, carry personal reusable containers, practice waste separation, and support Solar Roof Top installation to decrease energy consumption. Additionally, the Company emphasizes water conservation, opts for eco-friendly products, and strives to maintain a balanced environmental system, driving the business toward sustainability and resilience.

## 8) Supply Chain Management

The Company is aware of and prioritizes all stakeholder groups involved in its business operations, acknowledging both direct and indirect impacts. The Company has established internationally recognized operational guidelines (ISO 9001:2015) to meet customer needs through the provision of high quality services. This includes the selection of suppliers from an AVL, ensuring adherence to the set standards. The Company is committed to managing environmental, social, safety, and occupational health impacts (ISO 14001:2015 and ISO 45001:2018) that may arise from project execution. Additionally, the Company collaborates with business partners to enhance competitiveness, foster growth, and provide sustainable returns to shareholders.

## 9) Sustainable Waste Reduction and Disposal

The Company adheres to the principles of the 3Rs (Reduce, Reuse, Recycle) and the 6 Care principles, implementing them within the organization. This includes reducing paper usage and adopting double-sided printing practices. The Company avoids the use of foam and plastic stickers by utilizing cloth bags and personal glassware. Moreover, it opts for reusable decorative materials, minimizing waste generation. In company-sponsored activities, food portions are carefully managed to reduce leftovers, promoting waste reduction. The Company actively encourages waste recycling through segregation and collection in the office, facilitating the recycling process. Additionally, the Company organizes initiatives such as donating calendars to support blind individuals, utilizing them in the production of Braille materials.

## **10) Data Privacy and Protection**

The Company respects the privacy rights of customers, suppliers, shareholders, employees, and all stakeholders to ensure confidence that their personal information is protected and rights are fully safeguarded, in accordance with the Personal Data Protection Act B.E. 2562 (2019). The Company has a personal data protection policy that raises awareness and imparts knowledge and understanding of the protection of personal information. Furthermore, it establishes frameworks for scrutiny related to the protection of personal data, incorporating systematic reviews and adjustments to documents and contracts associated with its business operations, to comply with the provisions of the Personal Data Protection Act B.E. 2562 (2019)

## **11) Digital Innovation**

The Company has established guidelines to promote and support research and development (R&D) initiatives that foster innovation. This aims to enhance products and services, creating value for stakeholders in a comprehensive manner. The objective is to meet diverse needs, minimize environmental impacts, and boost competitiveness, ultimately elevating capabilities. This approach not only generates opportunities but also adds significant business value.

## **12) Climate Resilience**

The escalating global concern regarding climate change stems from natural variability, leading to changes in climate conditions. These changes pose risks and may impact business development. Consequently, there is a need for planning, strategic formulation, and risk assessment to guide business operations. Setting goals for environmentally friendly practices is essential to reduce greenhouse gas emissions, a contributing factor to the rise in global temperatures.

## **3. Verification and Acknowledgment of Prioritized Issues**

The Company will conduct verification procedures to ensure accuracy, providing a basis for formulating operational guidelines in key issues. Relevant information will be presented in the sustainability development report, with disclosure on the Company's website.

## **4. Regularly Review Assessment Issues**

The Company engages in periodic reviews of relevant issues to ensure confidence in the data. This process enables the identification of crucial sustainability issues and facilitates the conduct of new assessments on an annual basis.

## Impact of Sustainability Key Issues on Business and Stakeholders

Key Issues	Factors Affecting	
	INSET	Stakeholders
Human Capital Development	The Company has a policy to enhance and develop its workforce, cultivating individuals with knowledge, expertise, and work experience. Employees are expected to uphold ethics and morality in their job performance with integrity, demonstrating responsibility to themselves and other stakeholders.	The development of employee potential aligns with business strategy and sustainable operations. This includes attending to and listening to employee feedback, creating opportunities for career growth.
Good Corporate Governance	In conducting the Company’s operations, it adheres to the principles of good corporate governance, encompassing transparency in work and business operations with honesty, integrity, and fairness toward all stakeholders. The Company is committed to legal compliance and practices ethical business conduct rigorously.	Adhering to the Company’s principles of good governance contributes to fostering transparency in operations and promotes the development of governance and ethical standards in business dealings with stakeholders across all sectors in the value chain of the Company.
Business Ethics	The Company instills a sense of business ethics among executives and employees by establishing policies and organizational values, emphasizing working with a sense of morality and ethics.	Operating steadfastly on the principles of corporate governance, transparency, and compliance with legal requirements fosters confidence from stakeholders associated with the Company and promotes sustainable long-term business growth.
Risk Management	Establishing guidelines and a risk management framework serves as a tool to analyze potential risks in each business activity, considering both the opportunities that may arise and the potential impacts. Prioritizing and ranking these risks are essential for planning risk management strategies, monitoring, and communicating risks to all relevant operational areas. This approach aims to minimize and prevent risks that could lead to business interruptions.	Implementing systematic risk management and adaptability to changes throughout the value chain, overseen by the risk management team, requires at least two annual meetings. These meetings facilitate the assessment and analysis of potential damages, ensuring that the Company manages risks within acceptable standards.
Key Issues	Factors Affecting	



	<b>INSET</b>	<b>Stakeholders</b>
Health and Safety in the Workplace	Conducting business with a focus on quality, stability, occupational health, safety, and environmental conditions in the workplace (ISO 14001:2015 and ISO 45100:2018) is crucial for enhancing the quality of work life and promoting the well-being of employees. This approach aims to reduce the risks of dangers and various accidents.	Individuals involved in work are ensured freedom from harm or potential dangers that may arise, including the absence of work-related diseases. The Company promotes the overall health of its employees by conducting regular health check-ups. Additionally, personnel at job sites are equipped with personal safety gear.
Labor Practice and Human Rights	The Company practices fair, equitable, and unbiased treatment of its workforce, regardless of factors such as ethnicity, religion, gender, language, age, skin color, educational background, covering individuals with disabilities, and various disadvantaged groups. Child labor is strictly prohibited, and the Company vehemently opposes sexual harassment.	Respecting human rights and taking actions to prevent and mitigate the risks of human rights violations throughout the value chain will foster equality and fairness within the Company's value chain.
Environmental Care	The Company is committed to environmental management and the responsible use of resources. It advocates, promotes, and instills habits for environmental conservation, fostering awareness for energy conservation, contributing to global warming reduction, and minimizing greenhouse gas emissions.	Emphasis on environmental concerns throughout the value chain, efficient management of pollutants and waste, and contributing to the creation of a sustainable society and environment. This includes the use of alternative energy sources and efforts to conserve energy and reduce expenses.
Supply Chain Management	The Company is mindful of and gives importance to all stakeholders involved in its business operations, considering both direct and indirect impacts. The Company adheres to globally recognized standards in its operational practices (ISO 9001:2015).	Fair competition in the procurement process and continuous monitoring and evaluation of operations, covering economic, social, and environmental aspects. This involves quality assessments of suppliers and adherence to ESG criteria.

Key Issues	Factors Affecting	
	INSET	Stakeholders
Sustainable Waste Reduction and Disposal	The Company conducts waste separation before disposal, adhering to the principles of Reduce, Reuse, and Recycle (3R). It actively participates in the “Care the Bear” program and integrates these practices into the organization, aligning with the ISO 14001:2015 and ISO 45100:2018 standards.	The Company fosters employee collaboration by discouraging the use of foam, reducing plastic consumption through the utilization of cloth bags and personal glassware. It opts for recyclable decorative materials and minimizes waste by serving appropriate portions during various company organized activities.
Data Privacy and Protection	The Company respects the privacy rights of customers, suppliers, shareholders, employees, and all stakeholders to ensure confidence that their personal information is protected, and their rights are fully secured, aligning with the provisions of the Personal Data Protection Act B.E. 2562 (2019).	Protection of personal data, such as ensuring that employees accessing customer information sign acknowledgment agreements regarding the confidentiality and privacy of customer data
Digital Innovation	The Company has established guidelines to promote and support innovation through R&D, aiming to enhance products and services, thereby creating comprehensive value for stakeholders from various perspectives.	The development of innovation and technology that addresses lifestyle needs and fosters a culture of innovation within the organization for employees. This includes fostering a culture of innovation and technology by developing and sharing ideas with suppliers, especially in digital innovation.
Climate Resilience	The Company engages in strategic planning and risk assessment to determine the business direction and set goals that align with environmental considerations.	Implementation efforts are undertaken to reduce greenhouse gas emissions, involving collaborative efforts from all relevant stakeholders across different sectors.

## Driving Business for Sustainability

### Sustainability Management: Corporate Governance and Economy



### Good corporate governance

The Board of Directors of the Company is cognizant of the importance of effective corporate governance to ensure transparency in business operations, enhance competitiveness, and instill confidence among shareholders, investors, and stakeholders. The Company adheres to the criteria of good corporate governance set by the Stock Exchange of Thailand and the regulations of the Securities and Exchange Commission. These standards serve as the basis for fortifying the organization with efficient management systems, fostering transparency in operations, conducting business ethically, establishing various internal control systems, and placing significant emphasis on shareholder interests. The Board of Directors will periodically review and adopt the appropriate practices from the CG Code at least once a year.



For the year 2023, the Company has received a **“Very Good” (4 stars)** rating in the assessment of corporate governance practices for listed companies. This evaluation was conducted on 782 listed companies, by the Thai Institute of Directors Association in collaboration with the Securities and Exchange Commission and the Stock Exchange of Thailand.



The quality assessment of shareholder meetings for the year 2023, conducted by the Thai Investors Association, has positioned the Company at the **“Excellent, Worthy of Emulation”** level, achieving a perfect score of **100%**.

## Corporate governance policy

The Board of Directors has considered and reviewed the good governance policy with respect to the 2017 good corporate governance policy for listed company conforming to good corporate governance policy of the Stock Exchange of Thailand and the Securities and Exchange Commission referring to the definition “Corporate Governance” of G20/OECD Principles of Corporate Governance consisting of eight categories which can be described as follows:



### Section 1

Recognizing role and responsibilities as the leader of the organization who creates value for



### Section 2

Specifying business objectives and major goals for sustainability



### Section 3

Strengthening the effectiveness of the Board of Directors



### Section 4

Recruiting and developing of High-Level Executives and Managing of personnel.



### Section 5

Promoting innovation and operating business with responsibility



### Section 6

Ensuring that there is an appropriate risk management and internal control system.



### Section 7

Maintaining financial reliability and disclosing of information.



### Section 8

Supporting participation and communication with shareholders

Corporate governance policy and good corporate governance practices are disclosed on the website. [www.infraset.co.th](http://www.infraset.co.th) under the heading of "Good Corporate Governance"

### Section 1 Recognizing role and responsibilities as the leader of the organization who creates value for sustainable business.

- The Board of Directors has set the objectives and goals of the Company, and has defined strategies concerning operational policies, key resources allocation in order to achieve the Company's objectives and goals. The Board of Directors also has monitored, evaluated, and reported the Company performance as well.
- The Board of Directors has established policy regarding operational guidelines for directors, executives and employees which will assist the Company in term of competing with other businesses and achieving good long-term performance, implementing appropriate business policies and practice to the Company, contributing benefit to society and reducing environmental impact. The Company also focuses on a follow-up of the policy implementation as well as provides regular policy reviewing.
- The Board of Directors has had a duty to ensure that directors and executives perform their duties with responsibility and prudence while maintaining their honest to the organization, also overseeing operations in accordance with the laws, regulations and resolutions of the shareholders' meeting for the greatest benefit of the Company.
- The Board of Directors has had an understanding in the scope of their duties and responsibilities and they has clearly set the scope of duties and responsibilities for the managing director and management of the Company as well as followed up the operations of the managing director and management.

## Section 2 Specifying business objectives and major goals for sustainability.

The Board of Directors has specified the vision, mission, and values of the organization. The Board of Directors has also specified strategies, goals and annual operational plan requiring the Company's personnel to comply with so the Company would reach its goals within the specified period and it would promote the sustainability.

**Vision:** To be one of three experts in the business area of telecommunications and computing infrastructure within 5 years.

**Mission:** Responding to customer's needs and wants through the highest quality of service, maximizing shareholder value appropriately as well creating a long-term and sustainable shareholder wealth. Raising business competence by actively pursuing the development of professional and focusing on improving employees' quality of life, meeting the expectation of all stakeholders in business sector by dedicating to doing what is appropriate and reliable for the Stakeholder also committing to conducting business under good corporate governance.

**Corporate Values:** The Board of Directors, executives and employees are all drive the Company's strengths whilst they are ready to learn and challenge new things, always enjoy working so a strong corporate culture will lead the Company to reach the goal securely.

In addition, the Board of Directors will ensure that objectives and goals as well as the annual operational strategy or plan mentioned above consistent with the achievement of the objectives and main goals of the Company. The Company also has taken into account environmental factors, opportunities and acceptable risks by employing innovation and technology appropriately and safely. Henceforth, the Board of Directors will convey the main objectives and goals of the Company through strategies and plans which will be informed throughout the organization.

## Section 3 Strengthening the effectiveness of the Board of Directors.

- The Board of Directors consists of directors with appropriate qualifications beneficial to the Company's operations. There must be at least one out of the 3 of total number of directors have to be an independent director but not less than 3 persons. The number and qualifications of independent directors shall be in accordance with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. Furthermore, the Board of Directors shall ensure that independent directors are able to work efficiently with all committees and can express opinions independently.
- Details concerning the Board of Directors, qualifications of directors, tenure, authority and responsibility, performance evaluation have been specified in the charter of the various committees of the Company. In addition, the directors' information, number of years in the position and holding positions in other listed companies must be disclosed in the annual report and on the company's website as well.
- The Board of Directors has appointed the Nomination and Remuneration Committee. (Nominating Committee) in order to consider the criteria and methods of recruiting people in order to acquire qualified directors that will contribute to the effectiveness of the Committee. In this regard, the role of the Nominating Committee has already been specified in the charter of the said committee.
- The Board of Directors will oversee and supervise that every director is responsible for performing duties and allocating sufficient time by specifying in the charter and notifying all directors. The Board of Directors will also specify the appropriate number of listed companies that each director can hold his position as well as determine the number of attendances in the meetings so the directors will perform their duties effectively and efficiently.

- Establishing investment policies and performance evaluation policy regarding the operations of subsidiaries, associate companies and joint ventures.
- Arranging for the performance evaluation of the Board of Directors, sub-committee and individual directors at least once a year.
- Supporting all directors to acquire knowledge, understanding and enhance operational skills regarding roles and responsibilities, nature of business and related laws. Arranging meeting schedule and meeting agenda in advance so the directors can arrange the time and attend the meeting.

In this regard, the Company has appointed the company secretary to perform duties relating to the meeting of the Board of Directors, shareholder meeting, to support the operation of the Board of Directors as well as to coordinate to ensure that all resolutions have been implemented and complied with. The company secretary must have the knowledge and experience necessary and appropriate to support the work of the Board and should obtain continuous training and knowledge development which is beneficial to the performance of duties.

#### **Section 4 Recruiting and developing of High-Level Executives and Managing of personnel.**

- The Board of Directors has assigned the Nomination Committee to consider the criteria and methods for recruiting suitable persons for the position of managing director. However, the Board of Directors has specified the qualifications of the managing director, high-level executives, succession plan, with details as according to the policy on recruiting executives to inherit important positions of the Company,
- The Board of Directors will oversee that the remuneration structure and the evaluation of high-level executives have been carried on appropriately by comparing to the duties, responsibilities, and estimated remuneration level among other businesses in the same industry, the company performance as well as performance and capabilities of each high-level executive.
- The Board of Directors will ensure that the structure and shareholder relations are not a barrier to the Board's operation. In the case of a change of director or a new director, the Board will inform new directors of business character and business direction accordingly.
- The Board of Directors will monitor the management and development of personnel regarding the number of personnel, knowledge obtained, skills, experience and appropriate motivation. Besides, the Board of Directors will promote the training and educating for those involved in the corporate governance system of the company such as directors, audit committee, executives and company secretary.

#### **Section 5 Promoting innovation and operating business with responsibility.**

The Board of Directors was conscious of the importance and the support of innovations development since it creates business value and contributes to the company's sustainable growth. In the meantime, the Company has created mutual benefits for the Company, customers, business partners or related parties and adhere to its responsibility to society and the environment. The Company also has allocated and efficiently managed resources. The Board of Directors will promote innovation then will monitor and encourage the management to use innovation as part of the operational development strategy and to use it to define business model and thinking methods, improve operational process, manage the information technology management as well as supervise the risk management for the Company will be able to achieve objectives, business strategy and the main goal. In this regard, the guidelines for each group of stakeholders are as follows:

**Shareholder:** The Company is determined to operate the business to ensure sustainability in order to increase the value of the Company so it will benefit the shareholders with good returns they have expected.

**Employees:** The Company will ensure that all employees' capabilities will be promoted and developed to their fullest. The Company also has provided fair employment conditions, appropriate compensation and channels for commenting moreover providing good welfare and a good working environment. Last but not least, the processes of hiring, appointing, transferring and considering punishment must be considered based on fairness.

**Customers:** The Company is committed to providing quality service which will meet the standards required, being punctual, offering a variety of services and abiding strictly by the agreement to meet the needs of customers both short and long term and to build customers confidence and maximum satisfaction in the service.

**Business Partners:** The Company will respect the rights and treat all partners with equality and fairness also strictly fulfilling the contract or various conditions agreed. In addition, the Company has had guidelines for monitoring and evaluating business partners for sustainable business development.

**Community, society and environment:** The Company brings business knowledge and experience to develop projects that can materially benefit the community. For the environmental aspect, the Company will ensure that the Company will not cause a negative impact on the environment.

**Competitors:** The Company will operate the business openly, transparently and the Company will not initiate an unfair competition or encourage corruption.

## **Section 6 Ensuring that there is an appropriate risk management and internal control system.**

- The Board of Directors has appointed the Audit Committee to oversee and supervise the Board of Directors regarding its operational duty towards the Company. Moreover, the Audit Committee will also provide honest opinions on financial reports, internal control system and risk management so the Company will effectively achieve the objectives desired. Besides, the Audit Committee will provide opportunities for management and auditors to have consultations in order to manage potential risks and for the financial report to be reliable. The scope of duties and responsibilities of the Audit Committee is specified in the Audit Committee Charter.
- The Board of Directors has established a risk management policy and appointed a risk management working group to oversee the company's risk management. The Board of Directors will monitor and resolve the issues concerning the conflicts of interest that may occur among the Company, management department, Board of Directors and shareholders. The Board will assure that there have measures or methods in contemplation of preventing improper use of the property, information and opportunities of the Company as well as dealing with doing transactions improperly with persons who have a relationship with the company. Furthermore, the Board of Directors should establish anti-corruption policies and guidelines subsequently.
- The Company has established the reporting system encourages the disclosure of any potential violations or corruption and the Company also provides employees and third parties with the opportunity to make a report through a dedicated channel, anonymously. Thereafter, the Audit Committee will order the investigation and find a solution (if any) and report to the Board of Directors in the future. Reporting of corruption complaint has been stated in the anti-corruption policy.

## **Section 7 Maintaining financial reliability and disclosing of information.**

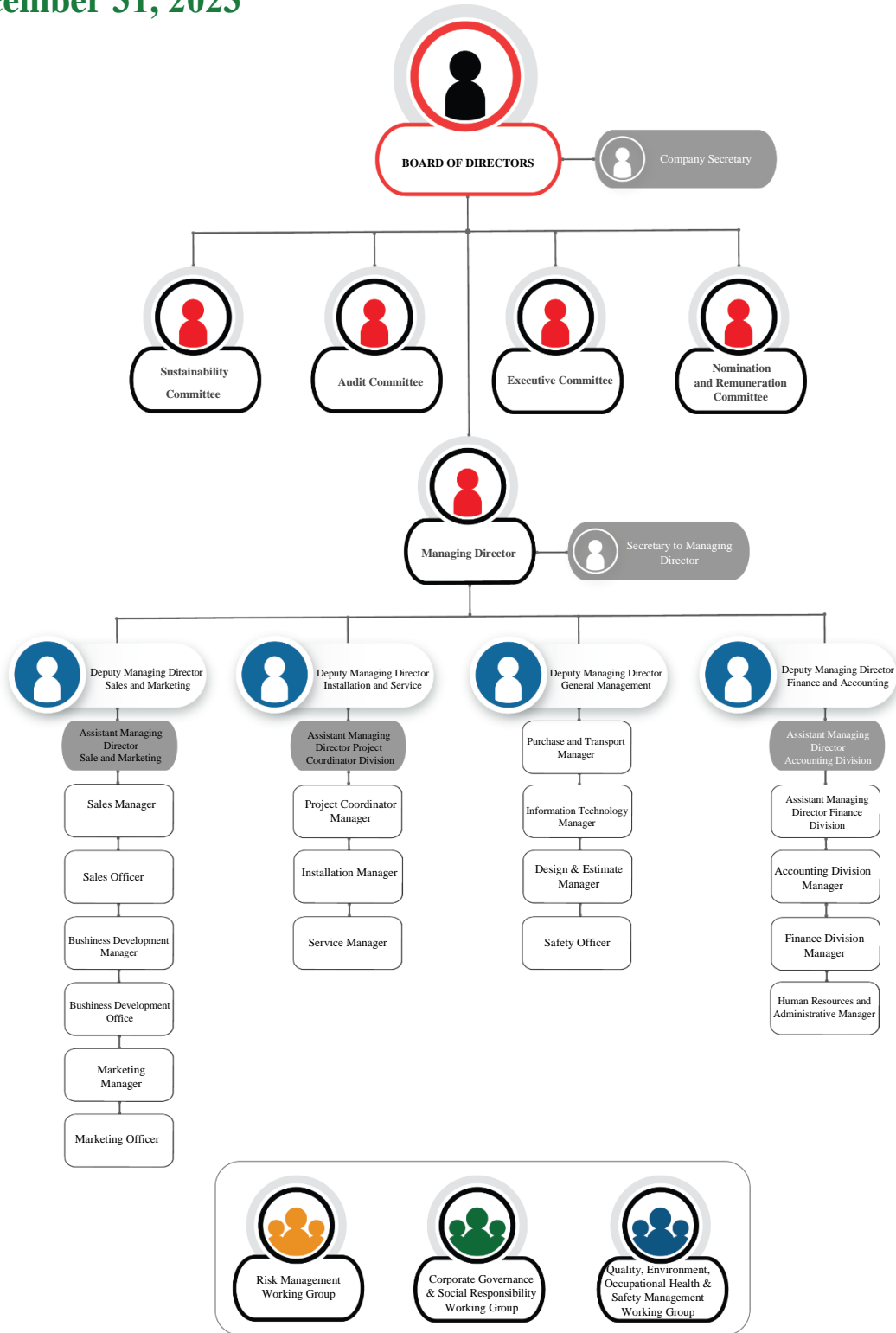
- The Board of Directors adhere to the importance to the disclosure of financial information that is accurate, sufficient, timely, by ensuring that there will be sufficient number of personnel involved in the preparation and disclosure of information who have knowledge, ability and are suitable for their responsibilities. Besides, the Board of Directors will ensure that the disclosure of information, financial statements, annual report, Form 56 - 1 and preparation of Management Discussion and Analysis (MD&A) have adequately reflected financial status and performance of the Company.
- The Board of Directors will monitor the adequacy of the company's liquidity and Long-term debt paying ability. In which the management has to regularly report to the Board of Directors and there must be a discussion between the management and the Board of Directors to find a solution in the event that there have business factors indicating liquidity problems.
- In the event that the Company experiences financial problems or is likely to encounter such problem, the Board of Directors will ensure that the Company has a plan, having been considered in consideration of the reasonableness of the afore-mentioned plan, creditors and right of all stakeholders.
- The Board of Directors will prepare a sustainability report as appropriate. By considering the appropriateness of disclosure, legal compliance Code of Conduct Anti Corruption Policy Treatment of Employees and Stakeholders. Including social and environmental responsibility and taking into account a nationally or internationally recognized reporting framework. Which may be disclosed in the annual report Or prepared as a separate book as appropriate.
- The Company has recruited the Investor Relations officers to appropriately, equally and timely communicate with shareholders and other parties. In addition, these officers will be responsible for disseminating of the Company information, financial information and general information of the Company to the shareholders, Securities Analyst, credit rating companies and relevant government agencies through various channels for instance reporting to the Securities and Exchange Commission and The Stock Exchange of Thailand as well as publishing on the Company's website etc.
- The Board of Directors will promote the use of information technology in the dissemination of information. The Board of Directors is also conscious of importance of disclosing information regularly for the shareholders to receive regular news via the Company website. However, the said information has to be kept up to date.

## **Section 8 Supporting participation and communication with shareholders.**

- The Board of Directors will ensure that Shareholders are involved in the decision-making on important matters of the Company so meeting invitations letter along with relevant documents will be sent to them meanwhile having been published on the Company's website prior to the meeting date according to the period specified by relevant laws or relevant regulations so the shareholders will have time to study the information in advance of the meeting date. The Company will specify the criteria for minority shareholders to propose additional meeting agenda. And nominate a person to be a director.
- The Board of Directors will ensure that the proceedings on the shareholders' meeting proceed with transparency, efficiency and efficiency allowing shareholders to exercise their rights equally so they can freely express their opinions, offer suggestions or asking questions on related agenda at their discretions prior to voting on any agenda and prior to all directors and relevant executives will attend the meeting to answer the questions of the shareholders at the meeting
- The Board of Directors will oversee the disclosure of the resolutions of the meeting and the preparation of the minutes of the shareholders' meeting correctly and completely according to relevant rules and regulations.



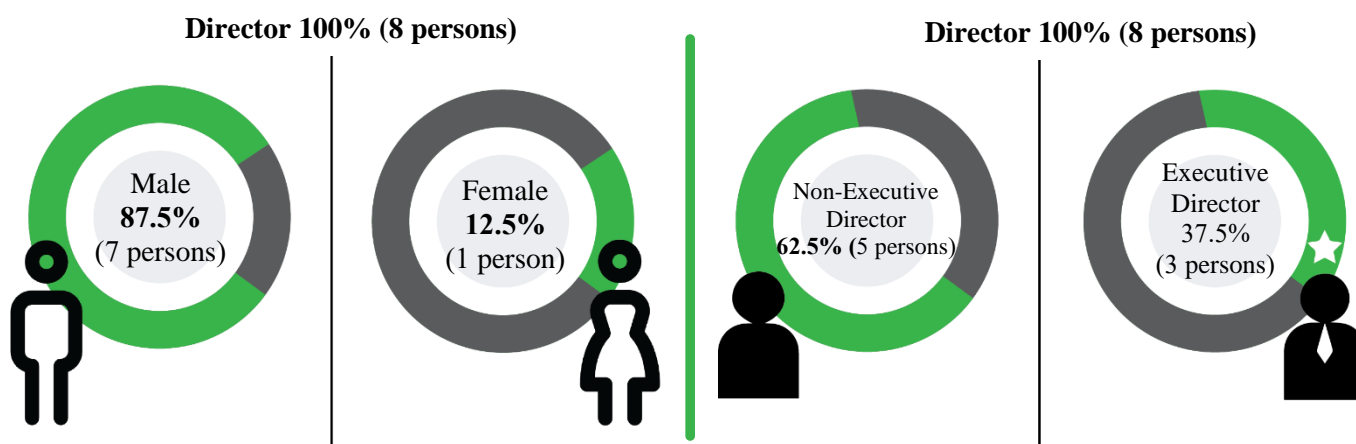
# Corporate governance structure and important information about the committee Subcommittees, executives, employees, and others as of December 31, 2023



2023, the Board of Directors of the Company conducted a comprehensive review of the fundamental practices and various policies, including charters of Board of Directors and subcommittees, beneficial to the organization and all stakeholders. These include governance policies, anti-corruption policies, and business ethics, aligning with the principles of good corporate governance for the listed companies in 2017 set by the Securities and Exchange Commission and the Stock Exchange of Thailand. These principles serve as the foundation for the work of employees at all levels and the operation of the business with ethical and effective leadership, resulting in excellence, transparency, and accountability. This is aimed at fostering confidence among all stakeholders.

Furthermore, the Board of Directors annually reviews the adequacy of the internal control system, consistently oversees organizational risks, and supports executives and employees in understanding the importance of managing operations with integrity. Emphasis is placed on considering the overall benefits and interests of all stakeholders.

## Management Structure of Infraset Public Company Limited



The Board of Directors will establish and review the composition and structure of the committees in terms of size, components, and the proportion of independent directors, which are suitable and necessary for achieving the objectives and main goals of the Company. This can be summarized as follows:

### The Board of Directors

#### The Company has four subcommittees:

1. Audit Committee
2. Nomination and Remuneration Committee
3. Executive Committee
4. Sustainability Committee

Note: The Sustainability Committee was appointed by unanimous resolution during the 5/2023 Board of Directors meeting in December 2023. The committee is set to commence its duties from the year 2024 onwards.

#### The Company has established three working committees:

1. Risk Management Working Committee
2. Corporate Governance and Sustainable Development Working Committee
3. Quality Management, Environmental, Occupational Health, and Safety Working Committee

## Board of Directors and Subcommittees Structure

As of December 31, 2023, the management structure of the Company comprises the Board of Directors and four subcommittees, namely the Audit Committee, Executive Committee, Nomination and Remuneration Committee, and Sustainability Committee. The scope of authority and responsibilities for each of these committees is outlined as follows:

### Board of Directors

Name	Position
1. Mr.Kampanart Lohacharoenvanich	Chairman of the Board, Independent Director
2. Mr. Saran Supaksaran	Independent Director
3. Miss Lalita Hongratanawong	Independent Director
4. Mr. Sakboworn Pukkanasut	Director
5. Mr. Metha Chotiapisitkul	Director
6. Mr. Akarawatt Akarasuwannachai	Director
7. Mr.Vichien Jearkjirm	Director
8. Mr. Kasem Techaiya	Director

Miss Warangkana Techaiya serves as the Secretary to the Board of Directors.

### Authorized Signatories for the Company

Authorized signatories for the Company are Mr. Sakboworn Pukkanasut, Mr. Metha Chotiapisitkul, or Mr. Akarawatt Akarasuwannachai. Two out of the three directors may jointly sign on behalf of the Company and affix the Company's official seal.

### Performance of the Board of Directors

- Review and approve the operational and financial results for each quarter and the financial statements for the year 2023.
- Review and approve the disclosure of information in the 2022 annual report in the form of the 56-1 One Report.
- Consider and approve the appointment of auditors and determine their remuneration for the year 2023.
- Determine the schedule for the annual shareholders' meeting for the year 2023.
- Consider and approve the distribution of interim and year-end dividends, allocating reserves in accordance with legal requirements.
- Evaluate the performance report of the Risk Management Committee.
- Review the results of the internal control assessment for the year 2023.
- Consider and approve the review of policies and charters of subcommittees.
- Review and approve the budget and remuneration for the Board of Directors for the year 2023.
- Consider the selection and appointment of directors and the appointment of members to subsidiary committees.
- Approve interrelated transactions for the year 2023.
- Other matters.

## Audit Committee

The committee consists of three independent members who are not executives of the Company, as follows:

Name	Position
1. Mr. Saran Supaksaran	Chairman of the Audit Committee
2. Mr. Kampanart Lohacharoenvanich	Audit Committee
3. Miss Lalita Hongratanawong	Audit Committee

Mr. Saran Supaksaran, who possesses expertise and experience in accounting and finance.

Miss Warangkana Techaiya, who serves as the Secretary to the Audit Committee.

## Performance of Audit Committee

- Review and approve the operational and financial results for each quarter and the financial statements for the year 2023.
- Consider the appointment of auditors and determine their remuneration for the year 2023.
- Consider the appointment and determine the remuneration of internal auditors for the year 2023.
- Approve the internal control system adequacy assessment for the year 2023.
- Acknowledge and provide approval for related transactions for the year 2023.
- Review the results of the internal control assessment for the year 2023.
- Other matters.

## Nomination and Remuneration Committee

The Nomination and Remuneration Committee consists of three directors of the Company, as follows:

Name	Position
1. Miss Lalita Hongratanawong	Chairman of the Nomination and Remuneration Committee
2. Mr. Sakbaworn Pukkanasut	The Nomination and Remuneration Committee
3. Mr. Saran Supaksaran	The Nomination and Remuneration Committee

Miss Warangkana Techaiya serves as the Secretary to the Nomination and Remuneration Committee.

## Performance of Nomination and Remuneration Committee

- Consider and acknowledge the results of granting shareholders the right to propose agenda items for the upcoming annual shareholders' meeting and nominate individuals for consideration as directors in advance.
- Approve the election of new directors to replace those retiring by rotation.
- Approve the remuneration for the directors for the year 2023.
- Other matters.

## Executive Committee

The Executive Committee consists of four executive directors, as follows:

Name	Position
1. Mr. Sakboworn Pukkanasut	Chairman of the Executive Committee
2. Mr. Metha Chotiapisitkul	Executive Committee
3. Mr. Akarawatt Akarasuwannachai	Executive Committee
4. Ms. Warangkana Techaiya	Executive Committee

Miss Warangkana Techaiya serves as the Secretary to the Executive Committee.

## Performance of Executive Committee

- Review the financial statements and quarterly operational results for the year 2023.
- Consider the operational plan for the year 2023.
- Review the organizational structure.
- Consider the budget for the year 2023.
- Other matters.

## Sustainability Committee

The Sustainability Committee consists of independent directors accounting for not less than half of all members, as follows:

Name	Position
1. Mr. Kampanart Lohacharoenvanich	Chairman of the Sustainability Committee
2. Mr. Sakboworn Pukkanasut	Sustainability Committee
3. Miss Lalita Hongratanawong	Sustainability Committee

Miss Warangkana Techaiya serves as the Secretary to the Sustainability Committee.

Note: The Sustainability Committee was appointed by unanimous resolution during the 5/2023 Board of Directors meeting in December 2023, and it is set to commence its duties from the year 2024 onwards.

## Management Group

There are four members of Management group as follows:

Name	Position
1. Mr. Sakboworn Pukkanasut	Managing Director
2. Mr. Metha Chotiapisitkul	Deputy Managing Director - General Management
3. Mr. Akarawatt Akarasuwannachai	Deputy Managing Director - Installation and Service
4. Ms. Warangkana Techaiya	Deputy Managing Director - Finance and Accounting

## Remuneration for Directors and Executives for the Year 2023

The remuneration of the directors will be in line with the duties, responsibilities assigned, and in accordance with the good practices of the Thai Institute of Directors Association. In determining the remuneration of the directors, the Board of Directors has established criteria for setting the remuneration for both the Board of Directors and subcommittees. This involves considering 1) appropriateness based on the Company's performance, 2) comparability with industry and similar-sized businesses, and 3) appropriateness based on the duties and responsibilities of each director.

### Director Remuneration

The Company has established meeting allowances for directors (only non-executive directors) for the year 2022 and for the year 2023 as follows:

- Chairman of the Board meeting allowance 15,000 baht/person/meeting
- Director meeting allowance 12,000 baht/person/meeting
- Subcommittee Chairman meeting allowance: 15,000 baht/person/meeting
- Subcommittee Director meeting allowance: 12,000 baht/person/meeting

### Meeting Allowance

Name - Surname	Meeting Allowance Unit: Baht	
	2022	2023
1. Mr. Kampanart Lohacharoenvanich	108,000	138,000
2. Mr. Saran Supaksaran	120,000	144,000
3. Miss Lalita Hongratanawong	111,000	135,000
4. Mr. Sakboworn Pukkanasut	-	-
5. Mr. Metha Chotiapisitkul	-	-
6. Mr. Akarawatt Akarasuwannachai	-	-
7. Mr. Vichien Jearkjirm	48,000	72,000
8. Mr. Kasem Techaiya	48,000	72,000
<b>Total</b>	<b>435,000</b>	<b>561,000</b>

The Company has established monthly remuneration for directors (only non-executive directors) for the year 2022 and for the year 2023 as follows:

- Chairman of the Board remuneration 8,000 baht/person/month
- Director remuneration 8,000 baht/ person/month

## Monthly Remuneration

Name - Surname	Monthly Retainer Fee	
	2022	2023
1. Mr. Kampanart Lohacharoenvanich	96,000	96,000
2. Mr. Saran Supaksaran	96,000	96,000
3. Miss Lalita Hongratanawong	96,000	96,000
4. Mr. Sakboworn Pukkanasut	-	-
5. Mr. Metha Chotiapisitkul	-	-
6. Mr. Akarawatt Akarasuwannachai	-	-
7. Mr. Vichien Jearkjirm	96,000	96,000
8. Mr. Kasem Techaiya	96,000	96,000
<b>Total</b>	<b>480,000</b>	<b>480,000</b>

In 2022 and 2023, the Board of Directors received remuneration totaling 915,000 baht and 1,041,000 baht respectively.

The Company has determined the director's gratuity (only for non-executive directors) for the year 2022 and for the year 2023 as follows:

Name - Surname	Monthly Retainer Fee	
	2022	2023
1. Mr. Kampanart Lohacharoenvanich	200,000	200,000
2. Mr. Saran Supaksaran	200,000	200,000
3. Miss Lalita Hongratanawong	200,000	200,000
4. Mr. Sakboworn Pukkanasut	-	-
5. Mr. Metha Chotiapisitkul	-	-
6. Mr. Akarawatt Akarasuwannachai	-	200,000
7. Mr. Vichien Jearkjirm	200,000	200,000
8. Mr. Kasem Techaiya	200,000	
<b>Total</b>	<b>1,000,000</b>	<b>1,000,000</b>

**Note:** At the 2023 annual general meeting of shareholders' meeting held on April 5, 2023, a resolution was passed approving the payment of director's gratuity at a rate of 2% of the profit distribution, but not exceeding 1 million baht (for the entire board).

## Executive Remuneration

The Board of Directors has reviewed and approved the salary structure for executives and employees, including other benefits such as bonuses and allowances. This decision is based on the Company's performance and the past work performance of each executive.

Furthermore, according to the authority approval regulations, any changes to the salary structure of executives must receive approval from the Board of Directors.

During the 5/2021 Board meeting on November 3, 2021, the Board of Directors passed a resolution approving the current method of determining the remuneration for executives in the Company. It was deemed appropriate for their responsibilities and served as an incentive for the Board and executives to lead the organization in achieving both short-term and long-term goals.

In 2021, 2022, and 2023, the Company disbursed remuneration to executives in the amounts of 21.20 million baht, 14.87 million baht, and 14.67 million baht, respectively. These remunerations include salary, bonuses, and other compensations (excluding the remuneration of the Board mentioned earlier). The details are as follow:

Year	No. of Executives (person)	Remuneration (Baht)
2021	5	21,196,417
2022	4	14,870,495
2023	4	14,670,275

**Note:** The gratuity paid to the Executive Committee as a whole will be calculated at a rate not exceeding 5% of the annual profit distribution, capped at 5 million baht.

## Other Remuneration

- Other remuneration of directors  
- None -
- Other remuneration of executives  
- None -



## Personnel

The number of employees in the Company for the years 2021, 2022, and 2023, categorized by job functions, is as follows:

Work Group	Department	Employees (person)		
		2021	2022	2023
1. Management	1.1 Executive Office	5	4	4
	1.2 Secretary	2	2	2
2.Sales and Marketing	2.1 Sales and Marketing	7	7	11
3.Project Management	3.1 Project Management	36	41	35
	3.2 Service	11	12	17
	3.3 Project Coordinator	12	12	13
	3.4 Design & Estimate	8	7	13
4.General Management	4.1 Information Technology	2	2	3
	4.2 Purchase and Transport	2	4	4
	4.3 Safety officer at professional level	1	2	2
5.Finance and Accounting	5.1 Finance and Accounting	4	4	5
	5.2 Human Resources and Administrative	6	6	4
Total (Including five executives)		96	103	113
<b>Total</b>		<b>91</b>	<b>99</b>	<b>109</b>

### Labor Dispute

- None -

## Employee Remuneration

### 1. Monetary Remuneration

The total remuneration for the Company's employees in the years 2021, 2022, and 2023 is detailed as follows:

Remuneration	2021	2022	2023
Employees	91	99	109
Salary	36,232,068.47	36,633,633.30	43,008,583.10
Commission / Incentive / Bonus	9,212,361.00	199,677.02	1,470,052.29
Contribution to provident fund	1,348,548.05	1,422,049.87	2,127,925.56
Other welfares	9,333,438.70	6,610,533.88	7,870,250.55
<b>Total</b>	<b>56,126,416.22</b>	<b>44,865,894.07</b>	<b>54,476,811.50</b>

### 2. Other Remuneration

- None -

## The attendance of the meeting of the entire Board of Directors year 2023

Name	Number of Meeting Attendance 2023									
	AGM		Board of Directors		Audit Committee		Nomination & Remuneration Committee		Executive Committee	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Mr. Kampanart Lohacharoenvanich	1	100	6/6	100	4/4	100	-	-	-	-
Mr. Saran Supaksaran	1	100	6/6	100	4/4	100	1/1	100	-	-
Miss Lalita Hongratanawong	1	100	6/6	100	4/4	100	1/1	100	-	-
Mr. Sakbaworn Pukkanasut	1	100	6/6	100	-	-	1/1	100	12/12	100
Mr. Metha Chotiapisitkul	1	100	6/6	100	-	-	-	-	11/12	80
Mr. Akarawatt Akarasuwannachai	1	100	6/6	100	-	-	-	-	12/12	100
Mr. Vichien Jearkjirm	1	100	6/6	100	-	-	-	-	-	-
Mr. Kasem Techaiya	-	-	6/6	100	-	-	-	-	-	-
Ms. Warangkana Techaiya	1	100	-	-	-	-	-	-	12/12	100

### Meetings of non-executive directors

1. The Audit Committee convened meetings specifically with the external auditors, without the management present, to discuss information of materiality and INSET's internal control systems related to accountancy and financial reporting and other relevant matters, including obstacles to their operation. The Audit Committee found that the auditors were given full cooperation from the management and provided with operational independence. In addition, the external auditors were knowledgeable and possessed experience and expertise commensurate with their duties as auditors.

In the year 2023, the company held 1 meeting

## Performance evaluation of the Board of Directors, Sub-Committees and Managing Director.

The Company has provided an evaluation of the performance of the Board of Directors and sub-committees one time a year in contemplation of evaluating the performance effectiveness of the Committees which have been performing according to guidelines on good corporate governance besides, assisting the Committees to review the work issues and obstacles during the past year whilst utilizing the evaluation results to improve the Committees' performance. There has the criteria for evaluating the Board of Directors in term of the committee and individual which covers six topics including structure and qualifications of the Committees, roles, duties and responsibilities of the Committees, the Committees' meetings, duties of members of the Committees, relationship with the management department and self-development of directors and executive development.

1. Structure and features of the board
2. Roles, Duties and Responsibilities of the Board of Directors
3. Board meetings
4. Director's Duties
5. Management Relationship
6. Self-development of directors and executive development

Thereafter, the Company secretary will submit the Risk Management Working Group the performance evaluation report of the committees including the Board of Directors, the Audit Committee, the Nomination and Remuneration Committee in order to evaluate the performance of the entire committees and individual committee. The performance evaluation of the Board of Directors and sub-committees can be summarized as follows:

### Evaluate the performance of the entire Board of Directors.

Board of Directors / Sub - Committees	Year 2023 Performance Evaluation of the Board (%)
The Board of Directors	98
The Audit Committee	99
The Nomination and Remuneration Committee	96
The Executive Committee	95

\*Note: Sustainability Committee was appointed by the resolution of the Board of Directors' meeting No. 5/2023 on December 7, 2023.

### Evaluation of the performance of individual directors

Board of Directors / Sub - Committees	Year 2023 Performance Evaluation of Individual Directors (%)
The Board of Directors	99
The Audit Committee	99
The Nomination and Remuneration Committee	100
The Executive Committee	98

## Performance evaluation of the Managing Directors

The Company arranges the performance evaluation to the Managing Directors to evaluate the performance in the past year on their leadership, set up and implementation of strategy, planning and financial performance, relationship with the Board of Directors, outsiders, and employees, operational management and relationship with other personnel, succession plan, knowledge on product and service, risk management and internal control, corporate governance and business ethics, personal characteristics based on the assessment guideline provided by the Stock Exchange of Thailand.

The Nomination and Remuneration Committee is the evaluator and the results of the assessment will be considered to determine the appropriate remuneration to Managing Directors.

Results of the evaluation for the year 2023, The performance evaluation of the Managing Directors in the "**Excellent**" category.

## Policies and criteria for recruiting directors with qualifications consistent with the Board's organizational strategy

### Component

**Board of Directors** Has the duty to supervise the management of the company. To be in accordance with the law, objectives and regulations of the company. and ensure that the management manages work under the corporate governance policy Have social responsibility To promote the confidence of shareholders, the public and all groups of stakeholders.

The Board of Directors consists of Chairman Managing Director and other directors A total of not less than 5 people and not less than half of the total number of directors must be residents of the Kingdom. and must have the qualifications required by law And there are independent directors, not less than 1/3 of the total number of directors and not less than 3 people. Shareholders are the ones who consider and approve the appointment of the company's board of directors. The Board of Directors will elect one director to be the Chairman of the Board of Directors. The appointment of directors shall be in accordance with the Company's regulations. and relevant legal requirements and must be transparent, clear, and educational history considered and professional experience of that person with sufficient details for the benefit of the decision of the Board of Directors and shareholders.

### Qualifications of the Board of Directors

1. Company directors must be knowledgeable, capable, honest, honest, and have ethics in conducting business. and have sufficient time to dedicate knowledge, abilities, and perform duties for the Company
2. Has qualifications and does not have prohibited characteristics according to the law on public limited companies. and other related laws They must also not have characteristics that indicate a lack of suitability to be trusted to manage a business in which the public is a shareholder. As specified by the Securities and Exchange Commission (SEC)
3. Can hold directorship positions in other listed companies, not exceeding 5 companies. However, in being such director It must not be an obstacle to the Company's directors performing their duties. and must follow the guidelines of the Stock Exchange of Thailand (Stock Exchange)
4. Independent directors must have the qualifications regarding independence as specified by the Company and in accordance with the same guidelines as the qualifications of the Audit Committee. According to the announcement of the Stock Exchange Subject: Qualifications and scope of work of the Audit Committee

and must be able to take care of the interests of all shareholders equally and do not cause conflicts of interest. In addition, they must be able to attend board meetings and give independent opinions.

### **Term of office of the Board of Directors**

At every annual general meeting of shareholders At least one-third of the directors shall retire from office if the number of directors cannot be divided into three parts. The number closest to  $\frac{1}{3}$  must be retired. Directors who retire by rotation able to be appointed to the position of director again If the meeting chooses to take the position again Directors who must retire from office in the first and second years After registering the company, lots will be drawn. In subsequent years, the directors who have been in office the longest will be the ones to retire. In addition to retiring from office according to the term Directors leave their positions when

1. Die
2. Resign
3. Lacking qualifications or having prohibited characteristics according to the law on public limited companies. or has characteristics indicating a lack of suitability to be trusted to manage a business in which the public is a shareholder as specified in the Securities and Exchange Act.
4. The shareholder meeting resolved to remove him from his position.
5. The court orders dismissal.

Which company director? Resigning from a position must be submitted in a resignation letter to the company. The resignation is effective from the date the resignation letter reaches the company.

In the event that the position of director is vacant for other reasons. In addition to retiring at the end of the term, the committee will select one person who has appropriate qualifications. and does not have prohibited characteristics according to law to act as a replacement director at the next meeting of the board of directors Except that the remaining term of the vacant director is less than 2 months, the person who becomes the replacement director will hold the position of director for only the remaining term of the replacement director.

### **Scope of authority and duties of the Board of Directors**

1. Perform duties in accordance with the law, objectives, regulations of the company, resolutions of the directors and resolutions of the shareholders' meeting. with honesty and be careful to protect the interests of the company
2. Arrange for the preparation of the balance sheet and profit and loss statement of the company. Consider and approve quarterly financial statements. and propose to the shareholder meeting to consider and approve the annual financial statements.
3. Proceed for the company There is an appropriate and efficient accounting system. and provide reliable financial reporting and auditing. Including providing an adequate and appropriate internal control system and internal audit system. There is regular follow-up.
4. Set goals, guidelines, directions, policies, strategies, and business operations plans. Company budget Investment budget Including the allocation of important resources and supervision (Monitoring and Supervision) for the management to carry out according to the established policies with efficiency and effectiveness. To create sustainable value for the business Can compete and have good operating results. Conduct business with ethics Respect the rights and have responsibility to shareholders. Stakeholders Society and environment
5. Consider setting risk management policies (Risk Management) to cover the entire organization. and oversee that there is a system or process for risk management with supporting measures and control methods to appropriately reduce adverse impacts on the Company's business.

6. Consider determining the management structure. Set the level of authority Has the power to appoint/change the scope of authority. Duties of the Managing Director Sub-committee, management team, management team or any other person as appropriate to carry out the business of the company. or perform any act on behalf of the committee However, the delegation of authority within the specified scope of authority and duties must not be in the nature of delegating authority that causes Managing Director and various sub-committees Management department or any person It can consider and approve items that may have conflicts. Have a vested interest or have any other conflicts of interest with the company. or subsidiaries (if any) as defined in the announcement of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or any other announcements from relevant agencies The exception is the approval of items that are in accordance with the policies and criteria that the committee has already considered and approved.

7. Establish a good corporate governance policy. Anti-Corruption Policy Code of Ethics and Business Ethics of the Company Code of ethics and business ethics for directors, executives, and employees provide a guideline for conducting business. and that the policy be reviewed as appropriate once a year.

8. Supervise and supervise management. and various operations of the Company and its subsidiaries (if any) must be in accordance with relevant laws, announcements, regulations, policies and guidelines, such as the law on securities and the stock exchange. Announcement from the Capital Market Supervisory Board Announcements from the Stock Exchange of Thailand, such as related transactions. and the acquisition or disposal of important assets. Take care to avoid conflicts of interest.

9. Give advice/suggestions and decide with careful discretion according to the matters proposed in the meeting of the Board of Directors' meeting. Independent directors are ready to use their discretion independently in considering and are ready to oppose the actions of other directors. or management in the case of conflicting opinions on matters that have a significant impact on the Company and shareholders

10. Organize a strategic review. Vision and Mission Including the shared values of the organization which takes into account the changing environment By supporting the use of innovation and technology that is appropriate for the business ecosystem. and taking into account the needs of customers and stakeholders In addition, the competitiveness of the business is taken into account every year.

11. Arrange for the disclosure of important information correctly, adequately, in a timely manner and in accordance with relevant rules, standards and guidelines.

12. The board may authorize one or more directors. or sub-committee or any other person to act in any way on behalf of the committee. It is under the control of the committee. or grant authority to such person to have authority and duties that the board deems appropriate and within a period of time that the board deems appropriate. which the committee may revoke Change or amend the authorized person as deemed appropriate.

In this regard, the delegation of authority, duties and responsibilities to the Board of Directors is There must not be a delegation of authority or sub-delegation of authority that allows the Board of Directors or the person authorized by the Board of Directors to approve transactions that they or persons who may have conflicts with. (To mean as specified in the announcement of the Securities and Exchange Commission) may have a vested interest. Or there may be any other conflicts of interest with the company. Except for approving transactions that are in the nature of transactions that are in accordance with the policies and criteria set by the Board of Directors. or has been approved by the shareholder meeting This is in accordance with the law on securities and stock exchange, regulations, announcements, orders or requirements of the Stock Exchange or the SEC Office and/or related laws.

## **Meeting**

1. Have a meeting of the Board of Directors. At least once a quarter, with meeting dates set in advance throughout the year. and each director knows the said schedule in advance.

2. Chairman and the Managing Director jointly consider matters to be included in the meeting agenda.
  3. Arrange for sending of meeting invitation letters. Agenda and meeting documents are given to directors at least 7 days in advance of the meeting date. in order to have enough time to consider the information
  4. Require a quorum of directors to attend the meeting. When considering voting on important matters such as the acquisition or disposal of the Company's assets. and subsidiaries that have a significant impact on the company Expanding investment projects Setting financial management policy and risk management, etc.
  5. At the meeting, if any director Being a stakeholder in the considered agenda Must leave the meeting before starting to consider that agenda.
  6. Every director has the right to propose matters into the meeting agenda. Check meeting documents and other important documents. If in doubt Other directors and management must take steps to answer those questions.
  7. Company Secretary or the person assigned must prepare a complete meeting report within the time limit specified by law.
  8. In the meeting of the Board of Directors Must have company directors Attending the meeting was not less than half of the number. All the Company's directors will constitute a quorum. The final decision of the meeting shall be made by a majority vote.
- Company Director One person has one vote. If the votes are equal The chairman of the meeting shall cast an additional vote as the deciding vote.

## Director Development Plan

The Company encouraged all directors to attend the training courses as recommended by the Securities and Exchange Commission. The Board of Directors of the Company is organized by the Thai Institute of Directors (IOD) such as the Directors Accreditation Program (DAP), the Directors Certification Program (DCP), the Audit Committee Program (ACP), most of the company's directors the course has already passed. In addition, training is encouraged to educate the directors, Audit Committee, Company Secretary and other related persons. The company secretary will be responsible for informing the interesting training program to all directors if a new director is appointed. The director shall be briefed on the nature and business conduct of the Company from the Chairman.

The Company also encourages the Company Secretary and the Secretary of the Audit Committee to attend various training courses and listen / talk about relevant / consistent with the situation and is beneficial to the operation, organized by the Securities and Exchange Commission, Thai Listed Companies Association and other agencies.

The company gives importance to promotion. Development for directors has continuously developed knowledge and therefore has established a policy to encourage directors to continuously improve their knowledge which recommends that the directors be trained in various areas and in the absence or looking for additional knowledge, such as auditing, risk management, corporate governance, etc. The Corporate Governance Committee Recruitment and remuneration and has developed a director development plan in 2023 to develop knowledge in acting as a director regularly as below;

- National Defense Course (NDC), Class 65
- Electrical installation standards for Thailand (2021) version 3/2023
- Calculation of short circuit current and voltage drop
- Data center standards for Thailand, 8th edition
- Insight in SET Course: Knowledge for growth and sustainability in the capital market, Class 2
- Course on preparing reports on interests and policies on the use of inside information

## New director orientation

Board of Directors orientation for all new directors to prepare to perform duties and acknowledge the role Responsibilities of directors, create knowledge and understanding in the overall business and various operations of the company, investment structure, organizational structure, guidelines for the practice of corporate governance, social and environmental responsibility, rules, regulations, business ethics policy of the company as well as compensation, benefits and various welfare.

## Nomination and Appointment of Directors and High-Level Executives

The Company has had personnel preparation/professional development policies in favor of preventing shortage of personnel in important positions in the organization in the future. The succession plan has been established for continuity of the work and organizational management. The succession plan initiating with the Management Level in furtherance of preparing the manpower and potential personnel being capable of efficiently taking important positions of the organization, meeting the objectives and supporting the sustainable growth of the Company.

### Recruitment and Appointment of Directors

The Nomination and Remuneration Committee will select and nominate suitable individuals for various positions, including directors, committee members in sub-committees thereafter proposing to the Board of Directors.

### Recruitment and Appointment of High-Level Executives

According to the succession plan, the Company has had guidelines for succession for 2 key management positions, including the Managing Director and Deputy Managing Director of Accounting and Finance which is summarized as follows:

#### Managing Director

**Responsibilities:** Setting policy, direction and management of the Company, planning strategies and managing overall performance to meet the objectives and goals in order to create long-term value and benefit for the stakeholders of the Company.

**Qualifications and Experience:** Minimum, master's degree in Business Administration, Marketing Economics or other related fields with at least 15 years of overall work experience, having previously held a position as a high-level executive of the organization for at least 5 years.

**Position-Specific Qualifications:** visioning, organizing, carrying the ability to empower and motivate others, acquiring the ability to build a network and partnership and possessing knowledge regarding sustainable development organization.

#### Deputy Managing Director of Accounting and Finance

**Responsibilities:** preparing and submitting quarterly and annual financial statements in accordance with Financial Reporting Standards and the regulations of the Stock Exchange of Thailand as well as the Office of the SEC. Managing financial, planning budget and investment, analyzing financial and investment expenses in accordance with the policies and goals of the Company.

**Qualifications and Experience:** Minimum, master's degree in Financial Management, Accounting, Economics or other related fields with overall work experience of not less than 12 years, having previously held a position as a high-level executive of the organization for at least 5 years.

**Position-Specific Qualifications:** acquiring the analytical and systematic thinking, having the ability to build teamwork, obtaining the ability to manage risk, acquiring conflict management and negotiation skill and possessing knowledge of the financial and investment reporting standards in various forms.



## Skill Matrix and Diversity of the Board of Director and Executive as of 31<sup>st</sup> December 2023

Name	Diversity		Board						Skill, Experience and Expertise						Director's Program by IOD				
			Board of Directors			Sub-Committee									Compulsory		Optional		
	Gender	Age	Non-Executive	Executive	Independent Director	Audit Committee	Nomination and Remuneration Committee	Executive Committee	Business / Management	Accounting / Financial	Engineering	Economics	Good Corporate Governance	Information Technology in Business	Basic		Continuous development for Directors	Continuous development for Sub-Committee	
															DAP	DCP		FSD	AACP
														Director Accreditation Program (DAP)	Director Certification Program	Financial Statements for Directors	Advanced Audit Committee Program	Borad Nomination and Compensation Program (BNCP)	
Mr. Kampanart Lohacharoenvanich	M	73	/		/	/			/		/	/		/	/				
Mr. Saran Supaksaran	M	50	/		/	/			/			/		/			/	/	
Miss Lalita Hongratanawong	F	46	/		/	/			/			/	/	/	/				/
Mr. Sakbown Pukkanasut	M	49		/			/	/		/		/		/	/	/			
Mr. Metha Chotiapisitkul	M	45		/			/	/		/	/	/		/					
Mr. Akarawatt Akarasuwannachai	M	44		/			/			/		/		/					
Mr. Vichien Jearkjirm	M	71	/						/		/	/		/	/				
Mr. Kasem Techaiya	M	48	/					/				/		/	/				
Miss Warangkana Techaiya	F	46					/	/	/			/		/					

## Business ethics

### Fair business operation

The Company has had a business approach with regard to equality, fairness, without taking any advantage. Moreover, the Company has operated business with honesty, integrity and transparency. The Company does not act in a way that would be unthinkable for professionals so being honesty in business means the Company will not tolerate any benefit that is up against a code of ethics. The Company shall not demand, receive or offer any benefits in bad faith in trading with business partners. The Company will adhere to the fair competition rules which induces fair returns for both parties with consideration to the rights of all stakeholders whether he/she is internal stakeholders namely employees and executives of the Company or external stakeholders, namely, customers, creditors, government agencies, and other relevant agencies, as well as communities, society and the environment which not only complying with the law but also refraining from any actions that violate / deprive the rights of those interested parties.

### Code of Conduct and Business Ethics of the Company

INSET believes that the Code of Conduct and Business Ethics are essential foundations for enhancing and raise good corporate governance and is the cornerstone of stability and sustainable growth. In addition, it is something that will support the Company to achieve its intended objectives. Therefore, the Company promotes business operations and performance of duties of the Company's stakeholders to be in accordance with this Code of Conduct and Ethics.

- > 1. Honesty
- > 2. Compliance with Laws & Regulation
- > 3. Use of knowledge, competence & expertise, care & attention
- > 4. Good management and effective and tight internal control
- > 5. Standards set for entrepreneurs
- > 6. Treatment of various stakeholders
- > 7. Supervision of Conflict of Interest
- > 8. Customer Confidentiality
- > 9. Communicating information about products or service to customer
- > 10. Providing advice or acting on behalf of the customer
- > 11. Maintaining a good relationship with the authorities
- > 12. Records and Reporting
- > 13. Service and Performance
- > 14. Accepting gifts or incentives from customers or others
- > 15. Maintaining a good reputation
- > 16. Rights of person and external activities



Code of Conduct and Business Ethics of the Company (full version)



**During 2023, there were no cases of violation of business ethics.**



**During 2023, employees are 100% aware of the business ethics.**

## Measures to prevent violations of business ethics

The company organizes an annual business ethics knowledge test for 105 employees with the objective of making employees understand and be able to follow the code of conduct appropriately.

In 2023, the total number of employees who passed the test, percentage. 100

## Anti-Corruption

The Company adhere to operates business with transparency and accuracy by encouraging employees to work with honesty thus the Company does not encourage building success from corruption. The Company has implemented the specific procedures for deterring, detecting, and dealing with incidents of misconduct or corruption, the procedure also will assist in check and balance of power process in order to prevent corruption. The Company has declared its Anti-Corruption Policy and the operation methods to prevent the involvement with the corruption and then has disclosed the Company Good Corporate Governance Guide and business ethics to communicate with directors, executives and employees with all processes are within the scope of the law. There also has the reporting system encourages the disclosure of any potential violations or corruption and the Company also provides employees and third parties with the opportunity to make a report through a dedicated channel, anonymously in order to ensure the appropriate safeguarding of reporting persons or those who cooperate in reporting corruption.

## Whistle blower for Stakeholders

The company promote stakeholders to suggest and complain about the product, service, fraud and corruption in order to propose to the Management and the Board. The channel provided are as followings:

	<u>Tel</u>	<u>Email</u>
Investor Relation	0 2092 7444 Ext 104	<a href="mailto:ir@infraset.co.th">ir@infraset.co.th</a>
Independent Director	0 2092 7444	<a href="mailto:ifssec@infraset.co.th">ifssec@infraset.co.th</a>
Company Secretary	0 2092 7444 Ext 901	<a href="mailto:companysecretary@infraset.co.th">companysecretary@infraset.co.th</a>



Anti-Corruption  
Policy



Whistle Blower  
Policy

Besides, the company provides the channel for stakeholders both external stakeholders and employee for complain and inform about fraud and corruption at

Mail: **Board of Directors or Chairman of the Audit Committee**  
**Infraset Public Company Limited**

165/37-39 Ram Intra Road, Anusawari, Bang Khen, Bangkok 10220

Email: [ifssec@infraset.co.th](mailto:ifssec@infraset.co.th)

Company website: <https://www.infraset.co.th>



**In 2023, there did not appear to be any complaints.**

### **Complainant or Whistleblower Protection and Confidentiality**

- The Company will keep information and details of whistleblowers or complainants, and the person being complained as a secret or it may be revealed only to those involved in the investigation, or persons involved in a limited circle. In this regard, for any disclosure of information, the Company will consider the case carefully, taking into account the safety and damage of the whistleblowers or the complainants, sources of information, or related persons.
- The Company will appoint an investigation committee in order to jointly consider whistleblowing and complaints in detail with prudence, and fairness to all parties.
- If the complainants or those who cooperate in the investigation deem that they may be unsafe or may suffer damage, they can request the management or the investigation committee to prescribe appropriate protection measures.

## Supply chain management

### Suppliers and Contractual Partners

- The Company has established a Supplier Code of Conduct and procurement policy that stipulate suppliers must operate comprehensively covering environmental, social, and corporate governmental issues.
- The Company is committed to sourcing products and providing services of standardized quality based on the Fair Trade principle. There are criteria for evaluating and selecting suppliers and contractual partners, as outlined in the AVL. Suitable contract templates are developed, and a management and monitoring system is in place to ensure compliance with contract conditions, prevent corruption, and mitigate misconduct at every stage of the procurement process. In cases where compliance is not feasible, negotiations with suppliers must be initiated in advance to collaboratively find solutions and prevent damages. Payments to suppliers and contractual partners are made on time, adhering to the agreed-upon payment terms.
- The Company is dedicated to developing and maintaining sustainable relationships with suppliers and contractual partners who have clear objectives regarding the quality of products or services that align with the value for money, technical quality, and mutual trust. Onsite ESG Audit assessments are conducted.
- Employees are prohibited from soliciting or accepting any benefits that are not fair or are for personal gain from suppliers and contractual partners.

#### Supplier Risk Management

The Company places importance on and endeavors to focus on the sustainable development of the supplier group, following a sustainable supply chain management framework in its dealings with suppliers as follows:

- ✔ Establishing a sustainable procurement guide, including the formulation of a Supplier Code of Conduct covering environmental, social, and corporate governance issues. Suppliers are encouraged to adhere to these guidelines.
- ✔ Adhering to procurement practices, selection, and evaluation of vendors/contractors according to ISO 9001:2015 standards, following the outlined procedures:
  1. Vendor/contractor selection by comparing prices from at least three suppliers.
  2. Procurement and contracting processes, issuing Purchase Requests (PR) and Purchase Orders (PO) through the SAP B1 system.
  3. Oversight of procurement and contracting activities related to safety.
  4. Monitoring and tracking of procurement and contracting activities.
  5. Evaluate suppliers/contractors annually.

#### Supply Chain Risk Analysis Process

- ✔ **Criteria for analyzing and categorizing key suppliers**
  1. Critical Tier 1 Suppliers:
    - Suppliers who provide materials, goods, and services crucial to the Company's business processes.
    - Suppliers with a combined trading value accounting for no less than 80%.
    - Suppliers capable of sourcing products and services that are difficult to find.
  2. Non-Critical Suppliers to the Company:
    - Products or services readily available in the general market.
    - Suppliers with a combined trading value accounting for less than 20%.
- ✔ **ESG Risk Evaluation for Suppliers**
  - Identify economic impacts.
  - Identify environmental impacts.
  - Identify social and service impacts.
- ✔ **Risk Mitigation Measures**
  - Establish a plan for onsite visits to suppliers.
  - Internal Audit
  - Implement corrective and preventive actions
  - Monitor and evaluate supplier performance.

Tier of Suppliers in 2023	Number (Companies)	Purchase Ratio 100 %
Critical Tier 1 Suppliers	20	80%
Non-Critical Supplier	434	20%
ESG Risk Evaluated Supplier	100	22%
Percentage of new suppliers of the Company passing the screening for sustainability issues	13	2%
Percentage of key suppliers that have signed up to abide by the Supplier Code of Conduct	11	55%

## Supplier Code of Conduct



Supplier Code of Conduct

The Company has developed and published the Supplier Code of Conduct to articulate the business practices expected from every supplier intending to engage in business with the Company. This is to ensure ethical business conduct, compliance with laws, respect for human rights, fair treatment of labor, adherence to safety standards, occupational health practices, and environmental conservation. Furthermore, it includes monitoring and ensuring compliance with the Supplier Code of Conduct as appropriate.

### Principles

#### 1. Business Ethics

##### Honesty, Integrity, and Fairness

##### Conflict of Interest

##### Anti-corruption Measures

Suppliers must cooperate with the Company in combating corruption in all forms. They must not undertake any actions that involve demands for action or accept actions falling within the scope of corporate corruption. Suppliers shall not offer, promise, or provide money, items, or special privileges, directly or indirectly, to directors, executives, and employees of the Company, with the aim of obtaining business benefits or advantages.

The Company also aims for suppliers to establish measures or guidelines to prevent their employees or staff from being involved in corporate corruption. Suppliers are expected to cooperate in adhering to the Company's anti-corruption policy, which is publicly available on the website [www.infraset.co.th](http://www.infraset.co.th).

##### Intellectual Property Right

##### Confidentiality

#### 2. Human Rights and Labor

##### Fair Treatment of Labor

The Company practices equal and fair treatment toward the employees or workers of its suppliers without discrimination or hindrance based on differences in race, ethnicity, gender, age, skin color, religion, place of origin, marital status, expression of thoughts, physical condition, or social status.

##### Labor Protection

- Suppliers must not employ child labor below the legal age limit. In the event that child labor is utilized, suppliers must ensure the protection and compliance with the laws regarding the use of child labor. Female employees should not be engaged in work that may pose risks to their health and safety. Pregnant employees must receive protection and benefits as stipulated by law.

- Suppliers must refrain from hiring labor in violation of the law. If employing foreign labor, proper authorization and registration for government employment must be undertaken in accordance with legal requirements.

- Suppliers must treat labor in accordance with the law. No actions of coercion, intimidation, threats, or confinement of labor are permitted in any form. They must not engage in or support any actions toward labor that fall within the scope of forced labor or human trafficking.
- Termination of employment should not occur without just cause, and termination must follow the legal processes as stipulated by labor laws or other relevant regulations.
- Suppliers must provide proper working hours, overtime work, and leave days as mandated by labor laws. In cases of overtime or work on holidays, such arrangements must be voluntary on the part of the employees.

#### **Wages and Benefits**

Payment of wages, overtime pay, and holiday work pay that employees are entitled to under the law must be provided to employees or their staff correctly, fairly, and proportionately to the nature of the work and working hours. The wage rate must not be lower than the rate prescribed by law. Payment should be made promptly as scheduled, including providing the benefits that employees are entitled to under the law.

### **3. Safety and Occupational Health**

#### **4. Environmental Management and Sustainable Development**

- Perform duties in accordance with and comply with relevant environmental laws or regulations, as well as laws and regulations related to public health and safety.
- Conduct business with consideration for the impact on the community, society, and the environment resulting from its operations, and ensure control measures are in place to manage environmental impacts that may arise from operations.
- Implement preventive measures to minimize environmental impacts from production and transportation processes, covering the stages before, during, and after construction. Consider energy and resource use efficiently for maximum benefit. Develop plans for wastewater, solid waste, and air pollution management, while also reducing environmental impact following the principles of the 3R approach: Reduce, Reuse, and Recycle.
- Enhance efficiency and foster innovation through collaborative thinking, operations, and the exchange of knowledge and experiences to achieve ongoing improvement and development in the operations collectively.

## Tax Operations Tax Policy



Tax Policy

Infrasnet Public Company Limited recognizes the importance of tax management under the principles of good corporate governance to ensure the Company's sustainable and stable growth. In carrying out tax-related operations, the Company adheres to the principles of accuracy and compliance with tax laws, ensuring proper and transparent tax payments in accordance with legal requirements. The Company conducts regular audits and establishes guidelines for tax planning and practices that align with creating honesty, integrity, social responsibility, and fairness to stakeholders. Recognizing the associated risks with both direct and indirect taxes, the Board of Directors of the Company hereby establishes the following tax policy:

### 1. Tax Planning and Practice Guidelines

- 1.1 Comply with relevant regulations, practices, laws, and international standards and perform duties in accordance with the principles and letter of the law.
- 1.2 Manage tax payments or refund requests accurately within the timeframes stipulated by applicable laws or regulations, ensuring a commitment to the responsibilities of good citizenship by adhering to tax laws to reflect transparency in tax operations.
- 1.3 Evaluate the tax implications when initiating new investment projects or transactions, including studying tax benefits or exemption measures related to aligning with business strategies, legal compliance, and encompassing the benefits for stakeholders.
- 1.4 No policy is in place to exploit tax structure differences between countries to evade taxes or use tax structures unrelated to business operations.
- 1.5 Avoid conducting business in countries classified as tax havens to evade taxes.
- 1.6 Mandate relevant departments to maintain and retain accounting and tax information for the duration specified by the law, ensuring the ability to provide complete information when requested by tax authorities.

## Tax Reporting

For the fiscal years 2021–2023, the Company had Effective Tax Rates of 20.00%, 20.14%, and 21.46%, respectively.

Unit: million baht

	2021	2022	2023
Profit Before Tax	213.16	132.15	138.98
Comprehensive Profit	170.54	110.81	109.16
Income Tax According to Tax Rate	42.63	26.43	27.80
Income Tax Expenses	42.62	26.62	29.83
Effective Tax Rate (%)	20.00	20.14	21.46



## Risk Management

### Risk Management Policy

The Company has developed a risk management policy and established organizational risk management in accordance with the standards of “COSO-ERM 2017” (The Committee of Sponsoring Organizations of the Treadway Commission-Enterprise Risk Management 2017). The Company’s risk management encompasses 4 type of risks including 1) strategic risk, 2) operational risk, 3) financial risk, and 4) regulatory risk. You can study more details from the One Report 2023 (Form 56-1) on page 65

In addition, the Company has adopted a sustainability framework based on international standards (UN Sustainable Development Goals: SDGs) as a guideline for managing environmental, social, and governance risks (ESG Risk).

### Risk Management Structure

The Company’s Board of Directors has appointed a Risk Management Committee, with the Managing Director serving as the committee’s chairman and employees from every department serving as risk owners. The committee is responsible for overseeing and managing risk management activities, evaluating various risk factors, and establishing guidelines for risk management. It regularly reports the results of the organization’s risk management activities to the Board of Directors, once a year.

### Risk Culture

In 2023, the Company reinforced its risk management culture by conducting training sessions to impart knowledge related to risk management to employees and executives within the organization. The training sessions were conducted in December 2023 and were honored to have the Chairman of the Audit Committee as a guest speaker. This initiative aims to support employees in developing the right mindset and understanding of risk management going forward.

## Environmental, Social, and Governance Risk (ESG Risk)

### Risk from Changes in Information Technology Systems

The Company engages in construction contracting services related to information technology and the telecommunications and transportation infrastructure. This includes surveying, design, and engineering works in the information technology and telecommunications industry in Thailand, in the scope outlined by the customers. The Company’s business is associated with innovative and rapidly advancing information technology systems and telecommunications. It operates within the scope defined by customer requirements. The Company’s business is linked to information technology systems that are innovative or technologically advanced, leading to a rapid transformation in business operations (Disruptive Technology). This may impact customer demands and current business operations. Therefore, the Company places importance on formulating business strategies to adapt to changes. Failure to respond promptly to changes may adversely affect the Company’s business operations and performance in the future.

**Risk Management Measures:** The Company has implemented measures to mitigate risks arising from such technological changes. This involves closely monitoring information, news, and developments in industries related to its business. The Company adapts promptly to changes and ensures continuous development of both products and services, as well as the knowledge and capabilities of its employees. This enables the Company to respond to customer needs promptly. The Company conducts surveys on current customer requirements, as well as investigations into technological trends and changes in the global market, such as the increasing trend in the use of Cloud Storage. This has led smaller and medium-sized companies to prefer renting data centers from service providers to store their data. Larger organizations, on the other hand, tend to establish their own data centers. Considering these factors, the Company may be impacted by a decrease in construction projects and/or upgrades of smaller data centers. However, there

still exists an opportunity to secure contracts for the construction of larger data centers or to construct data centers for service providers.

### **Risk Associated with Relying on Subcontractors**

In the execution of each project assigned by the client, the Company shall engage subcontractors, particularly in areas located in different provinces or remote locations. The Company must hire subcontractors in those specific areas who have the necessary personnel, quantity, and capabilities to undertake the tasks. This is because subcontractors must deliver the work on time and with the required quality. Failure to deliver work according to the specified quality and schedule may adversely impact the Company's subsequent project deliveries to the client. Therefore, there is a risk associated with relying on subcontractors, which may result from job abandonment, poor quality work, and failure to meet deadlines.

**Risk Management Measures:** To mitigate the impact of the aforementioned risks, the Company has a strategy for managing the aspect related to subcontractors. This involves the selection of subcontractors from the AVL, which undergoes a comprehensive evaluation of the subcontractor's work quality and readiness in various aspects, including the ability to source labor for project execution. This approach ensures that the Company does not directly suffer the consequences of labor shortages. However, the Company may still be affected by potential increases in minimum wage rates, which could impact project costs and the initial profit margins of the Company.

### **Risk Related to Workplace Safety**

Currently, workplace accidents arise from various causes.

**Risk Management Measures:** The Company has policies for quality management, environmental management, occupational health and safety, and strictly adheres to ISO 14001:2015 standards. This is to reduce accidents, illnesses, injuries, work-related losses, and instill confidence in both employees and customers.

## **Emerging Risks**

### **Cyber Security Risk**

Relying more on digital technology may lead to increased risk in terms of cybersecurity threats. This encompasses both the service systems and operational networks that must be connected to the internet, making them susceptible to data theft and potential disruptions in service. This could impact the continuity of business operations, and the credibility, image, and reputation of the Company.

Presently, the Company operates as an organization that heavily relies on information technology systems for its business operations. This reliance may introduce new risks or impact the organization's systems and practices due to the emerging cyber threats. In the current business landscape, many organizations are experiencing the consequences of cybersecurity threats. For the Company, facing issues from cyber threats could lead to disruptions in internal information systems and pose a risk that may result in business operations coming to a halt, incurring expenses, losing time, and experiencing significant data losses crucial to the business operations. Cyber threats and challenges currently prevalent include:

- **Malware:** Threats arising from being attacked by malware (undesirable programs).
- **Web Application Attack:** Threats arising from attacks on web applications.
- **Phishing:** Threats arising from being subjected to phishing techniques (a method of extracting sensitive information such as credit card numbers and passwords by impersonating a legitimate organization).
- **DDoS (Distributed denial of service) – DoS:** Threats arising from being targeted by an attack aiming to disrupt the functioning of the DoS system. It involves overwhelming servers with data to the point of overloading, causing servers to crash or slow down significantly, rendering them unusable.
- **Spam:** Threats arising from receiving spam emails.
- **Botnets:** Threats arising from devices within the organization becoming victims of botnets, where a massive number of emails are sent to overload network system resources. It involves sending meaningless messages to flood emails, account names, or mail servers.

- Ransomware: Threats arising from malware that demands a ransom.
- Data Breaches: Threats arising from the leakage of organizational data.

**Risk Management Measures:** The Company has implemented measures to protect critical information systems and mitigate the impact, as follows:

- Implementation of accurate and regularly updated licensed software to prevent various threats at a certain level.
- Installation of Firewall devices to safeguard crucial systems.
- Selection and usage of antivirus and anti-spam programs that adhere to security standards, installed for every user and consistently updated.
- Choosing Email Hosting and Web Hosting service providers with established standards to ensure the delivery of secure protection systems.
- Establishment of guidelines for systematically managing crucial organizational data backups, including the frequency of backup periods that allow for recovery without adversely affecting normal business operations. There is a segregation of storage for vital databases to prevent potential threats, such as cyber threats, that may arise from compromising the network connection to databases connected to the main operating systems.

The Company continuously monitors and addresses cyber threats through key measures, including:

- Tracking and monitoring emerging cyber threats in both data and service systems, conducting regular testing and assessments of systems. This enables proactive planning for defense measures before any potential attacks occur.
- Conducting regular drills for cyber threat response and information system recovery plans to effectively manage and respond to cyber threats and minimize damage to information systems.
- Establishing an information security management system in accordance with international standards and best practices in cybersecurity asset management following relevant global standards.

The Company has implemented a Business Continuity Plan (BCP) that addresses crisis situations and covers various significant risks. The plan encompasses five key areas, namely fire incidents, natural disasters, demonstrations, pandemics, and information technology system breaches.

## Data privacy and cyber security

### Personal Data Protection Act (PDPA)

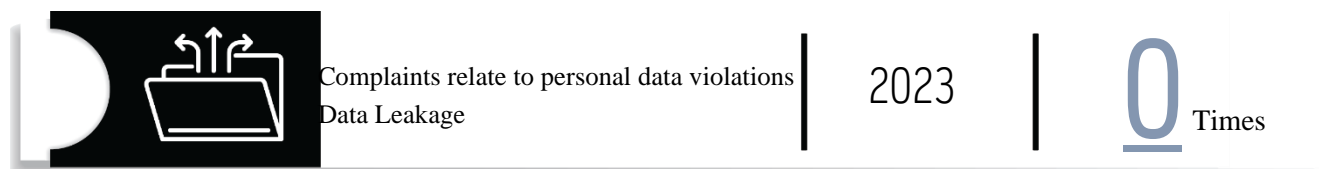


Personal Data Protection Policy

The Company respects the privacy rights of customers, suppliers, shareholders, employees, and all individuals associated with the Company. To ensure confidence that these individuals receive comprehensive legal protection of their rights under personal data protection laws, the Board of Directors has approved the adoption of a Personal Data Protection Policy. This policy aims to establish clear and appropriate criteria, mechanisms, oversight measures, and management practices for personal data.

In addition, in 2023, the Company has plans to create awareness and provide knowledge and understanding on the protection of personal data for customers, suppliers, and employees. Furthermore, it has established a framework for conducting audits regarding data protection systematically, including reviewing and revising various documents and contracts related to the Company's business operations. This is to ensure compliance with the 2019 Personal Data Protection Act B.E. 2562 (2019).

In 2023, the Company conducted training sessions on the Personal Data Protection Act, with a total of 31 employees participating.



### Cybersecurity



Cybersecurity Policy

The Company recognizes the importance of mitigating cybersecurity risks. Therefore, the Company's Board of Directors has announced the adoption of a cybersecurity policy to effectively manage and address potential risks. This policy has been enforced since November 7, 2023.

1. To establish the direction, principles, and details of the provisions for managing and overseeing cybersecurity in compliance with relevant laws, regulations, regulatory requirements, frameworks, standards, and other requirements associated with the Company.
2. To enhance employees' knowledge and understanding, ensuring compliance with policies, standards, work procedures, guidelines, and relevant laws accurately and appropriately.
3. To enable employees and individuals connecting to or using the Company's computer systems to operate such systems accurately and appropriately.
4. To prevent unauthorized access, theft, destruction, interference, or any form of cyber threats to the Company's computer systems and information, avoiding potential harm to business operations.

#### Risk Management for Cyber Threats

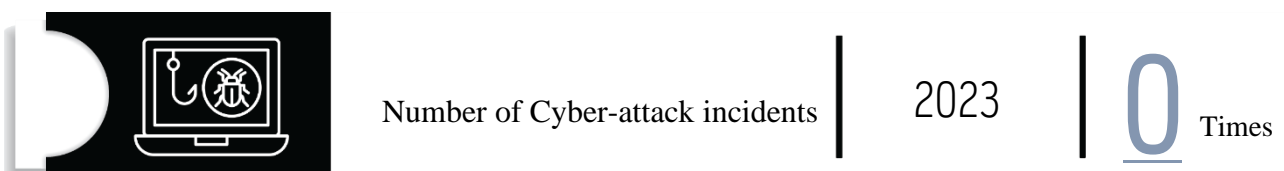
- The Company will define the roles and responsibilities of individuals involved in overseeing the risks related to cyber threats to ensure that the Company has standards for maintaining cybersecurity. These standards should be capable of identifying, preventing, detecting, responding to, and recovering from incidents, supporting the Company to have adequate and appropriate capabilities in line with the volume and complexity of the Company's operational systems.

- The Company will designate units or individuals with the responsibility to assess, monitor, protect, and respond to cyber threats. These entities will also report cybersecurity risk information to the Executive Committee and the Risk Management Committee. In this regard, the Company may consider appointing specific personnel dedicated to managing and responding promptly to abnormal cyber events to minimize the impact.
- The Company will provide cybersecurity awareness training to ensure that employees possess knowledge, understanding, and awareness of the necessity to maintain security. This includes an understanding of the potential impacts that may arise in the event of incidents, along with communication on prevention strategies and response procedures to cyber threats.
- The Company will establish clear channels of communication between internal and external units to define guidelines for responding to and resolving security incidents effectively.

**The Company has continuously monitored cybersecurity threats through key measures, as follows:**

1. The Company will identify operational processes and information assets that pose risks of cyber threats and require security measures to manage and mitigate risks to the systems, assets, and data of the Company effectively.
2. The Company will implement appropriate preventive measures to limit the impact of cybersecurity threats, encompassing access controls, training, and awareness programs for employees and stakeholders. This includes safeguarding data security and various security measures covering processes, practices, and technologies. Additionally, the Company will regularly maintain and update relevant equipment and software associated with electronic systems to ensure continuous operational readiness.
3. The Company will establish continuous monitoring and detection processes for cybersecurity threats, promptly notifying any abnormalities. This includes tracking cybersecurity events both internally and externally, analyzing vulnerabilities or weaknesses in the face of threats, and providing valuable information for consideration in reviewing risk prevention strategies and potential future impacts.
4. The Company will formulate plans to respond to cybersecurity threats and outline corrective measures, including developing continuous business continuity plans that encompass scenarios where the impact or damage from cybersecurity threats leads to operational disruptions. This is to maintain security levels and uninterrupted service delivery. The Company will also conduct analyses to identify the causes and gather evidence of the cybersecurity threats that occurred. Additionally, there will be communication processes established with customers and stakeholders to ensure accurate understanding of the Company’s situation.
5. The Company will define plans and processes for recovering systems to resume normal operations within the specified timeframe. This includes conducting reviews and updates of the recovery plan to stay current with the situation and incorporate lessons learned from cybersecurity threats. The aim is to enhance the efficiency of the recovery plan and processes, preventing recurring issues and their potential impacts in the future.

In 2023, the Company conducted training on the course “Cyber Security: Keeping Pace with Cyber Threats for End Users.” The training was attended by 35 employees. Additionally, the Company performed testing of computer systems and information technology to ensure readiness for emergency situations, with one test conducted during the year.



## Digital innovation

The Company is aware of the importance of supporting innovation that contributes value to the business while creating benefits for all stakeholders. There is a strong emphasis on cultivating an organizational culture that fosters creativity, making it an integral part of strategic planning, development, operational enhancements, and performance monitoring. This is aimed at enhancing capabilities and competitiveness, ensuring sustainable development goals for the Company in both the short and long term.

### Policy for Innovation Development and Practices

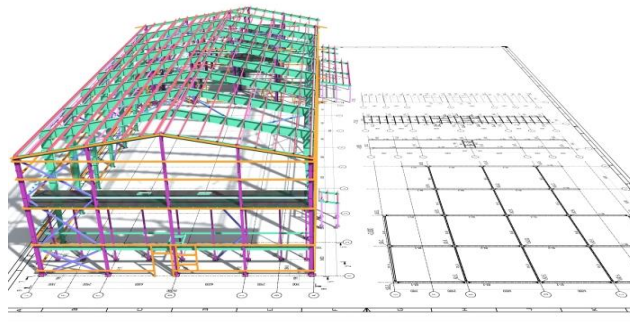
- Establish goals, plans, and operational processes to support the development and creation of new innovations that will be adapted by the organization, addressing the needs of customers and stakeholders throughout the supply chain.
- Promote the creation of innovation at the individual, managerial, and team levels to explore and apply them for increased operational efficiency and the generation of new business models for the organization.
- Ensure financial and other resource support for the development of innovation, both in the short and long term, as appropriate.
- Establish a systematic process for identifying and collecting essential knowledge for innovation creation to ensure future success. Seek this knowledge both internally and externally through collaborations with various institutions, technology acquisitions, partnerships, R&D activities, etc.
- Implement a systematic process for evaluating opportunities and risks in innovation creation from proposed concepts. This ensures confidence that the innovation generates sustainable economic, social, and environmental value.
- Implement a supervision process that can track, review, provide feedback, and effectively consider each step to ensure confidence in the creation of innovative products, services, or processes that generate value for both the business and its customers and stakeholders.
- Promote the expansion of successful innovation outcomes to facilitate continuous learning and inspire employees.
- Develop the potential of personnel to consistently create high quality innovations.

To enhance competitiveness and sustainable development, the Company has adopted the BIM technology, a comprehensive design and construction solution used in the construction industry. BIM technology utilizes computer systems as the primary component to create accurate virtual models of buildings, covering various aspects such as design, drafting, structural calculations, cost estimation, procurement, and planning for different building systems.

### Benefits of Using BIM

- BIM focuses on creating 3D models as its core feature.
- The construction elements in BIM utilize parameter-based controls for size and proportions through a 3D perspective. When there are changes in the details of any material or component, whether in terms of size or proportions, it automatically affects and correlates to other perspectives.
- Emphasis on presenting architectural, structural, and systems design more comprehensively.
- BIM is a technology designed and developed as a tool for architects and designers to create designs in architecture, structural engineering, and systems more comprehensively than traditional software that focuses solely on drawing and presentation tasks.
- It helps reduce steps and working time significantly.
- We can use BIM technology to streamline processes and reduce repetitive work resulting from design changes. The system can process various data together, and when there is a change in the system data, it automatically calculates and updates the relevant information.

- Reducing the use of human resources and operational expenses.
- With the capabilities of BIM technology, it plays a role in processing and analyzing preliminary data, allowing architects to have sufficient time for showcasing full potential in decision-making tasks, creative thinking, or more critical assignments.
- Accurate analysis of designs in various aspects is possible.
- BIM has the ability to analyze various aspects of design, including construction models, expansion designs, and detailed analysis of different parts in a building with precision. This includes structural analysis, area analysis, water systems, electrical systems, indoor air circulation, lighting direction, energy conservation, etc.
- Promoting collaboration in large-scale team environments.
- Working in a large team refers to collaborative work or coordination with relevant responsibilities. The BIM system allows for the assignment of rights and responsibilities in different parts of the building. It also enables the linking of files related to various components of the project, facilitating the division of tasks among team members based on their roles or expertise.



Source: <https://bimspaces.com>

## Sustainability Management **Social**



**Labor Practice and  
Human Rights**



**Human Capital  
Development**



**Responsibility  
to Customers**



**Workplace Safety and  
Occupational Health**



**Responsibility  
to Communities  
and Societies**

### Labor practice and human rights

#### Fair Treatment for Labor

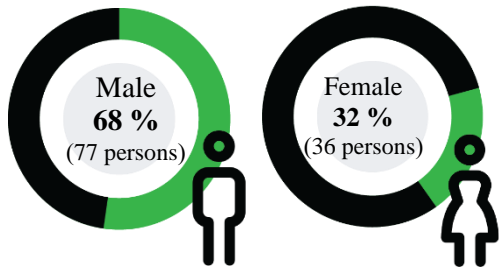
The Company emphasizes and is committed to equality, practicing fairness without discrimination toward any individual. The Company has undertaken to communicate ethical standards in conducting business to all employees from their first day at the Company. Additionally, detailed information on ethical guidelines is reiterated through employee training courses. The Company has a comprehensive employee care system and adheres to ethical regulations related to the Company's operations.

The Company believes that human resources are the most crucial factor in conducting business, aiming to generate value and returns for the organization. Given that various functions of the Company require knowledge, skills, and both physical and mental efforts, employees are essential in achieving objectives.

Therefore, the Company establishes guidelines for dealing with employees. Executives are required to manage employees impartially, support progress and enhance efficiency in their work. Additionally, executives are encouraged to promote understanding of ethical practices among employees, provide appropriate welfare benefits, and treat employees with integrity. This includes attentively considering feedback and suggestions in a reasoned manner.



## Total Employees in 2023 : 113 persons



Elderly employees: 2 persons



Number of employees divided by age group Male : Female

Age	Male	Female
Over 50 years old	6	2
30-50 years old	49	25
Less than 30 years old	22	9

Employee resignation Ratio



2023

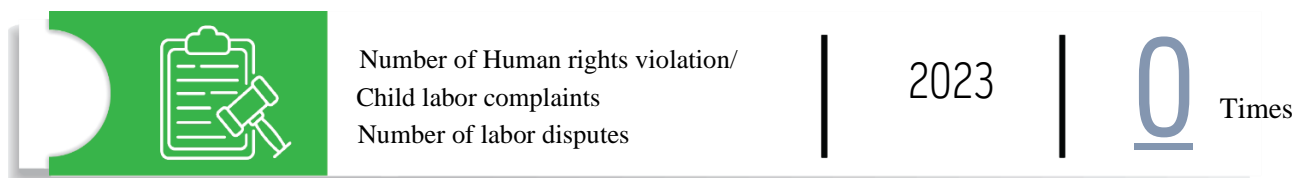
0.94 %

	Male	Female
Operational Level	59	28
Executive Level	15	7
High-level Executives	3	1



Place of Birth	Male	Female
Bangkok	21	11
Northern Region	11	2
Central Region	25	9
North-Eastern Region	14	7
Western Region	3	2
Eastern Region	1	3
Southern Region	2	2

## Respect for Human Rights



The Company emphasizes the importance of respecting human rights. Executives and employees are expected to treat each other with mutual respect and dignity, promoting a collaborative work environment and providing equal opportunities for professional advancement. Remuneration and benefits are provided based on individual capabilities, and employees are encouraged to continuously develop their knowledge and skills to create and sustain excellence in the business.

The Company is aware of the importance of and respects the fundamental human rights of every individual in all aspects within the workforce. This includes treating everyone based on the principles of human rights without discrimination, showing respect for human rights, treating each other with mutual respect, honoring and respecting one another, and treating each other equally without distinction based on physical or mental differences, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, cultural background, customs, or any other matters.

- Avoid actions that violate human rights and exercise caution in performing duties to prevent the risk of human rights violations in business operations. Maintain a commitment to respecting human rights.

- Implement practices related to child labor, refraining from hiring and supporting the hiring of children below the legal age within the Company and its supply chain. Prohibit and discourage child labor in hazardous conditions that may pose risks to health, safety, and well-being.
- Communicate, disclose, share knowledge, and ensure understanding of guidelines, overseeing and providing support to employees, suppliers, business partners in the business value chain, product and service suppliers, contractors, and joint ventures. This is to promote their participation in conducting business ethically, respecting human rights, and adhering to the principles outlined in the human rights policy.
- Do not overlook or ignore instances of human rights violations. Report such incidents to superiors or responsible individuals and collaborate in investigating the facts. In case of doubts or questions, seek advice from superiors or designated individuals through the specified channels.
- Ensure fairness and protection for individuals reporting human rights violations related to the Company. Utilize protective measures for complainants or those who cooperate in reporting human rights violations, as outlined in the Company's whistleblower and complaint policies.
- For individuals involved in human rights violations, including discriminatory or abusive behaviors, such actions are considered unethical. The Company will take corrective measures or consider disciplinary actions according to the established company procedures. Additionally, legal actions may be pursued if the actions are in violation of the law.
- Provide opportunities for employees and stakeholders to express their opinions freely through the Company's suggestion channels.

## Customer stewardship

In addition to complying with the law, the company also has a policy for all employees to perform their duties in accordance with business ethics in dealing with customers or business partners fairly. By following fair and reliable business conditions under an appropriate contract form. And there is a management and monitoring system to ensure complete compliance with contract conditions and prevent corruption and misconduct at every step.

Customers are the most important thing in doing business of all types. Organizations rely on customers. Therefore, the organization must understand the needs of the customer. Both now and in the future and must try to perform. To achieve the needs of customers as much as possible. In order to maintain a good relationship with each other. The company has a policy to focus on the needs of customers as agreed. Relationship development and grow with customers as well as being trusted by customers which is the factor that leads to the success of the company's business. By treating customers with sincerity and humility to lead to the development of the highest quality and customer satisfaction.

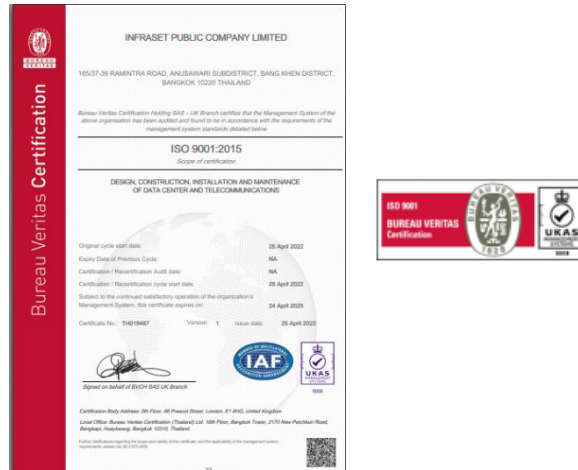
In addition to following the law, the Company also has a policy for all employees to perform their duties in accordance with the business ethics applicable to customers or partners as follows:

### Customers

- Commit to strictly adhere to the business conditions applicable to customers with fairness and reliability.
- Commit to provide complete, accurate, timely information, promote communication, and continuously build relationships with customers.
-

The Company operates in accordance with ISO 9001:2015, an international standard specifies the corporate quality management system, to ensure ability to deliver its work and services that meet the needs and expectations of customers and in accordance with applicable legal obligations.

#### ISO9001:2015 Standard Accreditation



Moreover, the Company provides training at various levels to employee to have knowledge, understanding of the principles and requirements of the standards for proper application of the system according to the level of responsibility of each group. The Company determines the channel/method of complaints about the quality by completing customer satisfaction survey or directly contact project manager, the company's management or the provided detail are as followings:

Mail: Board of Directors or Chairman of the Audit Committee

**Infraset Public Company Limited**

165/37-39 Ram Intra Road, Anusawari, Bang Khen, Bangkok 10220

Email: [ifssec@infraset.co.th](mailto:ifssec@infraset.co.th)

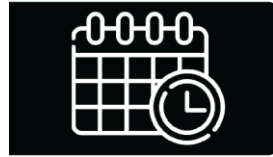
Company website: <https://www.infraset.co.th>

The Company adopts the ISO 9001:2015 quality management system standard to govern the procedure and method from the procurement, ordering, inspection and acceptance, and delivery procedures by adhering to the important operating guideline.



### Standardization

The Company continuously maintains the standard product and service delivery level, and improves and develops, listens to the suggestions for upgrading the standards to be higher, and consistent with the laws, rules, and regulations of the government sector agencies.



### Time

The punctual delivery shall be carried out based on the schedule and delivery standard requirements of the customer, and the next delivery shall be mutually planned.



### Rapidity

The Company focuses on the rapidity of product and service delivery, customer fulfillment in case of requirement of urgent product usage, and the procedure for managing the importance and service provision to the customers.



### Correction

The correctness of product, product requirement, and delivery shall be inspected in accordance with Checklist, terms and conditions of delivery, and correction of delivery documents.

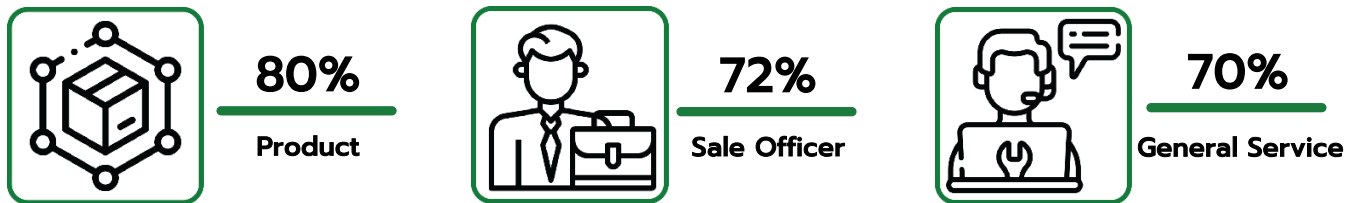
## Creation of Good Customer Relationship

The Company emphasizes on the product and service development planning in order to fulfill the customer needs in the changing and highly competitive market condition all the time. Thus, the management always reiterates the Sales Department about the requirement of the Company's real accessibility of the personnel to the customer needs by offering products and services that can appropriately address the customer problems, for the continuity of customer communication. Therefore, the Company has held the meetings via Microsoft Teams Program with the main suppliers for the customers for the business continuity.

	Development of Two-Way Communication Mechanism between the Customers and Suppliers of the Company	Development of System and Technology for Relationship Support
	Continuous development of customer contact channels both by phone and online media, for instance: Website, Email, Line, Mobile, Microsoft Teams / Zoom	Development of various access channels for fulfilling the customer needs without delay
	Regular customer meetings	Face to Face Meeting Virtual Meeting Via Microsoft Teams / Zoom Program
	Yearly satisfaction survey	For development and improvement of products and services

## Customer Satisfaction Level 2023

The company has conducted a survey and asked about customer satisfaction. From a total of 23 projects, details are as follows:



### 1. Product

- 1.1 Product Quality
- 1.2 Product Variety and Popularity

### 2. Sales Officer

- 2.1 Product and Service Knowledge
- 2.2 People Skill, Communication Etiquette, Enthusiasm to Support Customer
- 2.3 Customer Visit and Punctuality
- 2.4 Problem-Solving, Well Explanation and Answer Question
- 2.5 Solution and preventive actions when complaints arise.

### 3. General Service (Installation and Service)

- 3.1 Competencies of Project Managers, Engineers, Supervisors
  - Ability to organize tasks, planning, ordering, decision-making honesty and trust
  - Convenience and speed of communication and coordination
  - Work expertise, experience
- 3.2 Quality
  - Quality of construction
  - Project on time delivery
  - Project control as planned
  - Quality of materials/equipment used meet the requirements
- 3.3 Manpower readiness
  - Number of employees (Engineer, Supervisor, Foreman, Draftsman, worker)
- 3.4 Service
  - Convenience and speed of contacting the company by phone, e-mail
  - Ability to manage, prevent and solve problems
  - Speed of work and problem solving
  - Provide service with politeness, friendliness and compliance with your rules.
  - Delivery of products and services on time



**In 2025, the company aims to increase the overall level of customer satisfaction to 80 percent.**

## Health and safety in workplace



Quality, Environment,  
Occupational Health and Safety  
Policy

### Quality, Environment, Occupational Health and Safety Policy

The company has an intention to determine the policy for operation in Quality, Environment, Occupational Health and Safety Management to create a continual improvement and ability to favor the customers both environment and pollution protection. Encouragement and sustainable usage of environment including reduction and control the safety risks as follow:

1. The company aims to develop and maintain the working environment safe to protect the injury and illness from work.
2. The company aims to comply with Quality, Environment, Occupational Health and Safety Law and other related regulations.
3. The company encourages, supports, and offers consulting including participation of workers and representatives' opinions on the process improvement, environment and pollution protection which would bring the company's environment consumption sustainably.
4. Operation under Quality, Environment, Occupational Health and Safety Standard for eliminate and reduce the risks of Occupational Health and Safety is responsibility for all employees, contractor, and all company visitors.
5. The company continues developing human resources to gain customers' satisfaction and keeps continuously developing in both quality and service.
6. Reduce the complaints record from customers and nearby communities is one of the responsibilities of all employees. The company thus considers this matter as all-levels employees' responsibilities and duties which have to follow the policy.

The company has a vision to be a leading company in information and communication technology that grows continuously and sustainably. Realizing the importance of quality, occupational health, safety and working environment. which is an important element in running a business To bring quality of working life and good health of employees and reduce the risk of danger and various employee accidents and improve business operations to ensure safety. As well as providing knowledge on safe work methods. Provide adequate tools and safety equipment for working conditions. Recommend to explain the cause. and how to prevent to achieve the goal Which brings about the quality of working life and good health of employees is important. The company promotes training. Continuously develop knowledge in safe work methods. To comply with ministerial regulations specifying safety management standards. Occupational Health and Working Environment 2006 to closely monitor safety, follow up and report performance to the Executive Committee on a monthly basis.

## Standards System of ISO14001:2015 and ISO45001:2018

The Company managed from safety, occupational health and work environment management system by implementing ISO 45001 : 2018 and 14001: 2015 by Bureau Veritas Certification (Thailand) Company Limited.

ISO14001:2015 International standards for corporate environmental management systems To increase environmental performance within the organization and for environmental sustainability

ISO45001:2018 An international standard that provides requirements for occupational health and safety management systems.

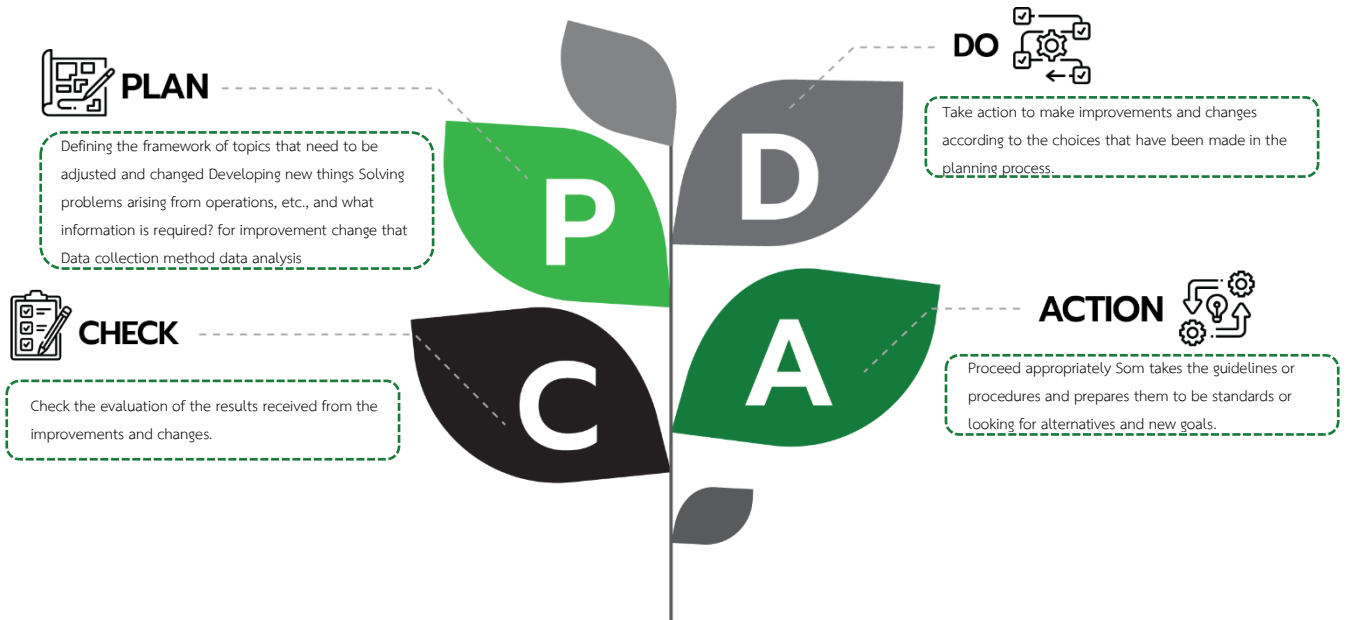
ISO 14001:2015 Standard Accreditation



ISO45001:2018 Standard Accreditation



### Quality, Environment, Occupational Health and Safety Management Framework



The Company supports and encourages executives and employees to participate in workplace safety training. For this purpose, the Company appoints officers at various levels, including the Safety Officer Administrator, Head of Safety Officer, and Professional Safety Officer. These officers are responsible for supervising, managing, and overseeing safety, occupational health, and environmental aspects in the workplace.

- ISO 9001:2015 Training Course
- ISO 14001:2015 Training Course
- ISO 45001:2018 Training Course
- Environmental Problem Assessment Course
- Occupational Health and Safety Risk Assessment Course
- Environmental Law Course
- Occupational Health and Safety Law Course
- Contractor Control Course and Personal Protective Equipment (PPE) Support Guidelines
- Aspect Assessment and Safety Risk Assessment Course
- Chemical Control, Waste and Hazardous Material Management, Emergency Preparedness, Communication and Consultation, Incident Investigation, and Safety Manual Course
- Internal Organization Inspection and Monitoring Course
- Basic Fire Prevention and Evacuation Drill Course
- Supervisor-level Workplace Safety Officer Course

**The Company conducted an internal training program titled “ISO: Core for Establishing Standards for Organization” for its employees, totaling 109 individuals, from November 8–21, 2023. The details are as follows:**



- DAY 1 (MRT Unit) :** Management of quality systems, environment, occupational health and safety, and the utilization of the iDoxcons system.
- DAY 2 (S&M Unit) :** Review of agreements and project bidding, satisfaction surveys, and handling customer complaints.
- DAY 3 (D&E Unit) :** Designing new products, cost estimation, and project work design control.
- DAY 4 (HRA Unit) :** Recruitment and training of personnel.
- DAY 5 (ITM Unit) :** Information system control.
- DAY 6 (PUR Unit) :** Procurement, vendor/contractor selection, and evaluation.
- DAY 7 (PJM-IN Unit) :** Planning project activities and progress reporting, requesting project material approvals, controlling construction/installation work, inventory control, monitoring non-compliance, and project delivery and warranty.
- DAY 8 (PJM-SE Unit) :** Post-delivery project services and control of measuring equipment.
- DAY 9 (HSE Unit) :** Assessment of aspects, risk assessment, safety opportunity, legal requirements and other regulations, chemical control, waste and hazardous material management, and emergency preparedness.
- DAY 10 (HSE Unit) :** Communication and participation in consultation, health inspections, safety management, incident investigation, contractor control, monitoring, and measurement.



## Safety Training

The Company has conducted safety training for employees at all levels based on the specific requirements of each job type, ensuring compliance with legal regulations. This training extends to suppliers, contractors, and stakeholders systematically. The effectiveness of the training is regularly assessed to ensure that all personnel have acquired knowledge of occupational health and safety. The focus is on reducing risky behaviors that may lead to accidents through the elimination, reduction, or cessation of such behaviors. This includes self-care, concern for colleagues, and maintaining a safe working environment.

- **Site safety inspections for various project sites**



In 2023, the Company conducted training programs divided into two categories:

1. **Legally Mandated Courses**

All personnel within the organization are required to undergo training in areas such as basic fire safety, safety officer training at management and supervisory levels, and position-specific mandatory training. For example, safety, occupational health, and environmental training for contractors.

2. **Non-Legally Mandated Courses**

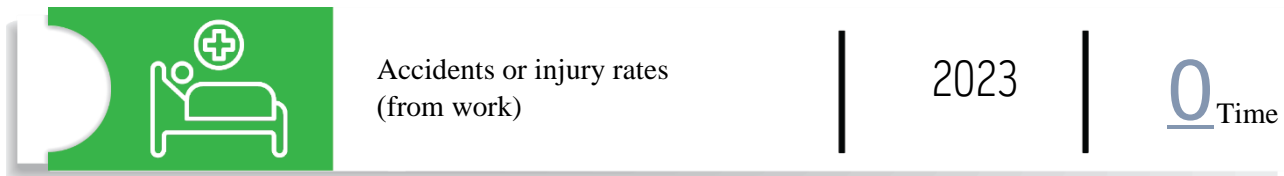
These are training sessions designed to provide knowledge on enhancing awareness of safety and environmental issues. Topics include accident prevention techniques, achieving zero accident.

The Company recognizes the necessity of conducting fire drills and emergency evacuation drills annually. The Company has an operational plan for fire control and prevention and emergency response to comply with standards outlined in the Building Control Act. The aim is to ensure that employees are knowledgeable about preventing and responding to emergencies, including knowing how to use tools and equipment. The training also includes practical exercises to assist individuals in the event of an emergency. Therefore, on Wednesday, November 22, 2023, the Company organized fire drill and emergency evacuation training for the year 2023, with the participation of 36 employees.



### Environmental Control in the Workplace

The Company regularly conducts inspections and assessments of the workplace environment in accordance with legal requirements, once per year. This includes monitoring the intensity of light in the working area, assessing air quality in the workspace environment, and measuring noise levels. The latest results indicate compliance with the standard set by the law. Additionally, the Company provides PPE, emergency equipment, and basic first aid kits to employees, suitable for the nature of their work, and ensures convenient access for use.

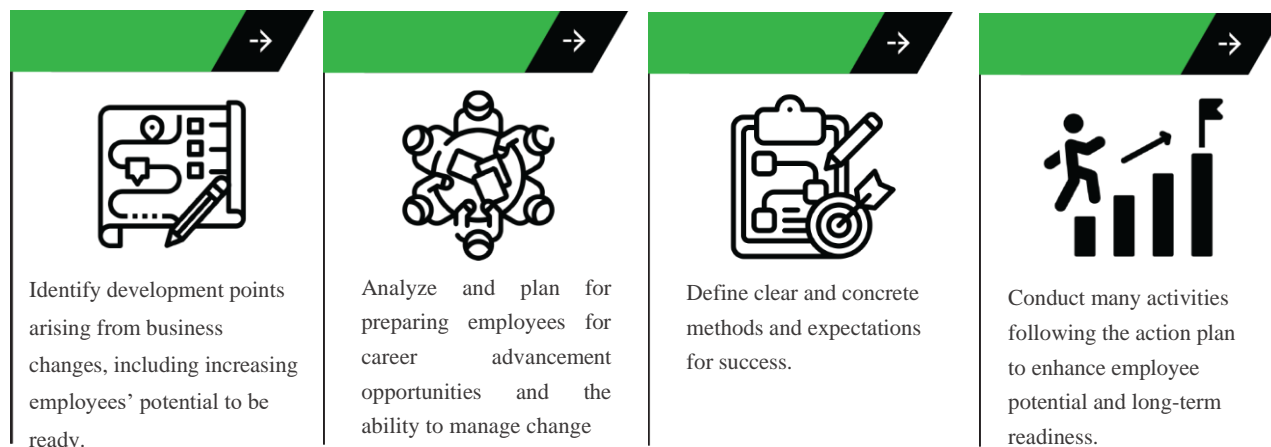


Statistics on Accidents or Injury Rates (Work-Related) for the Year 2023 at the Company

List	2021	2022	2023
1. Fatal accident (death)	0	0	0
2. Accident resulting in more than 3 days off work	0	0	0
3. Minor Accidents resulting in 3 days or fewer off work	0	0	0
4. Lost Time Injury Frequency Rate: (LTIFR)	0	0	0
5. Complaints from stakeholders regarding quality, environment, occupational health, and safety	0	0	0

## Human capital development

### Guidelines for Enhancing Potential of Executives and Employees



### Human Resources Development Policy



Human Resources  
Development Policy

The Company has had a human resource development policy focusing on the progressive development in potential, knowledge and ability of employees with emphasis on individual training for career growth and development in pursuance of meeting business needs and preparing to support the business expansion. Thereupon, the Company has determined to develop human resource in all professions at all levels by combining the development of skills, knowledge, capabilities whilst cultivating the culture and ethics of the organization together in compliance with the strategy and guidelines in the business operations of the Company at present and in the future.

### Training and Human Resources Development Policy

The Company was conscious that personnel are a valuable resource to drive the organization to succeed and grow sustainably, therefore, the Company then has organized training within the Company in order to assist promoting and developing of the capability of the executives and employees so they would engaged in their works efficiently and effectively with reference to the Company's strategy and goals. The training provided can be divided into internal training courses as follows:

**Executives:** The Company provides human resource development for executives by arranging high-level management courses to develop leadership skills while adding new knowledge in contemplation of enhancing management expertise to be more efficient and preparing for getting promote to the position consistent with the professional progress and business promotion of the Company. As a consequence, the Company can compete with other businesses and will be ready to be a leader in the industry that the Company operates now and in the future.

**Operational level employees:** The Company has provided human resource development for operational level employees by organizing a curriculum to develop knowledge and capability according to duties, scope of work and type of work which they are responsible in order to develop skills, knowledge and ability and increase efficiency of their operations. The sample of the above-mentioned curriculums are risk management skill, financial and accounting standards, legal

knowledge, computer systems and information technology skills, marketing and sales skills, IT standards, administrative management, electrical safety, etc.

**Employees at all levels :** The Company has provided human resource development for employees at all levels by arranging training courses for core competencies. For all employees of the Company will be able to work in accordance with the corporate culture and achieve maximum efficiency. The sample of the above-mentioned training courses are orientation for new employees, effective communication, cultivating corporate culture etc.

## Summary of Executive and Employee Training for the Year 2023



**Number of hours of employee training: 8 hours/person/year**

**Total Expenditure on Employee Development in 2023: 1,023,000 Baht**



### **External Training Courses Organized by Various Training Institutions:**

- Autodesk Revit Electrical Modeling for Large Building Project Training Course
- Cost Analysis and Pricing for Suppliers Course
- Autodesk Revit HVAC Modeling for Large Building Project Training Course
- Power BI Desktop for Business Analytics Course
- Autodesk Revit Sanitary & Fire Protection Course
- Accredited Tier Designer (ATD) Course
- Circuit Breaker Sizing and Voltage Drop Calculation Course
- Understanding and Interpreting Calibration Certificate Course Class 4

- Installation, Maintenance, and Basic Troubleshooting of VRV Air Conditioning Systems Course
- Fire Hydrant and Sprinkler System Sizing using Hydraulic Calculation Method Course
- Green Procurement: Sustainable Procurement Practices Course
- Basic First Aid and CPR Class 2 for 2023
- Professional Engineering Training Course “Entry Level” Class 11/2
- Negotiation Skills for Construction/Engineering Jobs Course
- Installation Standards for Electrical Systems in Thailand (BE 2021) Class 2/2023
- Small Commercial Air Conditioning Technician Level 1 Course
- Career Development Program for Company Secretaries Course
- DATA CENTER FACILITIES MANAGEMENT LEVEL 1 (DCFML1) Course
- Autodesk Docs Essential Course
- BIM Collaborate Pro Essential Course
- Basic First Aid and CPR Class 3 for 2023
- High-Performance Project Manager Intensive Course
- Installation Standards for Electrical Systems in Thailand B.E. 2564 (2021) Class 3/2023
- Practical Project Management for Construction and Engineering Business Course Class 39
- Human Resource Development for Greenhouse Gas Verification Systems in Thailand and Globally Course
- Air Conditioning and Ventilation Systems for Data Centers Course Class 4
- Understanding the Differences in Income and Expenditure in Accounting and Taxation Course
- Professional Withholding Tax Course
- Employer Protection Law Course
- Essential Anti-Corruption Issues Course
- In-Depth Value Added Tax (VAT) Course to Prevent Value Added Penalties
- CFO 2024 Course (Day 2: Tax)
- Green Building Expert TREES-NC Class 34
- VRV Knowledge: Design, Installation, and Start-up (Test Run) Course Class 2
- Hydraulic Calculation Method for Fire Protection System Sizing Course for Buildings, Factories, and Warehouses Class 1
- Occupational Health, Safety, and Environmental Committee Course
- TFRS for PAEs (Non-Financial Assets) Course
- Selection and Calculation of Air Conditioning Humidity Control Systems Course Class 20
- Data Center Standards for Thailand Course Class
- 

### **In-House Training Courses:**

- Anti-Corruption Strategies Course
- Art of Public Speaking for Presentations on Stage or within Meeting Rooms Course
- CPR: Basic First Aid Training Course
- ATTRACTIVE AND EFFECTIVE INFOGRAPHIC DESIGN COURSE
- Personal Data Protection Act B.E. 2562 (2019) Course
- ISO: Establishing Organizational Standards Course
- Basic Fire Suppression and Evacuation Drill Training Course
- Workplace Safety Officer Course for Supervisors
- Risk Management Course
- Cyber Security Awareness for End Users

## Human Resource Development

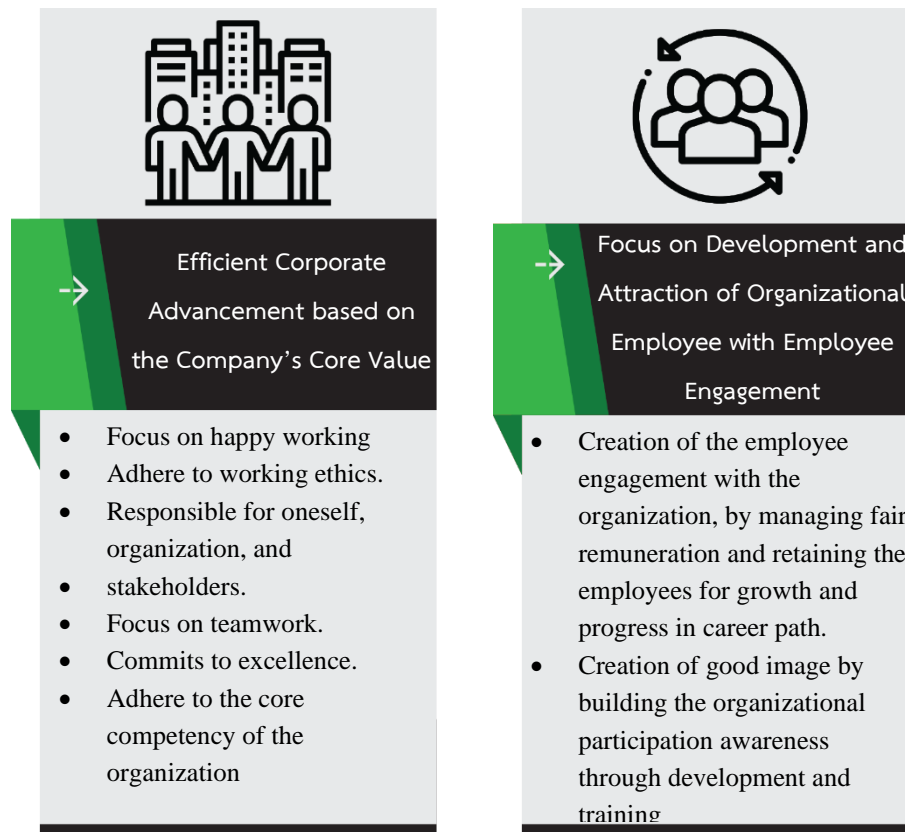
The company gives importance to people which is the heart of the operation to achieve the goals. The company has a policy of enhancing and developing people to be knowledgeable, expertise and work experience. Have code of conduct and ethics in operating with honesty. Be responsible to oneself and other stakeholders by aiming for employees to apply their skills and knowledge to the development of service excellence. Including the initiative and dare to express opinions constructively. To expand and develop the business to meet and meet the needs of customers. Causing the company to have stable and sustainable growth. Create returns and create added value for stakeholders in the long term. The company provides training and knowledge development (Training) for the executives and employees on a regular basis. For the company have the capability to operate in accordance with the policies and business plans of the organization. One of the mechanisms to drive the organization to be able to operate according to the vision and mission of the organization with efficiency and sustainable success

1. Principles of fairness and equality with a focus on the moral system. Fair treatment of all employees in regard to employment, promotion, work compensation including the prevention of unfair acts at all levels.
2. Integrity gives importance to and adhere to the performance of duties of all levels of employees with honesty
3. Principles of respect for the individuality of employees emphasize and accept differences in the ideas, beliefs and lifestyles of employees while considering the rules as well as solutions to problems, it will take into account differences in ideas and beliefs, including treating with dignity and putting the self- esteem of employees as individuals.
4. Focus on quality of life. Including enhancing the quality of life of employees for the better. Due to the realization that quality of life plays an important role in job efficiency and is the motivation of employees. Which means quality of life includes job satisfaction, balance in work and personal life, working stress conditions, diversity in work pieces to reduce monotony including encouraging the assignment of appropriate decision-making power according to the competence of the employees (more empowerment).
5. Establishing good working conditions providing a safe, comfortable and a place to be proud for work.

## Employee Care

Under the rapid global changes in economy, environment and society, and technology, affecting the Company's business operations, the Company has realized on the said change impacts, and therefore, focused on the care and development of the employees to be potential to mutual advance the organization under the following conceptual framework, goal, and operation.

### Conceptual Framework of Employee Care



The Company has had a policy of retaining high-performing employees in the organization by providing courses and / or tools for human resource management and development and preparing career advancement plans such as Job Rotation, Job Assignment to support the rapid-speed growth of the organization accordingly also to encourage employees to fully utilize their knowledge, capabilities, and potential in their operations as well as to build and foster bonding and teamwork in the organization and to encourage their devotion to perform their duties in pursuance of meeting the goals of the organization with maximum efficiency. The Company also is conscious of the importance the succession plan of the personnel, especially the high-level executives of the Company, thus the Career Path Development Plan is the way to ensure that the Company has prepared personnel to replace when there are vacancies or for future business expansion.



Succession Plan



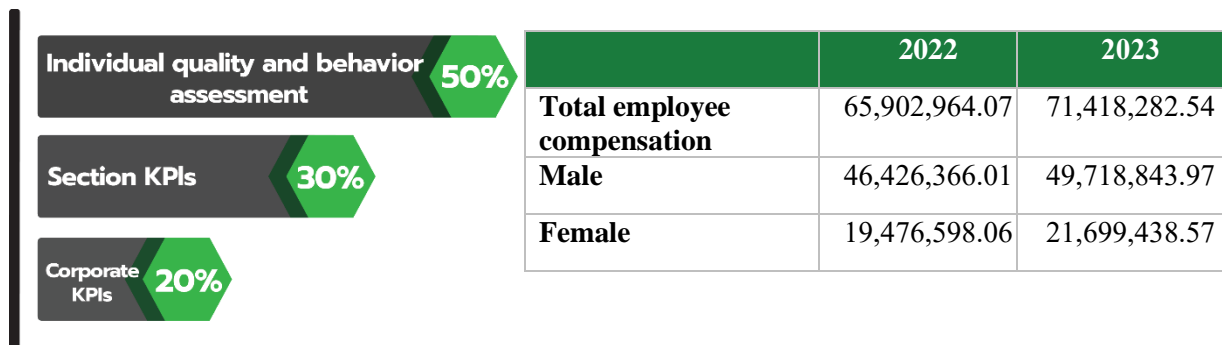
Recruitment and compensation policy

## Recruitment and Selection

To recruit new employees, the company takes candidates' knowledges, skills, experiences, attitudes, and characters into consideration. This selection is made to ensure that the candidate meet all company's standard requirement and be suitable for the task. The company's selection process adheres to equality and remains good governance without discrimination to the personal perspective, politics, age, gender, or disabilities.

## Employee compensation

Board of Directors has determined the preparation manual for performance evaluation up to assess the performance of employees to be in line with the company's operations both short-term and long-term performance to be used as a tool to evaluate work In paying compensation adjustment of wages, salaries, bonuses and others to employees by taking into account the duties and responsibilities and the success of the work as assigned assessment of various skills and features including leave and compliance with corporate discipline rules and in order to evaluate the performance of personnel in accordance with the same regulations and systems assess the ability of employees for development In accordance with company policy use the information that can be used for personnel development and competency level to have knowledge, skills and ability to perform work according to the duties assigned with a systematic evaluation scope of performance. Scope of the system performance evaluation the performance evaluation section is divided into 3 parts as follows:



Performance level based on performance evaluation criteria which personnel will be evaluated by using the weighting criteria for the performance of all 3 parts in the primary which is divided into the assessment score range, which the company has clear and fair criteria for considering salary increases and annual bonuses.

## Providing appropriate welfare for employees

The Company created an elected Benefits Committee with the role and duty of representing employees of the Company and all subsidiaries in order to present opinions for improving environments, public utilities and benefits specified by law to the Company Employee representatives to provide opportunities for employees to discuss welfare, benefits, or changes in regulations that may affect the Company's employees by defining guidelines of employment and compensation issues that show that the Company does not discriminate and provide equal opportunities for all. This includes women with disabilities or other disadvantaged groups to incentivize talented and experienced workers in the company and to retain employees who have the ability to work with the Company in the long term, as well as stipulating measures in the event of termination of employment in the employee handbook to demonstrate the intention and approach to treating the Company's employees fairly and giving importance with the best health care and welfare of personnel because the Company believes that personnel is an important part that will drive the organization towards sustainable success.



**Roles and responsibilities of the Welfare Committee are as follows:**



Collaborate with employers to arrange welfare for employees by survey with google form



Give advice and make recommendations to employers on welfare arrangements for employees



Inspect, control, supervise welfare arrangements that employers provide to employees.

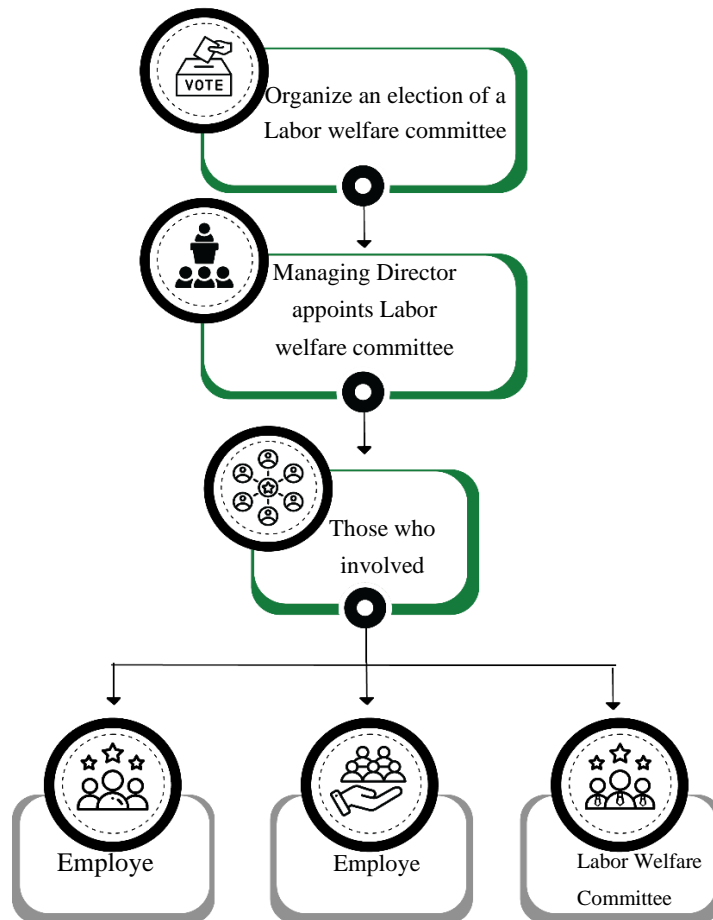


Offer ideas and guidelines on organizing welfare that are beneficial for employees with the Company



**In 2023, there will be a meeting to listen to opinions and suggestions from the Welfare Committee in the workplace, 1 time**

**Labor Welfare Committee Appointment Process**



The company foresees the well-being of employees, which covers the family of the employee by providing welfare and various activities for employees to have good health which will benefit the operation and the lives of employees, and these benefits have been publicized to all employees to be aware of their rights. Through the internal communication channels of the company such as.

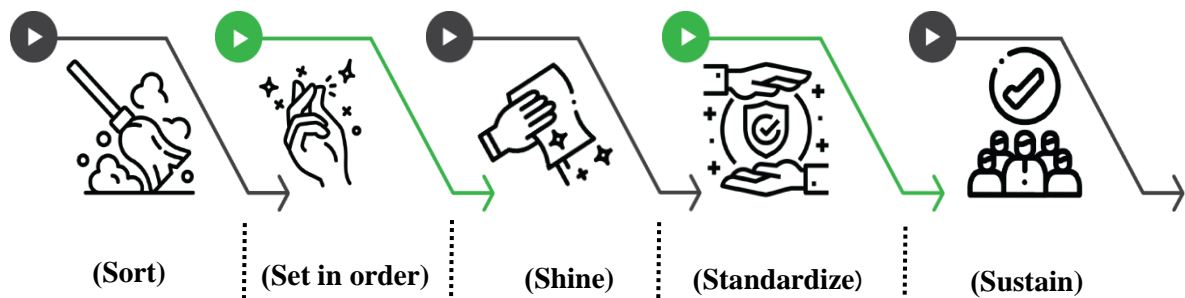
<p><b>Annual Bonus Payment</b></p> <ul style="list-style-type: none"> <li>▪ bonus payment is based on the evaluation of the company's performance.</li> </ul>	<p><b>Welfare Benefit</b></p> <ul style="list-style-type: none"> <li>▪ ordination assistance</li> <li>▪ financial aid for the staff wedding ceremony</li> <li>▪ funeral assistance</li> <li>▪ Maternity allowance and Child allowance.</li> </ul>	<p><b>Health &amp; Life Insurance</b></p> <ul style="list-style-type: none"> <li>▪ annual employee health check as necessary for each age range and gender appropriately group</li> <li>▪ Health insurance and group accident insurance.</li> </ul>	<p><b>Fund</b></p> <ul style="list-style-type: none"> <li>▪ provident funds, social security office.</li> </ul>
	<p><b>Annual Seminar: Outing</b></p> <ul style="list-style-type: none"> <li>▪ The event that is held as to allow employees and the executives to learn and understanding of the operation of each section. As a result, employees can pull their potential in order to do work effectively and efficiently. This is the most important to enable the Company to conduct its business toward policies and goals.</li> <li>▪ This activity is held to the personnel in the organization's stress relaxation. Strengthen relationships and harmony between employees and management through recreational activities such as Company Outing, Sport day, New year Party etc. Apart from that, there is a great opportunity to all the personnel in the organization to join CSR activities and events together such as the donation.</li> </ul>		

## Build Engagement Through Productivity Activities

To promote a cooperative work environment as well as to promote skills, abilities, experience and learning throughout the employee's working period by giving employees a sense of belonging to the organization, love and cherish, bond with the organization through activities that support productivity with the following objectives:

1. To encourage all employees to participate in work improvement, quality and work together as a systematic team, known to solve immediate problems by themselves and know how to improve themselves.
2. To create cooperation in creating work to meet the target quality by searching for weaknesses and finding the root cause in order to fix, improve and plan the quality systematically.
3. To provide incentives for compensation and / or honor certificates to employees who participate in beneficial activities and create value for the organization.
4. To jointly care for the environment and create something that is good for stakeholder. Therefore, the Company focuses on all employees to participate in all activities to increase productivity to promote the objectives and expectations of the organization to be achieved through various productivity activities as follows:

### 5S Activites



5S is an activity to improve the work of employees by themselves according to the principle of “Sort, set in order, Shine, Standardize and Sustain” in their own workplaces, thus the Company has employees with discipline from the employees’ conscience, making the workplace environment clean, tidy, safe and has a proper waste management, create a balance with the environment.

### Color-coded Sports Day Activity

The employees were divided into four teams, namely, Green Team, Blue Team, Yellow Team, and Red Team, for the purpose of accumulating points through physical activities and organizing the annual Sports Day. This event serves as another initiative to promote unity among the employees, foster enjoyment, and contribute to the overall well-being of the staff, all while minimizing the impact on the environment.

## Employee Engagement Survey

A survey of employees' opinions on the organization is a measure of employees' satisfaction and engagement level to the organization. It is also an indicator representing employee well-being according to various factors which cover the working environment and corporate culture. The company continuously does employee engagement survey once a year continuously and uses the results from the survey to improve and develop employee engagement through various tools and activities. This would encourage employees to feel satisfied and improve the level of engagement with the organization resulting in more happiness at work and being able to perform with full potential driving to achieve the organization's goals.

### Results of employee engagement in the past 3 years

The company has set a goal to develop employee engagement with the organization in 2024, increasing from the previous 5%.

	<b>Employee Engagement Survey</b>	<b>86%</b> <b>2021</b>	<b>74%</b> <b>2022</b>	<b>75%</b> <b>2023</b>
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**Remark:** The research is made by collecting information from employees with no identification to employee to receive the real

## Responsibility Toward Communities and Societies

### Social Activities

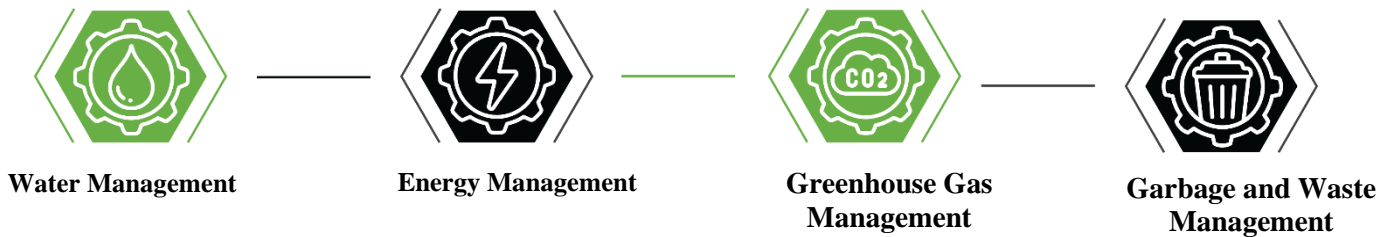
#### Project “Sharing Clear Water, Illuminate Light, with Compassion from INSET”

This activity aims to provide assistance and support to the community and schools in the vicinity of the Digital Community Project, Learning Center in Nong Nam Daeng Subdistrict, Pak Chong District, Nakhon Ratchasima Province. The goal is to improve the quality of life and well-being of the students, aligning with one of the Company’s policies to contribute happiness back to society.



Mr. Sakboworn Pukkanasut, Managing Director, along with executives and employees of Infraset Public Company Limited (INSET), a total of 105 people, collectively donated 2 of water dispensers, changes 200 lighting bulbs from fluorescent to LED with a total value of 130,000 baht to Ban Na School (Prasit Witthaya). The school, located in Nong Nam Daeng Subdistrict, Pak Chong District, Nakhon Ratchasima Province, has 337 students. The donation was presented to Mrs. Phakakrong Suepkha, the Director of the Educational Institution, on November 24, 2023.

## Sustainability Management Environment



### Environmental care

The Company's business itself does not have a direct impact on the environment; nevertheless, great emphasis is placed on environmental conservation and the preservation of natural resources. This is achieved by instilling environmental consciousness among employees through communication, awareness campaigns, and education about basic environmental management practices. These include water and energy conservation, resource efficiency, garbage and waste separation, and responsible consumption to create participation in environmental responsibility. Additionally, they are encouraged to promote and support environmental conservation efforts, including:

1. Adopting digital technologies for meetings to reduce printing activities and paper usage.
2. Encouraging data storage in soft file formats through scanning rather than relying on hard copy documents.
3. Promoting email communication as a substitute for paper-based document used within the organization, as well as judicious paper use by implementing practices such as double-sided printing or utilizing both sides of a single sheet.
4. Supporting and utilizing products that consider environmental impacts. This involves selecting eco-friendly items and products, opting for refillable packaging to minimize the environmental footprint associated with packaging production.
5. Advocating for electricity and water conservation within the organization by turning off appliances and water when not in use.

The Company has provided training sessions and communication channels to educate employees about the policies and practices related to environmental care. New employees receive orientation sessions, and regular communication is maintained through internal newsletters to instill a sense of responsibility among all staff members toward environmental conservation, both within and outside the organization.



**In 2023,**

**there were no reported instances of environmental law violations or complaints.**

# INSET Encourages “ Go Green , Reduce Global Warming And Energy Saving”

The company has joined the care the bear project to reduce global warming with the Stock Exchange of Thailand by applying the 6 cares principle within the organization. Supporting the reuse of resources such as office supplies, turn off the lamp or fridge when not in-use, encourage to use stairs instead of elevator, carpool, reduce food waste, use own glass no foam, reuse decoration material, etc. These little changes could cultivate good habits which would be beneficial in employees’ daily lives.



Air Conditioner	Computer	Water Supply	Ink Cartridge	Stairs & Elevator	Paper	Electricity & Light
<ul style="list-style-type: none"> <li>Remain the temperature at 25 degrees Celsius</li> <li>Always turn off the air conditioner 15-30 minutes before leaving the room</li> </ul>	<ul style="list-style-type: none"> <li>Turn off the display monitor during lunch break</li> <li>Shut down the computer once finished using</li> <li>Transfer the data through soft copy instead of hard copy</li> </ul>	<ul style="list-style-type: none"> <li>Turn off the tap tightly when no use</li> <li>Conserve the water</li> </ul>	<ul style="list-style-type: none"> <li>Reduce using the printer when unnecessary</li> <li>Recheck the document correctness before printing</li> </ul>	<ul style="list-style-type: none"> <li>Use stairs when going up/down for one floor</li> </ul>	<ul style="list-style-type: none"> <li>Use the environment-friendly paper</li> <li>Use both pages of paper</li> </ul>	<ul style="list-style-type: none"> <li>Encourage to use natural energy as much as possible</li> <li>Turn on the light once necessary</li> <li>Turn off and unplug electrical equipment when not in use</li> </ul>

## Water Management

### Water Usage

Referring to the announcement of the Ministry of Natural Resources and Environment regarding the standards for controlling wastewater discharge from Type B buildings, the Company has a wastewater treatment system with a Septic Tank. The water discharge is regularly monitored and measured before being released outside the project. For 2023, the results comply with the control standards and align with ISO 14001:2015 standards.

Parameter	Unit	Method	WC 10224/66 น้ำทิ้งก่อนระบายออกนอกโครงการ	Standard *
pH	-	In-house method: TM 001	8.0 (25°C)	5.0-9.0
BOD	mg/L	In-house method : TM 013	16	≤ 30
Total Suspended Solid	mg/L	APHA, AWWA, WEF Edition 23 <sup>rd</sup> 2017, part 2540 D	< 10	≤ 40
Total Dissolved Solid	mg/L	Dried at 103-105 °C	216 #	≤ 500
Settleable Solids	mL/L	Volumetric	< 0.1 #	≤ 0.5
Oil & Grease	mg/L	APHA, AWWA, WEF Edition 23 <sup>rd</sup> 2017, part 9520 D	< 2	≤ 20
Total Kjeldahl Nitrogen	mg/L as N	APHA, AWWA, WEF Edition 23 <sup>rd</sup> 2017, part 4500-NorgB, NH <sub>4</sub> C	6	≤ 35
Sulfide	mg/L as S <sup>2-</sup>	Iodometric	< 0.10 #	≤ 1.0
Sample Characterization		Observation	ใส	

**Remark :** In-house method : TM 013 based on Standard Methods for the Examination of Water and Wastewater, APHA, AWWA & WEF 23<sup>rd</sup>, 2017 ,part 5210B, 4500-O C  
 In-house method : TM 001 based on Standard Methods for the Examination of Water and Wastewater, APHA, AWWA & WEF, 23<sup>rd</sup> 2017, part 4500-H<sup>+</sup>B  
 Limit of Quantitation : LOQ (BOD=4 mg/L, SS=10 mg/L, Oil & Grease=2 mg/L, TKN=5 mg/L as N, )  
 # It is outside the scope of ISO/IEC 17025  
 \* อ้างอิงประกาศกระทรวงทรัพยากรธรรมชาติและสิ่งแวดล้อม เรื่อง กำหนดมาตรฐานควบคุมการระบายน้ำทิ้งจากอาคารบางประเภทและสถานประกอบการ (ฉบับปรับปรุง พ.ศ.)

Year	Water Usage Cubic Meter(s)	Water Intensity Cubic Meter(S)/person/year	Percentage of Treated Wastewater Before Discharge
2565	537	5.21	100
2566	575	5.09	100

### Water Usage Target

The Company has set a target to reduce the internal water consumption by 5% within the organization by the year 2024, compared to the usage in the previous year.



## Climate resilience

### Green House Gases Management

The Company has conducted the organization's carbon footprint assessment to evaluate greenhouse gas emissions, specifically focusing on activities within the main office of Infracet Public Company Limited, located at 165/37-39 Ramindra Rd., Anusawari Subdistrict, Bang Khen District, Bangkok 10220. The details are as follows:

Scope 1: Direct emissions and absorption of greenhouse gases, including combustion-related activities involving the movement of the Company's vehicles (diesel and gasoline fuels), methane leakage from the Septic Tank, and the use of refrigerants in air conditioning units, refrigerators, and hot-cold water dispensers (R410A R134A R32).

Scope 2: Indirect emissions and absorption of greenhouse gases, including electricity consumption.

Scope 3: Other indirect emissions and absorption of greenhouse gases, including employee commuting activities.



**Carbon footprint of the organization has been considered within the scope.  
Infracet Public Company Limited has been audited by  
The Management System Certification Institute (Thailand) ( MASCI)**

Scope	2022 January 1 – December 31	2023 January 1 – December 31	
Scope 1	210	233	tons of carbon dioxide equivalent
Scope 2	49	34	tons of carbon dioxide equivalent
Scope 3	114	123	tons of carbon dioxide equivalent
Total Carbon Footprint in Category 1 and 2	259	267	tons of carbon dioxide equivalent
Greenhouse Gas Emission per Unit in Category 1+2+3 (Carbon Intensity)	0.0269	0.0247	tons of carbon dioxide equivalent/day

## Energy Management

### Power Usage Data



Year	Power Usage (unit / kWh)	Power Usage Per Unit (Manday/KWh)
2022	96,842	6.992
2023	67,274	4.267

The Company has installed a 34.88 kWh Solar Rooftop System, which has been operational since October 2022.

### Objectives for Greenhouse Gas and Energy Management

In the year 2025, the Company is committed to reducing greenhouse gas emissions by 2%.

This includes setting a target to implement at least two projects aimed at reducing greenhouse gas emissions. Additionally, there is a commitment to achieving a minimum of 25% renewable energy consumption ratio when comparing the proportion of total energy consumption within the organization.

## Sustainable waste reduction and disposal

In 2024, the Company aims to reduce the waste within the main office by 8 kilograms/day, donate electronic waste at donation points twice a year, and decrease plastic usage among employees by 10%.

Year	Waste and Disposal Quantities (Kg)	Waste and Disposal Quantities that Have Undergone the Reuse and/or Recycling Process (Kg.)
2022	Data not available	Data not available
2023	4,464	1,158

The Company has implemented the ISO 14001:2015 system and advocates waste separation to employees, following the principles of the 3Rs, which are detailed as follows:

### 3R Principles of Waste Separation



1. **Reduce:** Minimizing the quantity of potential waste, such as choosing products with larger packaging instead of smaller ones and opting for products with minimal environmental impact.
2. **Reuse:** Reusing items, such as repurposing packaging for various household items, reusing paper or plastic bags, utilizing both sides of paper, using reusable fabric bags to reduce greenhouse gas emissions, and employing reusable food containers that can be cleaned and reused.
3. **Recycle:** Promoting the recycling of waste by implementing separation and collection of recyclable materials within the office. For example, desk calendars, staples, etc., can be separated and collected for recycling. These items can then be donated to organizations in need for further use.

### Waste Separation by Color-coded Bins

#### Green Bin – Wet Waste

The green bin is designated for waste that naturally decomposes and has high moisture content. It rapidly emits odors. This type of waste can be effectively managed and utilized by composting, turning it into fertilizer. Examples include vegetable and fruit scraps, fruit peels, animal scraps, food leftovers, wood scraps, and leafy waste.

#### Yellow Bin – General Waste

The yellow bin is designated for general waste, which undergoes a process to convert it into fuel or is appropriately disposed of. This type of waste cannot be recycled and is not sortable into different categories. Examples include shattered glass, candy wrappers, and instant noodle packaging.

#### Red Bin – Hazardous Waste

The red bin is designated for hazardous waste, which requires careful and proper disposal methods. This includes items such as spray cans, light bulbs, batteries, flashlight batteries, insect repellent cans, makeup products, engine oil, and cleaning product containers. This type of waste is considered dangerous and must be separated as it is flammable, explosive, and contains corrosive and poisonous substances.

#### Blue Bin – Recyclable Waste

The blue bin is designated for recyclable waste, which includes materials that can be reused without undergoing a complicated recycling process. Examples of recyclable waste include plastics, glass, paper,



aluminum cans, metal cans, fabric scraps, and other metals. This type of waste can not only be reused without extensive processing but can also be a source of additional income, contributing to energy and resource conservation.

### Donation of IT Equipment to the Mirror Foundation Project

In March 2023, the Company contributed by donating outdated IT equipment, including computers, laptops, printers, and document shredders, totaling 21 units, to the Mirror Foundation. This initiative aimed to provide assistance to those facing shortages in the future.



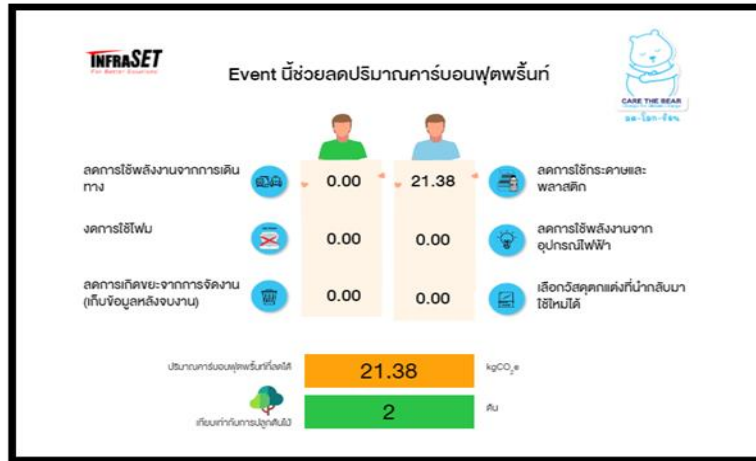
### Forwarding Old Calendars for the Visually Impaired Project

The Company initiated a project to collect old calendars for the production of Braille letters benefiting individuals with visual impairments at the Special Children’s Center in Ang Sila Subdistrict, Chonburi Province. In the past year, a total of 109 calendars were donated.



## 2023 New Year Celebration Event

Employees collectively brought their personal water bottles to the event and consumed food without leaving leftovers. This activity resulted in a reduction of 21.38 kgCO<sub>2</sub>e in carbon footprint, equivalent to the annual CO<sub>2</sub> absorption of two trees.



## Color-coded Sports Activities Promoting Camaraderie, Well-being, and Reduce Global Warming

Color-coded sports activities are another initiative aimed at fostering camaraderie among employees, creating a joyful atmosphere, and promoting good health. The teams are divided into four colors: red, blue, green, and yellow, encouraging friendly competition. While the competition may result in winners and losers, the primary goal is to provide employees with an opportunity to engage in activities together, aligned with environmental sustainability. A total of 106 employees participated in the event under the “Reduce Global Warming” concept. This concept involves repurposing unused items, reducing plastic usage, wearing existing white shirts, minimizing food waste, using personal water bottles, and segregating waste after the event. The activity achieved a reduction of 244.78 kgCO<sub>2</sub>e in carbon footprint, equivalent to the annual CO<sub>2</sub> absorption of 27 trees.



# Summary of Performance Indicators Table

## Corporate Governance

Topic	GRI	Title	Unit	Quantitative Data		
				2022	2023	
<b>G1 Policy, Structure, and Corporate Governance</b>						
G1.2C	GRI 2	Board Member	Person(s)	8	8	
G1.3C		Include Independent Directors	Person(s)	3	3	
G1.4C		Non-executive Directors	Person(s)	5	5	
G1.5C		Female Directors	Person(s)	1	1	
G1.8C		Independent Directors in Each Subcommittee	Person(s)	2	2	
G1.10C		Number of Years in office of individual directors	Year(s)	3	3	
G1.11C		Number of Board Meetings	Time(s)	4	6	
G1.13C		Number of Audit Committee Meetings	Time(s)	4	4	
G1.15C		Number of Each Subcommittee Meetings				
		Executive Committee		Time(s)	12	12
		Nomination and Remuneration Committee		Time(s)	1	1
G1.22C		Remuneration of Individual Directors		Baht/Person	96,000	96,000
G1.25C		Total Remuneration of Executives		Baht	14,870,495	14,670,275
G1.36C		Number of Cases of Business Ethics Violations or Corruptions		Case(s)	0	0
<b>G4 Sustainable Supply Chain Management</b>						
G4.3R	GRI 308 GRI 414	Percentage of New Suppliers Passing Sustainability Screening	%	N/A	2	
G4.5R		Percentage of Key Suppliers Signing Code of Conduct for Suppliers	%	N/A	55	
<b>G5 Innovation Development</b>						
G5.3C	N/A	Expenditure on Innovation Research and Development	Baht	N/A	N/A	

## Social

Topic	GRI	Title	Unit	Quantitative Data			
				2022		2023	
<b>S1 Human Rights</b>							
S1.3R	GRI 412	Number of Incidents Related to Human Rights Violations	Case(s)	0		0	
<b>S2 Fair Treatment of Employees</b>							
				<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>
S2.1C	GRI 401	Total Number of Employees	Person(s)	33	70	36	77
<i>Employee Statistics by Age Group</i>							
- Below 30 Years Old			Person(s)	9	24	9	22
- 30 to 50 Years Old			Person(s)	28	53	25	49
- Above 50 Years Old			Person(s)	1	5	2	6
<i>Employee statistics by position level</i>							
- Operational Level			Person(s)	27	55	28	58
- Managerial Level			Person(s)	10	20	7	15
- High-level Executive Level			Person(s)	1	3	1	3
<i>Employee statistics by Place of Birth</i>							
- Bangkok			Person(s)	11	17	11	21
- Northern Region			Person(s)	3	12	2	11
- Central Region			Person(s)	10	27	9	25
- North-Eastern Region			Person(s)	7	14	7	14
- Southern Region			Person(s)	1	2	2	2
- Western Region			Person(s)	2	3	2	3
- Eastern Region			Person(s)	2	0	3	1
S2.2C	GRI 405	Number of Employees with Disabilities	Person(s)	0		0	
S2.3C		Total Compensation of Employees	Baht	65,902,964.07		71,418,282.54	
S2.4C		Percentage of Employees Who Are Members of PVD (Provident Fund)	%	100		100	
S2.5R		Gender Pay Gap Ratio	Female:Male	0.3 : 0.7		0.3 : 0.7	
S2.7C	GRI 404	Average Training Hours Per Employee	Hour(s)/Person/Year	6		8	
S2.10R		Expenditure on Employee Development	Baht	587,000		1,023,000	
S2.13C	GRI 403	Number of Work-Related Injuries Leading to Job Stoppage	Time(s)	0		0	
S2.15R		Lost Time Injury Frequency Rate (LTIFR)	Time(s)/200,000 hours	0		0	
S2.17R	GRI 402	Percentage of Voluntary Resignations Among Employees	%	2.77		0.94	
S2.18C	GRI 407	Number of Significant Labor Disputes with Corrective Measures	Case(s)	0		0	
S2.20R		Employee Engagement Assessment Results	%	74%		75%	
<b>S3 Responsibility Toward Customers/Consumers</b>							
S3.2C	GRI 418	Number of Customer Data Breaches	Case(s)	0		0	
S3.3C		Number of Incidents or Complaints Related to Consumer Rights Violations Along with Corrective Measures (Quantity)	Case(s)	0		0	
<b>S4 Responsibility Toward Communities/Societies</b>							
S4.3R	GRI 413	Number Of Disputes with Communities/Societies Along with Corrective Measures	Case(s)	0		0	
S4.6R		Total Amount Spent on Projects or Activities for Community/Social Development and Assistance	Baht	100,000		130,000	

## Environment

Topic	GRI	Title	Unit	Quantitative Data	
				2022	2023
<b>E1 Environmental Management Policies and Compliance</b>					
E1.2C	GRI 3	Number of Cases or Incidents of Legal Violations or Environmental Impact	Case(s)	0	0
E1.2C		Number of Cases or Incidents of Legal Violations or Environmental Impact	Time(s)	0	0
E1.3R		Value of Damages or Fines Incurred from Legal Violations or Environmental Impacts	Baht	0	0
<b>E2 Energy Management</b>					
E2.2C	GRI 302	Energy Consumption	kWh/hrs.	96,842	67,274
E2.3C		Renewable Energy Consumption	kWh/hrs.	8,478.52	38,235.48
E2.5R		Energy Intensity	MW/hrs./person	6.992	4.267
<b>E3 Water Management</b>					
E3.2C	GRI 303	Water Consumption	Cubic Meter(s)	537	575
E3.4R		Water Intensity	Cubic Meter(s)/person/year	5.21	5.09
E3.5R		Percentage of Treated Wastewater Before Discharge	%	100%	100%
<b>E4 Garbage and Waste Management</b>					
E4.2C	GRI 306	Quantity of Garbage and Waste	Kilogram(s)	N/A	4,464
E4.4R		Quantity of Garbage and Waste That Have Undergone the Process of Reuse and/or Recycling	Kilogram(s)	N/A	1,158
<b>E5 Greenhouse Gas Emissions</b>					
E5.2C	GRI 305	Greenhouse Gas Emissions within Scope 1 and 2	tCO <sub>2</sub> e	258.35	267
E5.5R		Greenhouse Gas Emissions within Scope 1, 2, and 3	tCO <sub>2</sub> e	371.87	390
E5.6R		Carbon Intensity	tCO <sub>2</sub> e/unit	0.0269	0.0247



## Technology industry, Information and communication technology category

Topic	GRI	Title	Unit	Quantitative Data	
				2022	2023
<b>ICT-S3 Promotion of Female Workforce</b>					
ICT-S3.2	GRI 405	Number of <b>female employees</b> categorized by position level			
		- High-level Executives	Person(s)	1	1
		- Executives	Person(s)	10	7
		- Employees	Person(s)	27	28
<b>ICT-S4 Combating Child Labor</b>					
ICT-S4.3	GRI 408	Number of Cases or Incidents of Complaints or Detection of Child Labor within the Organization and Supply Chain.	Case(s)	0	0
<b>ICT-G1 Cybersecurity and Personal Data Protection</b>					
ICT-G1.2	GRI 418	Percentage of Technology Infrastructure Certified to Cybersecurity Standards, such as ISO 27001 or other Relevant Standards.	%	N/A	N/A
ICT-G1.4		Percentage of Employees Who Have Received Training in Cybersecurity and Personal Data Usage.	%	N/A	50%
ICT-G1.5		Number of Incidents or Cases Where the Company Has Been Subjected to Cyber Attacks, along with Corrective Measures Taken.	Case(s)	0	0
ICT-G1.6		Number of Incidents or Cases of Personal Data Breaches, along with Corrective Measures Taken.	Case(s)	0	0
<b>ICT-G2 Computer and Information Technology System Security</b>					
ICT-G2.2	N/A	Number of Times Computer and Information Technology Systems Have Been Tested to Accommodate Emergency Events.	Time(s)	0	1
ICT-G2.3		Number of Incidents or Cases Where Computer and Information Technology Systems Have Failed, resulting in an Impact on the Business, along with Corrective Measures Taken.	Time(s)	0	0

# INFRASET

*For Better Solutions*



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