

INVESTMENT GOVERNANCE CODE 2025 ANNUAL REVIEW

Signatory of:



Kasikorn Asset Management's Approach to Investment Governance Code ("I Code")

Kasikorn Asset Management Co., Ltd. ("KAsset"), as an Asset Management Company responsible for managing funds on behalf of clients and asset owners, is fully aware of our investment duties and stewardship responsibilities. We truly believe that responsible investment will help sustain and enhance long-term superior and sustainable return to clients while gaining their confidence and trust.

Responsible investment has always been our core beliefs and investment principles, we have consistently improved and enhanced our internal practices over the time, along with the development of capital market, to achieve our ultimate goal. Our ESG Policy was established since 2013 and applied into our investment process from research, stock selection and portfolio construction across all asset classes.

In 2017, KAsset, together with other domestic institutional investors and representatives from relevant industry associations and organizations, jointly signed a declaration of intent and cooperation to support the adoption of the Investment Governance Code for Institutional Investors (I Code). Subsequently, in June 2017, the Company formally announced its adoption of and commitment to comply with the Investment Governance Code (I Code).

To foster our commitment and align with international peers in responsible investment, in December 2021, KAsset has adopted the United Nations-Supported Principles for Responsible Investment ("PRI") and become a PRI signatory. This is also aligned with our parent Company, Kasikornbank Plc. ("KBank"), which follows the principles of a Bank of Sustainability and is also a signatory to UN Principles of Responsible Banking ("UN PRB").

The Principles for Responsible Investment ("PRI") is a UN-supported network of investors, launched in New York City in 2006. Its principles of responsible investment work through the incorporation of environmental, social and governance issues in decision-making for investment, as well as the promotion of active ownership. Cooperation between the UN Global Compact, UNEP Finance Initiatives and signatories of PRI would help to create stability and long-term sustainability in the capital market, society and global economy. At present, more than 5,200 institutions worldwide have become signatories, representing approximately USD 139 trillion in assets under management. The signatories commit to adhering to the six Principles for Responsible Investment, as follows:

Principle 1: We will incorporate ESG issues into investment analysis and decision-making processes.

Principle 2: We will be active owners and incorporate ESG issues into our ownership policies and practices.

Principle 3: We will seek appropriate disclosure on ESG issues by the entities in which we invest.

Principle 4: We will promote acceptance and implementation of the Principles within the investment industry.

Principle 5: We will work together to enhance our effectiveness in implementing the Principles.

Principle 6: We will each report on our activities and progress towards implementing the Principles.

Climate change and global warming have been increasingly in focus around the world and sustainable investment was considered even more important than ever in order to help giving investors more confidence on business performance and continuity. KAsset is aware of the importance of climate change and the need for transition to a lower carbon economy. We have joined the global force by becoming an official supporter for Task Force on Climate Related Financial Disclosures (“TCFD”) in 2022, published our first TCFD report in 2023, and have set a Net Zero target for Scope 1 and Scope 2 emissions by 2030 for our own operations.

In addition, KAsset has revised its Net Zero AUM emissions target to align with Thailand’s national target of achieving net zero emissions by 2050 under the newly announced NDC 3.0 framework. Thailand formally declared this commitment in November 2025 at COP30 in Brazil. The growing urgency to address the impacts of climate change has prompted many companies to more concretely integrate climate change considerations into their business strategies and targets.

Sustainable Growth and Responsible Business Practices.

KAsset has implemented various Environmental, Social, and Governance (ESG) initiatives to promote sustainable growth and responsible business practices. These efforts span across procurement, employee training, community engagement, and other internal operations, all aimed at supporting sustainable development and ensuring a positive impact on society and the environment.

As for procurement activities, in 2025 the Company conducted ESG self-assessments for all suppliers with transaction values exceeding THB 10,000. The assessment covered business operations, ethics, human rights, safety, and environmental practices, with the objective of ensuring that all suppliers comply with the Company’s standards and cooperate in promoting sustainability. The 2025 assessment results indicated that suppliers who did not meet the assessment criteria were primarily small-scale vendors lacking established ESG practices. In response, the Company presented the rationale and proposed supplier management approaches to the Procurement Committee for case-by-case consideration and approval.

With regard to employee training, the Company has provided annual online ESG training courses for all employees to enhance knowledge and awareness of ESG principles. For employees in investment management functions, the Company requires completion of training and passing the examination for the CFA Certificate in ESG Investing. In 2025, a total of 41 employees obtained the certificate. In addition, to enhance sustainability-related skills and knowledge, the Company also supports employees in attending relevant training courses, such as How to Be a Zero-Waste Office?, ESG Integration and Asset Valuation, and ESG Data Analytics & Emerging Technology: Leverage Data to Sustainable Growth.

With regard to community engagement, in 2025 the Company organized KAsset Investment Bootcamp Season 2, led by investment professionals from KAsset together with investment influencers. The program aimed to provide university students interested in finance and investment with practical knowledge and real-world experience beyond the classroom. Throughout the five-week program (August–September 2025), participants

learned investment fundamentals, analysis, planning, and real portfolio construction, and gained insights from finance influencers to further develop their project presentations for submission to the judging panel.

In addition, in 2026 the Company plans to collaborate on the “Global Investment for Next-Gen” project with five universities: Bangkok University, Chulalongkorn University, Kasetsart University, the National Institute of Development Administration, and Thammasat University. The initiative aims to develop Thai youth with a global investment perspective through knowledge sharing by experts from KASSET and global partners.

For the internal operations area, the Company has continuously implemented initiatives to reduce environmental impacts. Activities carried out in 2025 included the use of environmentally friendly paper, such as for business card printing; campaigns and communications sharing practical tips on waste management through the KASSET Together channel; and the implementation of the PI Champions program to encourage employees to improve work processes and achieve tangible reductions in resource consumption. In addition, the new uniforms of KASIKORNBANK are produced from upcycled PET plastic bottles, reflecting a commitment to sustainable resource use. In terms of direct greenhouse gas emissions reduction, KASSET has begun adopting hybrid vehicles and plans to transition fully to electric vehicles (EVs) by 2030. This transition forms part of the Company’s commitment to reducing greenhouse gas emissions and promoting the use of clean energy.

These approaches reflect the Company’s commitment to building sustainability within the organization and to environmental and social responsibility, as well as to monitoring and improving its sustainability strategies, creating long-term value for stakeholders, and generating positive impacts on the environment and society.

IT Governance and Cybersecurity

The Company focuses on strengthening information technology governance (IT Governance) to ensure transparency, accountability, and security across all operations, in compliance with national and international standards and regulatory requirements, such as those of the SEC and the PDPA, in order to protect both client data and the Company’s information. Key policies that have been implemented include the IT Security Policy, the Acceptable Use Policy, and the Information Technology Management Procedure.

To address increasingly complex and rapidly changing cyber threats, the Company has continuously strengthened its cybersecurity capabilities and organizational readiness. In 2025, the Company participated in the Cybersecurity Management Exercise (CMX) organized by the SEC and received an “A” rating, reflecting its preparedness and effectiveness in managing and responding to cyber threats. In addition, the Company conducted annual cybersecurity drills in collaboration with the Cyber Defense Center (CDC) and KBTG Security, which helped confirm the adequacy of response processes, cross-functional coordination, and system recovery readiness under simulated cyberattack scenarios.

The Company places importance on data protection and the prevention of data leakage. In 2025, a comprehensive assessment of the Data Loss Prevention (DLP) system was conducted to ensure that it remains

up to date and aligned with evolving risks. At the same time, the Company has a Cyber Incident Response Plan, including data backup and recovery systems, as well as initiatives to promote cybersecurity awareness among employees through regular training and phishing simulation tests. In addition, the Company has established guidelines for responsible use of technology for employees and service providers.

KAsset has consistently adhered to and strictly complied with the Investment Governance Policy. The Company hereby summarizes its compliance with the policy, together with the investment stewardship-related activities carried out during the year 2025, as follows:

Principle 1: Adopt a Clear Written Investment Governance Code Policy

To ensure effective compliance with the Investment Governance Code and a common understanding across the organization, the Company established [*the Investment Governance Code Policy*](#) for the first time as an internal guideline. The policy was approved by the Board of Directors in August 2018 and is reviewed on a regular basis. The Company has applied the Investment Governance Code Policy together with the Company's Environmental, Social and Governance Policy (ESG Policy), which has been implemented since 2013, to the investment process, covering analysis, security selection, and portfolio construction. Both the Investment Governance Code Policy and the ESG Policy are regularly reviewed to ensure that they reflect changing investment conditions. Since 2023, the Company has comprehensively revised its ESG Policy and consolidated its stewardship practices across different asset classes under [*the Responsible Investment Policy*](#) (RI Policy), replacing the ESG Policy. The RI Policy was most recently updated in April 2024.

KAsset integrates Environment, Social and Governance (ESG) factors into our investment process from research, stock selection and portfolio construction. Our ESG analysis are done through an internal ESG evaluation template which using data collected from 1) on-going dialogues with the investee Company managements and site visits at the Company's premises 2) Company's data and other available public information sources 3) proprietary data from third party service providers. These ESG analysis and process enable us to achieve our goal of sustainable investment.

The Company assigns ESG scores and rankings to each stock within its stock universe, applying different weightings to the E/S/G factors across industries, based on the belief that the significance and impact of each factor vary by industry. In 2025, the Company further enhanced its integration of ESG factors into securities valuation to better reflect the use of internal ESG ratings as part of the investment decision-making process.

Diagram 1: KAsset ESG Integration Process

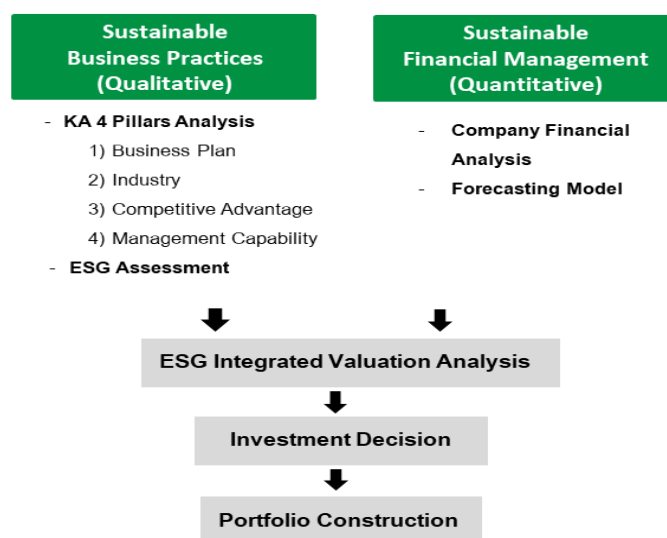
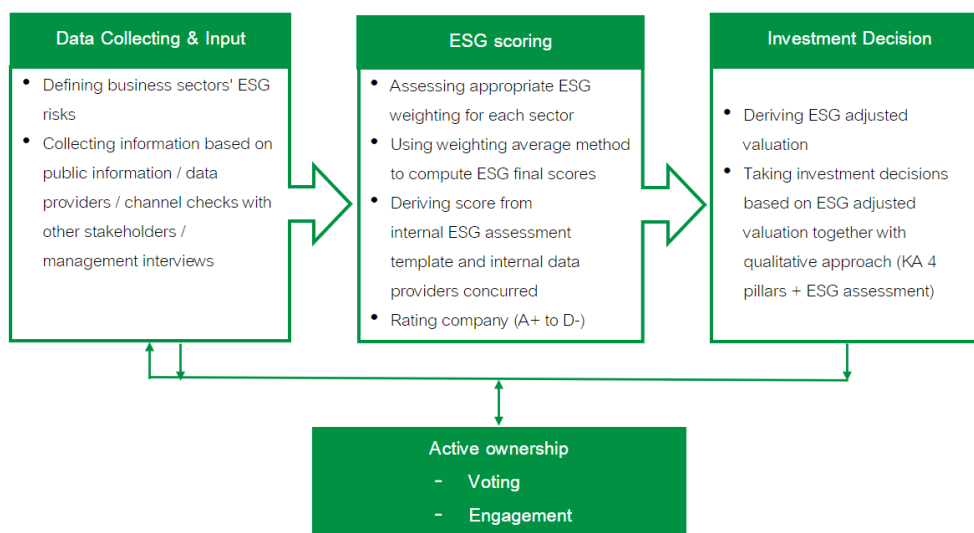


Diagram 2: KAsset ESG Assessment Workflow



Principle 2: Properly Prevent and Manage Conflicts of Interest and Prioritize Advancing the Best Interest of Clients

The Company is committed to conducting its business with transparency and in compliance with laws and principles of good corporate governance, with primary consideration given to the best interests of clients. The Company has established [Corporate Governance Principles](#) and a Policy on the Prevention of Improper Use of Position for Personal Gain ("[Anti-Corruption Policy](#)"), which cover conflicts of interest between the Company and related parties, such as employees or affiliated companies, as well as conflicts among the Company's clients. In addition, the Company has established various internal operating policies, such as [the Policy and Guidelines for Exercising the Right to Vote at Meetings of Shareholders](#) and [the disclosure of proxy voting](#), with due regard to clients' interests. Over the past several years, the Company has reviewed and enhanced its voting policy to make

it clearer and more specific, and comparable with practices in other countries, particularly within the ASEAN region, where the Company has expanded its direct investments. ESG factors have also been incorporated into considerations at shareholders' meetings. Furthermore, the Company has regularly updated its voting criteria to ensure alignment with the requirements of the SEC and/or the Stock Exchange of Thailand.

As being a wholly owned subsidiary of Kasikornbank which has a strong commitment towards anti-corruption of all forms in conformity with the code of conduct and being a member of Collective Action Against Corruption Organization ("CAC"), as well as ensuring transparency in all business operations and good governance practices. Since 2019, KAsset has followed our Group wide policy to adopt [No Gift Policy](#) for business practices.

The Securities and Exchange Commission (SEC) requires asset management companies to establish a policy for preventing conflicts of interest in mutual fund management and to have a mechanism to monitor conflicts of interest and unfair treatment of unitholders in the form of an independent oversight entity (IOE). Accordingly, the Board of Directors of KAsset appointed an IOE working group that operates independently from the mutual fund management business and reports directly to the Board of Directors, with the responsibility of overseeing mutual fund management in accordance with SEC requirements.

The IOE working group is responsible for monitoring mutual fund management in the following areas:

- 1) Actions that may give rise to conflicts of interest affecting unitholders;
- 2) Actions that may be considered unfair; and
- 3) Actions that may cause unitholders to lose benefits to which they are entitled.

In this regard, the IOE committee is supported by the Internal Audit of KAsset through annual monitoring plan, which helps ensure the effective performance of the above responsibilities.

Principle 3: Make Informed Investment Decisions and Engage in Active Ongoing Monitoring of Investee Companies

Equity

KAsset Equity team regular meets with the executives and managements of listed companies, believing that effective monitoring and oversight of their operations can be achieved through continuous engagement and exchange of views.

Beyond the purpose of monitoring and overseeing the operations of listed companies, continuous engagement with investee companies provides an opportunity for us to share and exchange views and visions with Company executives and management regarding their long-term strategies and business direction. However, achieving long-term sustainable success requires time and continuous strategic adaptation. Corporate governance plays a crucial role in guiding companies toward their goals. KAsset hopes that strict adherence to investment

governance code by all stakeholders in the investment industry will contribute to the sustainable development of Thailand’s capital market at an even higher level.

Table 1: A summary of Equity team meetings with listed companies in 2025

Country	No. of meetings	No. of listed companies
Thailand	412	140
Hong Kong	10	7
Indonesia	2	1
Singapore	47	34
Vietnam	110	44
Other	47	26
Total	628	252

In 2025, the Equity Fund Management team held a total of 628 meetings with executives or management of listed companies, covering 252 companies in total, as shown in the table above. Although the team met with representatives of listed companies across various levels and functions, as appropriate, to obtain information for cross-referencing and to better verify disclosed information, the Company recognizes the importance and necessity of engaging with senior management and board members to exchange views and perspectives. Such meetings also provide an opportunity to communicate investors’ concerns and recommendations, as well as to gain a better understanding of the companies’ strategic direction. For each engagement with a listed company, the team prepares a meeting record to support investment decision-making and for ongoing monitoring of the listed company.

In case there is an incident that causes arising concerns or negative impact towards the investee companies, we will contact the investee companies immediately for clarifications. Examples showcasing our investment circumstances monitoring and decision-making processes can be found in the [Appendix](#).

In 2023, as part of supporting and driving Thailand’s net zero greenhouse gas emissions target, the K Target Net Zero Thai Equity Fund-ThaiESG (K-TNZ-ThaiESG) was established. This fund is considered the first fund in Thailand to adopt an investment strategy with a clear objective of contributing to greenhouse gas emissions reduction. Its investment strategy places emphasis on reducing greenhouse gas emissions and supporting Thailand’s efforts to achieve net zero emissions. The investment portfolio aims to have an average greenhouse gas emission level lower than the benchmark index (SET100), while at the same time delivering returns close to the benchmark with low tracking error. In early 2024, the Company launched the K-TNZ-A(A), as an additional option alongside the tax-deductible fund. Currently, the K-TNZ fund strategy (K-TNZ-ThaiESG and K-TNZ-A(A)) has total net assets of THB 4.26 billion as of 31 December 2025.

In addition, on 11 January 2025, the Cabinet approved the establishment of the Thailand ESG Extra Fund (ThaiESGX) to facilitate the switching of existing LTF units and new investments. In 2025, the Company launched the following funds:-

- K High Dividend Stock Thailand ESG Extra Fund, which invests in sustainability-related equities listed on the SET or mai with a track record or potential for dividend payments above the market average. The fund consists of the existing investment class (K-HDThaiESGX-L) and the 2025 investment class (K-HDThaiESGX-68), with total net assets of THB 2.09 billion as of 31 December 2025.
- K 70:30 Thailand ESG Extra Fund, which invests in equities with strong ESG and/or governance characteristics, including equities with disclosed information, management plans, and targets for greenhouse gas emissions reduction, as well as investments in sustainability bonds or sustainability-linked bonds. The fund consists of the existing investment class (K-70ThaiESGX-L) and the 2025 investment class (K-70ThaiESGX-68), with total net assets of THB 5.46 billion as of 31 December 2025.

Fixed Income

The Company has incorporated ESG factors into its investment process for fixed income instruments, from security selection through portfolio construction, and has sought to further support investment in ESG bonds. As of the end of 2025, the overall Thai ESG bond market recorded new issuances from 16 issuers, with a total issuance amount of THB 208 billion, while funds under KAsset's management invested in more than 53 ESG bond issuances from 19 issuers, as follows: -

- 1) Ministry of Finance
- 2) Advanced Info Service Public Company Limited
- 3) Bangkok Expressway and Metro Public Company Limited
- 4) B.Grimm Power Public Company Limited
- 5) Central Plaza Hotel Public Company Limited
- 6) CK Power Public Company Limited
- 7) Central Pattana Public Company Limited
- 8) Central Retail Corporation Public Company Limited
- 9) Electricity Generating Authority of Thailand
- 10) Electricity Generating Public Company Limited
- 11) Export-Import Bank of Thailand
- 12) Government Housing Bank
- 13) Global Power Synergy Public Company Limited
- 14) Gulf Development Public Company Limited
- 15) Indorama Ventures Public Company Limited
- 16) Minor International Public Company Limited
- 17) RATCH Group Public Company Limited
- 18) Thai Union Group Public Company Limited
- 19) WHA Corporation Public Company Limited

In 2024, the Company established the K ESG Sovereign Instruments Fund-ThaiESG (K-ESGSI-ThaiESG) with the objective of promoting sustainable investment through investments in fixed income instruments, namely green bonds, sustainability bonds, or sustainability-linked bonds. The fund supports instruments that disclose the use of proceeds to finance environmental and social initiatives in Thailand under the Kingdom of Thailand's Sustainable Financing Framework, with the aim of achieving the goal of limiting the increase in global temperature in line with the Paris Agreement and attaining the United Nations Sustainable Development Goals (SDGs). The K-ESGSI-ThaiESG fund had total net assets of THB 9.85 billion as of 31 December 2025.

The Company also established the K ESG Balanced 30 Fund-ThaiESG (K-BL30-ThaiESG) in 2024, which is a mixed fund investing up to 30% in equities with strong ESG characteristics, with the remainder invested in fixed income instruments, namely green bonds, sustainability bonds, or sustainability-linked bonds. In 2025, the Company established the K ESG Bond Fund-ThaiESG (K-ESGBF-ThaiESG), which invests in sustainability bonds or sustainability-linked bonds issued by both the public and private sectors. As of 31 December 2025, the K-BL30-ThaiESG fund had total net assets of THB 842 million, while the K-ESGBF-ThaiESG fund had total net assets of THB 1.22 billion, respectively.

Foreign Feeder Fund

For overseas investments made through Foreign Feeder Funds, which invest primarily in respective master funds, or through the outsourced fund manager(s), the Product Strategy team examines the criteria for selecting foreign fund partners on an annual basis. Every KAsset's global fund partner must establish clear and comprehensive sustainable investment policy which covers a variety of aspects such as organizational structure, personnel involved in sustainable investment, stewardship policy, approaches to incorporating ESG factors into investment decisions, and ESG risk management etc. KAsset obtains this information from multiple sources, such as direct queries with partners, public data compilation, and trusted databases, to ensure that all partners' management approaches align with KAsset's requirements and are accurate

As of the end of December 2025, mutual funds under the KAsset's management had a total of 23 overseas counterparties such as Allianz, Baillie Gifford, BlackRock, JPMorgan, Lombard Odier, and Schroders. All counterparties are signatories to the Principles for Responsible Investment (PRI), a globally recognized framework for responsible investment supported by the United Nations.

The Company has consistently been committed to offering a diverse range of investment products to clients, including products specifically focused on sustainable investment. In 2019, the Company launched the K Positive Change Equity Fund (K-CHANGE), which invests in global equities of companies whose products and/or services generate positive impacts on society and/or the environment, as well as companies that support positive change across multiple dimensions rather than being limited to a single area. These dimensions include: (1) education, (2) social equality, (3) quality of healthcare systems, and (4) resources and the environment. In addition, K-CHANGE is the first overseas equity fund in Thailand whose investment policy is directly aligned with the

United Nations Sustainable Development Goals (UN SDGs). Currently, the K-CHANGE fund strategy has total net assets of THB 14.1 billion as of 31 December 2025.

To reaffirm its commitment to sustainable investing and to build on the success of the K-CHANGE fund, in 2020 the Company launched the K Climate Transition (K-CLIMATE) fund, which is considered the first fund in Thailand with an explicit investment objective focused on addressing climate change. The fund was renamed K-PLANET in May 2023 to align with the name of the master fund. K-PLANET invests in equities of companies whose businesses can grow while contributing to climate change mitigation, by seeking opportunities in businesses that reduce or avoid CO₂ emissions (mitigation), businesses that help reduce and capture carbon dioxide, energy-efficiency improvements in carbon-intensive sectors, as well as businesses that focus on climate change adaptation to address the impacts of climate change. These factors are regarded as key drivers supporting long-term competitiveness and sustainability. Currently, the total net assets under the K-PLANET investment strategy amount to THB 855 million as of 31 December 2025.

Green washing has become a concern of investors and regulators, we regularly follow up the funds' investment practices to ensure it is aligned and in accordance with respective policies.

Property Fund / Infrastructure Fund that KAsset is a Fund Manager and Trustee of Real Estate Investment Trust

In 2025, the Property Business Management team continuously carried out oversight, supervision, and monitoring of the operations of REIT managers and property managers to ensure compliance with relevant laws, as well as rules and regulations prescribed by the SEC and the SET. The focus was placed on governance, advisory, and policy support roles to enhance transparency, prudence, and efficiency in the management of REITs and property funds. In this regard, the team conducts annual performance assessments of REIT managers and property managers, covering key areas such as operating systems and procedures, organizational structure and personnel, disclosure systems, complaint handling, risk management and conflict of interest management, net asset value calculation, distribution of returns, organization of unitholders' meetings, documentation preparation and retention, as well as the Business Continuity Plan (BCP).

With regard to Environmental, Social and Governance (ESG), the team provided support and closely monitored the ESG performance of REIT managers and property managers to ensure that asset management practices are aligned with sustainability principles, regulatory policy directions, and the development of Thailand's capital market. In addition, ESG preparedness was supported through monitoring and disseminating information on ESG-related meetings, seminars, and activities organized by regulators and experts both domestically and internationally, enabling relevant parties to understand policy directions and expectations and to apply them in enhancing the ESG practices of REITs and property funds in an appropriate and sustainable manner over the long term.

Engagements with Investee Companies

KAsset regularly raises and exchanges views on ESG issues with its investee companies through management meetings (company visits) and in-depth engagement activities. In 2025, KAsset conducted in-depth ESG engagement with a total of 40 investee companies across 67 issues, as summarized in the table below. Most of the cases requiring follow-up relate to greenhouse gas emissions reduction, as monitoring companies' management plans requires time. Examples of such engagement activities are presented in the [Appendix](#).

Table 2: Summary of ESG Engagement Cases in 2025

Summary of ESG Engagement Case Status in 2025		
No of ESG Engagement Cases by ESG Topics		
Satisfied		32
Monitor		35
Concern		-
Total		67
Summary of Engagement Case by Asset Class		
Equity		33
Feeder Fund		-
Fixed Income		4
Trustee		3
Total		40

Summary of Engagement Cases by ESG Topics					
Environmental (No of Cases)		Social (No of Cases)		Governance (No of Cases)	
Environmental Issues		Social Issues		Governance Issues	
Greenhouse gas emissions	29	Child Labor	-	Integrity	2
Waste management	6	Discrimination in respect of employment and occupation	-	Transparency	-
Energy efficiency	6	Diversity, equity and inclusion	4	Independence	8
Biodiversity	1	Human rights	1	Responsibility	4
		Employee health and safety	-	Accountability	-
		Product quality and safety	2	Fairness	2
		Community	2		
Total Environmental issues	42	Total Social issues	9	Total Governance Issues	16

Principle 4: Apply Enhanced Monitoring of and Engagement with the Investee Companies if Monitoring pursuant to Principle 3 is Considered Insufficient

In cases where issues of concern arise and may have negative impacts, the Company will escalate its engagement, which may include raising the matter for discussion with the board of directors of the investee company or applying other additional measures. In 2025, there were no cases in which KAsset escalated follow-up actions in its own capacity; however, escalated engagement was conducted through collective engagement in collaboration with the Association of Investment Management Companies (AIMC) and other asset management companies, as detailed under Principle 6.

Principles 5: Have a Clear Policy on Exercising Voting Rights and Disclosure of Voting Results

The Company has an internal policy governing the exercise of voting rights at shareholders' meetings in its capacity as an asset manager, with clear guidelines specified for voting on each agenda item. Most recently, in 2024, the voting criteria were further revised to more explicitly cover ESG-related considerations.

The Company has also subscribed to proxy research services from Institutional Shareholder Services Inc. (“ISS”) since 2017 to use as a benchmark and reference against international best practices. However, KASSET reserves the right to exercise its own judgment when voting on behalf of unitholders and clients.

In 2025, KASSET exercised voting rights at shareholders’ meetings of a total of 205 listed companies, comprising 157 companies listed on the Stock Exchange of Thailand and 48 companies listed on overseas stock exchanges. Out of a total of 1,998 resolutions, we voted "For" 1,789 resolutions, "Against" 98 resolutions and "Abstain" 111 resolutions. Details are as follows: -

Table 3: Breakdown of votes by Thai and other AEC countries and vote casts for each resolution in 2025

	No. of companies	Notice of meetings	For	Against	Abstain
Thai Securities	157	180	1,461	79	1
Foreign Securities	48	62	328	19	110
Total	205	242	1,789	98	111

Chart 1: Breakdown of overall votes by countries

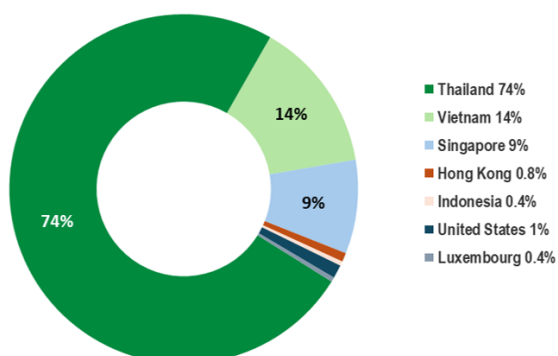


Chart 2: Breakdown of overall vote casts

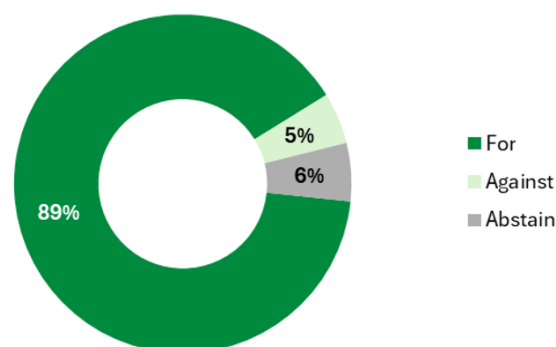


Chart 3: Breakdown of vote casts of foreign stocks

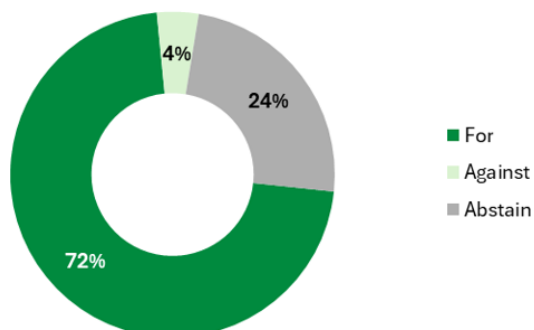
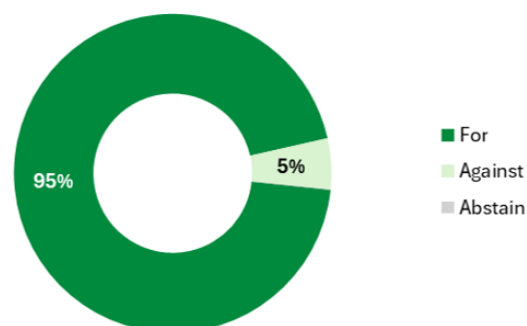


Chart 4: Breakdown of vote casts of Thai stocks



The “Against” vote casts are mostly from resolutions related to 1) independent directors has held the directorship for more than 9 consecutive years and 2) agenda related to the capital structure, Control Dilution and Distribution of Ownership. The “Abstain” Vote casts are mostly due to insufficient information provided.

However, the insufficient information provided issue is more of an issue for foreign stocks rather than Thai stocks. Details are illustrated as follows: -

Table 4: Breakdown of Vote Casts by Type of Resolutions

	Against		Abstain	
	TH	Foreign	TH	Foreign
Board Matters	59	1	0	53
Dilution and Control	13	17	0	24
Auditors	4	1	0	5
Remuneration	3	0	0	5
Others	0	0	1	23
Total	79	19	1	110

	Against	
	TH	Foreign
Board Matters	59	1
Dilution and Control	13	17
Auditors	4	1
Remuneration	3	0
Others	0	0
Total	79	19

Held the directorship for more than 9 consecutive years	Serves on a total of more than 5 public company boards	Significantly absent board meeting	Not classified as independent director
TH	Foreign	TH	Foreign
54	0	2	0
3	0	0	1

Capital Structure	
TH	Foreign
13	17

Remuneration/Fees paid without satisfactory explanation	
TH	Foreign
7	1

	Abstain	
	TH	Foreign
Board Matters	0	53
Dilution and Control	0	24
Auditors	0	5
Remuneration	0	5
Others	1	23
Total	1	110

Abstain due to lacking information	
TH	Foreign
0	110

Principles 6: Act Collectively with Other Investors and Stakeholders as Appropriate

Although in general and most cases of our approach, we prefer to communicate with investee companies privately on our stewardship activities since we believe in positive relations and trust and avoid public misleading that could cause an unintended outcome. To conduct any action towards an investee Company that is involved with KAsset’s concerns and is unable to solve the problem even after the degree of monitoring has been raised, KAsset may collaborate with other investors (both domestic and foreign investors) or other stakeholders in a collective engagement as deemed necessary to bring about an improved situation.

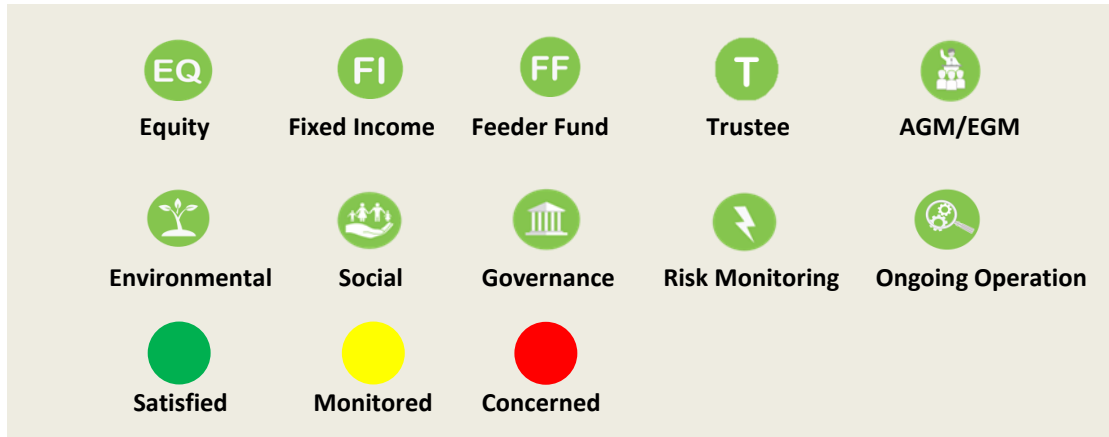
KAsset also acts collectively with other domestic institutional investors through industry organization such as Association of Investment Management Companies (AIMC), Thai Listed Companies Association (TLCA), Thai Institute of Directors (IOD) and regulators such as the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC) and the Bank of Thailand (BOT). We actively participate in public hearings, focused groups and give feedback for any news or reviews of the existing regulations or notifications by related regulators. We are also a member of ESG Collective Action Committee arranged by the AIMC and signed the Negative List Guidelines for investee companies that do not conduct businesses in line with ESG Principles as a member of Association Investment Management Companies (AIMC) together with other institutional investors. In 2025, collective engagement was conducted with a total of 6 companies on 6 cases. Certain examples are provided in the [Appendix](#).

Principle 7: Regularly Disclose the Investment Governance Policy and Compliance with the Policy

KAsset discloses the I Code Policy and other related policies on our website to enhance transparency, public understanding and confidence towards our operations. Annual investment governance compliance review reports are also disseminated through our website.

Appendix

Example of Key Engagements of KAsset with Investee Companies



- 1) [Asia Aviation Public Company Limited \(AAV\)](#)
- 2) [Advanced Info Service Public Company Limited \(ADVANC\)](#)
- 3) [Airports of Thailand Public Company Limited \(AOT\)](#)
- 4) [Banpu Public Company Limited \(BANPU\)](#)
- 5) [Bangkok Chain Hospital Public Company Limited \(BCH\)](#)
- 6) [Bangchak Corporation Public Company Limited \(BCP\)](#)
- 7) [BCPG Public Company Limited \(BCPG\)](#)
- 8) [B.Grimm Power Public Company Limited \(BGRIM\)](#)
- 9) [Berli Jucker Public Company Limited \(BJC\)](#)
- 10) [Carabao Group Public Company Limited \(CBG\)](#)
- 11) [CP Axtra Public Company Limited \(CPAXT\)](#)
- 12) [Charoen Pokphand Foods Public Company Limited \(CPF\)](#)
- 13) [Department of Climate Change and Environment \(DCCE\)](#)
- 14) [Delta Electronics \(Thailand\) Public Company Limited \(DELTA\)](#)
- 15) [Dohome Public Company Limited \(DOHOME\)](#)
- 16) [Electricity Generating Public Company Limited \(EGCO\)](#)
- 17) [Siam Global House Public Company Limited \(GLOBAL\)](#)
- 18) [Global Power Synergy Public Company Limited \(GPSC\)](#)
- 19) [Gulf Development Public Company Limited \(GULF\)](#)
- 20) [Golden Ventures Leasehold Real Estate Investment Trust \(GVREIT\)](#)
- 21) [Home Product Center Public Company Limited \(HMPRO\)](#)
- 22) [Impact Growth Real Estate Investment Trust \(IMPACT\)](#)
- 23) [INET Freehold and Leasehold Real Estate Investment Trust \(INETREIT\)](#)

- 24) *Indorama Ventures Public Company Limited (IVL)*
- 25) *Land and Houses Public Company Limited (LH)*
- 26) *Minor International Public Company Limited (MINT)*
- 27) *Osotspa Public Company Limited (OSP)*
- 28) *The Public Debt Management Office (PDMO)*
- 29) *PTT Public Company Limited (PTT)*
- 30) *PTT Exploration and Production Public Company Limited (PTTEP)*
- 31) *PTT Global Chemical Public Company Limited (PTTGC)*
- 32) *Sappe Public Company Limited (SAPPE)*
- 33) *Srisawad Corporation Public Company Limited (SAWAD)*
- 34) *The Siam Cement Public Company Limited (SCC)*
- 35) *Tidlor Holdings Public Company Limited (TIDLOR)*
- 36) *Thai Oil Public Company Limited (TOP)*
- 37) *True Corporation Public Company Limited (TRUE)*
- 38) *Thai Union Group Public Company Limited (TU)*
- 39) *VGI Public Company Limited (VGI)*
- 40) *WHA Corporation Public Company Limited (WHA)*

Asia Aviation Public Company Limited (AAV)



Context:

AAV operates in the airline industry, one of the sectors with high carbon emissions, which directly impacts the environment amid climate-change concerns. The Company also faces increasing pressure to align with sustainability guidelines—both from regulatory bodies and from the International Civil Aviation Organization (ICAO), which sets global standards and regulations applied across the aviation industry worldwide and has already established strategies for carbon-emission control. In addition, the Thai government is placing greater emphasis on developing the aviation and tourism industries sustainably. These directions are driving airlines to invest in new technologies, such as more energy-efficient aircraft and the use of Sustainable Aviation Fuel (SAF), to reduce environmental impacts and strengthen readiness toward the long-term goal of Net Zero Emissions.

As an investor, KAsset places importance on and seeks to encourage the effective implementation of environmental policies—both strategically and operationally. We believe that AAV's business growth should progress in parallel with adapting to international sustainability standards, in order to build long-term confidence among shareholders and reduce systemic risks that may arise from future regulatory changes and shifts in consumer behavior.

Action:

KAsset held a follow-up meeting with AAV's management regarding the Company's greenhouse gas reduction targets and performance, as well as other sustainability-related issues.

Outcome:

AAV has set short-term greenhouse gas reduction targets, such as lowering its carbon dioxide emissions intensity per passenger transport distance (Carbon Intensity Ratio) by 3 gCO₂/RPK per year, and keeping total CO₂ emissions from exceeding 85% of the level recorded in 2019. Since jet fuel is a critical factor for the airline business, the volume of greenhouse gas emissions is directly tied to business growth. With global passenger numbers and air-transport demand expected to continue rising, achieving each airline's emission-reduction targets remains difficult. Nevertheless, ICAO has outlined key approaches for the aviation sector to take responsibility for reducing greenhouse gas emissions. These include offsetting emissions above the 2019 baseline through the purchase of carbon credits to maintain net emissions at a constant level (the Carbon Offsetting and Reduction Scheme for International Aviation: CORSIA), the adoption of Sustainable Aviation Fuel (SAF), and meeting the Clean Energy Framework target of 5% by 2030. These requirements are pushing airlines to accelerate operational adjustments and manage emissions more efficiently in order to enhance long-term competitiveness.

AAV has set a Net Zero target for 2050, aligned with the Paris Agreement and ICAO's goals, and has adopted strategies focused on transitioning to more fuel-efficient aircraft that are compatible with the use of Sustainable Aviation Fuel (SAF). However, SAF remains costly and scarce in the region, while Thailand's policies regarding SAF production volumes are still unclear. Meanwhile, the use of carbon credits also faces limitations, including ICAO's stringent standards and the limited availability of certified credit sources. These factors present multiple constraints for airlines in implementing environmental measures. AAV indicated that future airfares may rise due to environmental-related costs, especially for international routes, which will be subject to mandatory CORSIA requirements from 2027 to control emissions from international aviation. According to ICAO projections, total greenhouse gas emissions from international flights are expected to exceed 2019 levels starting in 2025. As a result, airlines operating international routes will face higher cost risks from purchasing carbon credits to offset additional emissions.

KAsset still needs to continue monitoring AAV's progress in implementing its greenhouse gas reduction strategies across several key areas—such as the ability to reduce its Carbon Intensity Ratio in line with its targets, despite external factors that are difficult to control, including weather conditions and air-traffic congestion during takeoff and landing, which directly affect fuel consumption. Other important areas include progress in

upgrading the fleet to newer aircraft models, and greater clarity from regulators regarding the SAF and carbon-credit markets, both of which continue to face constraints in pricing and availability of certified sources. Additionally, close attention must be paid to AAV's cost-management approach, as well as that of the broader AirAsia Group, in order to assess potential impacts on long-term growth and competitiveness.

Advanced Info Service Public Company Limited (ADVANC)



Context:

Thailand is currently facing a growing problem of telephone scams and fraudulent activities, which has resulted in an increasing number of consumers becoming victims of financial fraud and misuse of personal data. This issue not only causes significant harm to the general public but also negatively affects the reputation of telecommunications service providers.

Engagement with the Company on this issue aims to gain a better understanding of its operational processes in mitigating risks to the public from online threats that may arise through its telecommunications network. The engagement also seeks to emphasize the importance of developing effective preventive mechanisms, establishing stringent security standards, and promoting collaboration among the private sector, government agencies, and the public to address digital threats. Successful implementation of these efforts would not only help reduce the number of victims and the financial losses from fraud, but also enhance public confidence in telecommunications services and support the development of a secure, transparent, and trustworthy communications system in the long term.

Action:

KASSET held a one-on-one meeting with ADVANC to discuss the measures implemented to mitigate the impacts of telephone scams, as well as the Company's future approaches to protecting the public from online threats. The engagement also included follow-up discussions on the Company's progress in environmental management.

Outcome:

Protecting Against Online Threats and Enhancing Digital User Safety

ADVANC places strong emphasis on the appropriateness and safety of internet and online social media usage, which has been identified as a key sustainability issue for the Company. The Company has set a target to promote digital citizenship among 3 million people through digital solutions and tools by 2027.

In response to the issue of fraudulent SIM card registrations using false or stolen identities in Thailand, ADVANC has implemented additional measures to protect customers from scams through four main strategies:

- 1) Network Firewall – To detect and identify fraudulent parties, the Company has implemented a system to monitor abnormal usage on the telecommunications network by analyzing usage behavior and patterns. If fraudulent activity is identified, the Company will disconnect or block the connection to prevent access to the network.
- 2) Reporting Channel – ADVANC provides customers with a free service to report suspected scam phone numbers. Information is forwarded to the Central Investigation Bureau (CIB) for verification. If a number is confirmed to be associated with fraudulent activity, ADVANC will block the number and proceed with legal action in accordance with the law.
- 3) Identity Verification – ADVANC strictly complies with the regulations of the National Broadcasting and Telecommunications Commission (NBTC). Individual customers holding six or more mobile numbers are required to verify their identity to prevent misuse by scammers. Failure to complete the verification within the specified period may result in temporary or permanent suspension of the numbers.
- 4) Detecting Unauthorized Equipment – To prevent network spoofing and the distribution of fraudulent SMS messages or malicious links, ADVANC has developed systems to detect online threats within its telecommunications network. When abnormal signaling activities are detected, the system notifies the

Central Investigation Bureau (CIB) to enable further investigation and legal enforcement against perpetrators.

Regarding collaboration between banks and telecommunications operators, ADVANC noted that further discussions with regulatory authorities are required, with a focus on maximizing preventive measures and risk mitigation. KAsset views ADVANC's initiatives as demonstrating a strong commitment to reducing the social impacts of online threats through customer awareness programs and the implementation of prudent and appropriate operational measures to protect customers.

Outcome:

Follow-up on Environmental Management

ADVANC disclosed that its greenhouse gas (GHG) emissions increased in 2024 compared to the previous 2–3 years, primarily due to network expansion to improve coverage in remote areas and the acquisition of Triple T Broadband Public Company Limited (TTTBB) in 2023. As a result, ADVANC included TTTBB's GHG emissions in its 2024 reporting. Nevertheless, ADVANC continues to increase the use of renewable energy by installing solar panels at buildings nationwide, including data centers, and by entering into long-term power purchase agreements (PPAs) for solar energy with Gulf Energy Development Public Company Limited (GULF). In 2024, ADVANC generated and consumed 51,917 MWh of electricity from renewable energy sources.

After several years of studying the Science Based Targets initiative (SBTi), ADVANC announced its interim target in 2024 to reduce the GHG emission intensity from Scope 1 and Scope 2 per unit of mobile and broadband data traffic (tCO₂ per terabyte) by 25% by 2030, compared to the 2024 base year. This target may be adjusted depending on the progress and clarity of Thailand's green electricity procurement framework (Green Tariff). In addition, ADVANC conducts annual ESG assessments of its suppliers. For suppliers identified as having high ESG risks, the Company performs audits, identifies risk mitigation measures, and promotes awareness by communicating its strategies, including its decarbonization plan, to encourage supplier participation in reducing the Company's Scope 3 emissions.

ADVANC also issued a sustainability bond in November 2024, which received strong market demand. The Company plans to continue increasing the proportion of green financing to support projects under its sustainable finance framework, including eligible green projects and eligible social projects.

KAsset believes that progress on greenhouse gas emission reduction should continue to be closely monitored to ensure that ADVANC can achieve its stated targets or appropriately adjust its strategies as Thailand's green electricity procurement criteria become clearer in the future. This is particularly important given that telecommunications businesses typically have a high proportion of Scope 2 greenhouse gas emissions.

Airports of Thailand Public Company Limited (AOT)



Context:

AOT has six airports: Suvarnabhumi Airport, Don Mueang Airport, Chiang Mai Airport, Hat Yai Airport, Phuket Airport, and Mae Fah Luang–Chiang Rai Airport. The operation of airport businesses, along with the development and expansion of infrastructure, may have impacts on the environment and surrounding communities throughout the supply chain.

KAsset, as a stakeholder with strong interest and expectations regarding environmental management, places great importance on monitoring companies' efforts to reduce environmental impacts while promoting sustainable business practices.

Action:

KAsset held a meeting with the Company's executives to discuss the business direction, environmental management, and various sustainability issues that are relevant and significant to the Company's operations.

Outcome:

AOT has operated in compliance with the aviation standards of the International Civil Aviation Organization (ICAO) and the Airports Council International (ACI) and has remained committed to promoting sustainable business practices.

In terms of environmental management, AOT has prioritized climate action with a strong commitment to becoming a Low Carbon Airport. This aligns with efforts to improve energy efficiency and reduce greenhouse gas emissions in accordance with the organization's target of achieving Net Zero emissions by 2044. To drive this initiative, AOT has established a Sub-committee on Sustainable Development to implement policies and action plans related to environmental management and to monitor performance to ensure alignment with Net Zero objectives.

Activities to reduce greenhouse gas emissions under AOT's revised AOT Strategy House for fiscal years 2023–2027 and its airport environmental management policy include the development of Thailand's first environmentally friendly airport (Green Airport). The projects are as follows:

1. Generate electricity using solar energy by installing rooftop solar panels on passenger terminal buildings to provide renewable energy within the airport, reduce heat inside the terminal, and lower carbon dioxide emissions. This initiative aims to eliminate reliance on grid electricity and utilize solar power during daytime operations.
2. Utilize electric vehicles (EVs) for airport services and install charging stations to support taxis, shuttle buses, public transport, pool vehicles, and AOT departmental vehicles as they transition to electric mobility. The target is to have EVs account for at least 25% of the fleet by 2030 and no less than 50% by 2035.
3. Support the use of Sustainable Aviation Fuel (SAF) through collaboration with the Civil Aviation Authority of Thailand and the International Civil Aviation Organization (ICAO) to study the production process of aviation fuel from bio-based sources and promote airlines to adopt fuel blended with SAF.

For noise management, AOT complies with the Noise Balanced Approach measures of the ICAO and implements continuous 24-hour automated noise monitoring at four airports: Suvarnabhumi, Don Mueang, Chiang Mai, and Phuket, as well as temporary monitoring stations at other airports. AOT also provides remedies for those affected by noise, including compensation payments and community support. For areas with moderate impact (NEF 30–40), financial assistance is provided for building improvements, soundproofing, and noise reduction. For areas with high impact (NEF >40), AOT offers either purchase or renovation of properties, depending on the case. Currently, there have been no additional noise-related complaints.

In addition, AOT has implemented a wastewater management system that includes treatment processes, performance control of treatment facilities, and monitoring of effluent quality to ensure compliance with legal standards. Treated water is reused at certain airports. For waste management, AOT promotes waste reduction and segregation by providing separate waste collection points in passenger terminals, with waste subsequently recycled or disposed of in accordance with legal and sanitary requirements.

KAsset considered that AOT takes environmental issues into account, places strong emphasis on managing noise impacts on surrounding communities and has set clear targets and management measures to reduce greenhouse gas emissions in alignment with Thailand's national goals.

Airports of Thailand Public Company Limited (AOT)



Context:

Due to travel control measures implemented to limit the spread of COVID-19 since 2020, tourism came to a halt, and the number of passengers using AOT airports continuously declined. This severely impacted airlines, concessionaires, and commercial partners. Consequently, AOT introduced assistance measures and relaxed certain contractual obligations to mitigate the impact on all operators, including King Power Duty Free Co., Ltd. (KPD), the main concessionaire in non-aeronautical business. Under its contract, KPD is required to revenue-sharing and provide a minimum guarantee to AOT, making it a key contributor to AOT's revenue. Therefore, any news regarding amendments to the concession agreement directly affects the Company.

In 2020, KAsset, together with institutional investors through the Association of Investment Management Companies (AIMC), engaged in discussions with AOT's management to express concerns regarding the disclosure of material information in the review and amendment of concession agreements that could significantly impact the Company. The objective was to ensure that AOT's measures benefit its business, maintain fairness for all stakeholders, and provide investors with sufficient information for financial analysis and good corporate governance considerations to support informed investment decisions.

Action:

KAsset has had ongoing opportunities to meet with AOT's management to inquire about details and monitor the outcomes of various assistance measures introduced by the Company, as well as the additional measures reported periodically to the Stock Exchange of Thailand (SET).

Outcome:

During 2021–2025, AOT reported to the SET regarding various activities within airports that could impact the Company's and its commercial partners' revenues, along with estimates of the value of such impacts. However, in early 2025, newspapers reported liquidity issues faced by concessionaire KPD. AOT subsequently provided factual summaries of events over different periods. In 2024, more than 70 operators requested to defer or reschedule payments, cancel agreements, or reduce space due to losses and insufficient liquidity to meet payment obligations. These operators were paying minimum guaranteed benefits that exceeded revenue-sharing rates by more than 50% on average. Although AOT introduced additional relief measures, such as extending payment deadlines, business recovery did not meet expectations following the COVID-19 pandemic, compounded by a decline in Chinese tourists due to safety concerns and a global economic slowdown. By mid-2025, AOT reported to the SET about KPD's letter seeking solutions to continue operations or reach a resolution, including possible contract termination. Later, AOT announced the hiring of a state university consultant to study options for resolving the issue. In December 2025, the Company's board approved the management's negotiated outcome with KPD and authorized amendments to the contract as detailed in AOT's notification to the SET.

KAsset accepted AOT's measure on transparency disclosure regarding the concession contract amendment and will cease monitoring this matter for the time being.

Banpu Public Company Limited (BANPU)



Context:

BANPU organizes its operations into three main groups: 1) Energy Resources (coal and natural gas), 2) Energy Generation (power plants using conventional fuels and renewable energy), and 3) Energy Technology (integrated solar power systems, energy storage, and energy technology management). The Company may face direct impacts across multiple dimensions as the global transition toward a sustainable low-carbon economy accelerates, driven by efforts to reduce or eliminate coal usage to meet climate change goals set by nations and organizations worldwide.

KAsset recognizes the importance of engaging with BANPU on this matter to monitor progress in implementing approaches that align with the business context, ensuring a balance between sustainable business growth and reducing the impact of climate change factors.

Action:

KAsset held a meeting with BANPU's Investor Relations and Sustainability teams to understand the Company's business approach, including its environmental and sustainability management related to organizational operations.

Outcome:

BANPU considers three key challenges: Energy Security, Energy Equity (fair and affordable access to energy), and Energy Sustainability. The goal is to create a balance among these three aspects to ensure an efficient and sustainable energy system in the long term. To achieve this, BANPU has established the "BANPU 2030 Energy Symphonics Strategy" as its guiding framework, as follows:

- 1) **Decarbonization:** BANPU aims to achieve Net Zero by 2050, covering greenhouse gas emissions under Scope 1 and Scope 2. It has set a mid-term target for 2030 to reduce emissions by at least 20% compared to 2023 levels. Additionally, BANPU plans to increase the proportion of EBITDA from non-coal-related businesses to more than 50%, focusing on cleaner energy sources such as natural gas and renewable energy.
- 2) **Gas Power – CCUS:** Implement carbon capture and storage (CCUS) technology in natural gas production projects and gas-fired power plants in the U.S., which is the Barnett Zero project operated by subsidiary BKV. Carbon capture and reinjection into underground reservoirs began in late 2023, and in 2024 the project successfully stored 165,069 tons of CO₂, helping meet market demand for clean electricity. The Company currently has three projects at the Final Investment Decision stage and two projects in Preliminary Front-End Engineering Design. It is estimated that by 2030, these initiatives will capture, utilize, and store over 16 million tons of CO₂.
- 3) **Renewables+:** Focus on expanding high-return renewable energy projects, emphasizing large-scale solar and wind in the Asia-Pacific region, along with investments in Battery Energy Storage Systems (BESS) to enhance flexibility and support electricity markets. This requires integrating various technologies and solutions to create an ecosystem that ensures economic viability and drives growth in renewable energy investments. Examples include platforms enabling distributed energy generation and peer-to-peer energy trading.
- 4) **Next-Gen Mining:** Utilize artificial intelligence (AI) to improve efficiency, reduce costs, and minimize environmental impacts in existing coal mining operations. The focus is on reducing greenhouse gas emissions through green energy solutions and refraining from investing in new coal mines.

In addition, regarding disclosure and reporting, BANPU is preparing for sustainability and climate-related reporting in line with IFRS standards. The Company monitors requirements in each country to support disclosure of climate-related financial impacts. BANPU also needs to collect and disclose additional data on Scope 3 greenhouse gas emissions, with a target to achieve full disclosure by 2026. This will enable the Company to set appropriate targets for reducing Scope 3 emissions going forward.

For the coal business transition, BANPU has demonstrated a clear vision to drive the organization toward a sustainable energy transition by focusing on Next Gen Mining. This approach emphasizes developing employee capabilities and preparing communities in a systematic manner. The Company prioritizes promoting and enhancing essential skills for employees to work effectively within the new industry context, ensuring adaptation that is both efficient and sustainable.

KAsset considered that BANPU places strong emphasis on transitioning toward sustainable energy operations, with a Net Zero target aligned with the Paris Agreement and consistent with Thailand's national goals. The Company has also established clear strategies to guide its management approach. However, it remains necessary to monitor the progress and outcomes of these initiatives to ensure the Company achieves its stated objectives.

Bangkok Chain Hospital Public Company Limited (BCH)



Context:

BCH has shown continuous improvement in corporate governance. However, according to information in the 2024 annual report, the Chairperson is not an independent director and also serves on the Executive Committee. At the same time, the Chairperson and the Chief Executive Officer are members of the same family. This raises sustainability concerns regarding the independence, effectiveness, and quality of the board issues that KAsset considers highly important, as they may affect genuine engagement and effective oversight at the board level.

Encouraging the board to work independently and effectively helps build investor and stakeholder confidence that the Company's decisions are transparent, fair, and genuinely consider the interests of all parties. In addition, it demonstrates the Company's commitment to raising corporate governance standards to align with international best practices.

Action:

KAsset had the opportunity to discuss with BCH's Investor Relations team and Sustainability team to inquire about the Company's management approach, ensuring that the board's operations remain effective, as well as to ask for additional information on the Company's environmental initiatives.

Outcome:

The Chairperson is not an independent director, and the Chairperson and the Chief Executive Officer are members of the same family.

BCH operates a hospital business that originated as a family enterprise. Although the Chairperson is not an independent director and is a family member of the Chief Executive Officer, and there are currently no plans to change this structure, the Company has implemented measures to create checks and balances. For example, out of a total of 12 board members, the Company has designated 4 as independent directors, and the number of audit committee members who are independent directors complies with the SEC's requirements. In addition, BCH plans to increase the number of non-executive directors to enhance diversity and strengthen board balance.

The Company conducts annual performance evaluations of directors, covering both the board level and individual level. Additionally, there is a mechanism for the chairperson of the Audit Committee to review the setting of board meeting agendas to ensure proper checks and balances. The Company also welcomes feedback from stakeholders regarding the chairperson's role. In recent years, shareholders have inquired about the balance of power within the board. However, at present, there are no proposals or concerns that have led to changes in governance practices on this matter.

KAsset considers that BCH has implemented improvements to its governance mechanisms in several areas to reduce risks related to the balance of power at the board level, which are considered acceptable, even though they may not fully substitute for a governance structure that is entirely aligned with good corporate governance principles.

Outcome:

Other Environmental Issues to Promote Greenhouse Gas Reduction and Waste Management

KAsset, as the fund manager of K-Target Net Zero Equity Fund (K-TNZ), aims to encourage businesses—particularly SET100 companies—to play a key role in driving Thailand toward its Net Zero target under the Paris Agreement. The fund emphasizes that invested companies should disclose greenhouse gas emissions data, management plans, and

set clear targets to help achieve the country's emission reduction goals, including verification of carbon footprint reporting. In the case of BCH, although its operations emit relatively low greenhouse gases compared to other industries, the Company has begun implementing tangible environmental sustainability measures, such as installing solar rooftops and reducing electricity usage at its offices. Due to hospital activities related to patient care, electricity consumption cannot be significantly reduced. In 2025, BCH joined a Stock Exchange initiative promoting listed companies to collect greenhouse gas emission data. The Company expects to use this data for verification processes going forward. This issue is also a priority for the Sustainability, Governance and Risk Management Committee

Additionally, the Company has set a target to reduce waste per hospital service user across its entire network by 5% by 2027 compared to the 2024 baseline. This will be achieved through waste management initiatives such as separating recyclable materials in collaboration with suppliers, reducing the size of water bottles provided to patients, and designing environmentally friendly products that maintain hygiene standards. For infectious waste from hospitals, which totaled 611.71 tons in 2024 (accounting for 23.15% of total waste), the Company uses specialized external disposal services. It also focuses on developing knowledge and capabilities for proper infectious waste management to ensure that such waste does not mix with other types of waste, which could harm the community.

KAsset observed that the Company has begun to implement concrete environmental initiatives. However, there are still areas that require ongoing monitoring, particularly the preparation and verification of greenhouse gas emissions data. Engaging an accredited external greenhouse gas verifier (GHG verifier) would help ensure the accuracy of data used in formulating effective greenhouse gas reduction strategies and enhance the credibility of disclosed information. In addition, hospital waste management represents another area with significant potential for improvement, such as strengthening cooperation with local waste collection authorities, including the Bangkok Metropolitan Administration, to ensure proper and systematic practices across all sectors. This would also support the promotion of effective waste segregation habits at the household and community levels, thereby generating positive impacts on society as a whole.

Bangchak Corporation Public Company Limited (BCP)



Context:

The oil refining business is considered one of the industries exposed to climate change risks due to its high greenhouse gas emissions from the use of fossil fuels, both directly (Scope 1 greenhouse gas emissions) from production processes and indirectly (Scope 3 greenhouse gas emissions) arising from the “use of sold products – Category 11.” As BCP operates an oil refinery and fuel service stations, it faces environmental challenges. The increasing severity of climate change may affect raw material sources, such as constraints on crude oil supply, leading to higher production costs that could impact refinery margins and the continuity of production processes. In addition, higher tax rates on internal combustion engine vehicles, together with shifts in consumer behavior toward electric vehicles, may further pose challenges to effective greenhouse gas management.

As an investor, KAsset places importance on environmental issues and engages with and closely monitors companies, particularly those with high greenhouse gas emissions such as BCP. The focus is on improvements in energy efficiency to help control greenhouse gas emissions. In addition, rising environmental awareness among consumers further underscores the need for companies to have adaptation plans and to develop more environmentally friendly products, in order to maintain long-term competitiveness and build investor confidence in the sustainability of the business.

Action:

KAsset held discussions with BCP’s management to gain an understanding of the Company’s business direction, including its approach to climate change management and related sustainability initiatives.

Outcome:

In 2023, BCP acquired shares in Bangchak Sriracha Public Company Limited (BSRC), formerly known as Esso (Thailand), as an expansion of its refining capacity and the number of fuel service stations in Thailand. As a result, BSRC became a subsidiary of BCP, and its operating results have been consolidated into BCP’s financial statements since 1 September 2023. As of 31 December 2024, BCP held a 81.74% equity stake in BSRC. In 2025, the Company stated that it plans to launch a tender offer to further increase its shareholding in BSRC.

Although both before and after the merger the two companies have maintained the same target of achieving net-zero greenhouse gas emissions by 2050, when considering the increase in average production capacity after the merger of the Bangchak refining group (BCP and BSRC combined), which has increased by nearly two times, this may affect the greenhouse gas reduction target. BCP explained that BSRC disclosed its Scope 3 greenhouse gas emissions for the first time in 2024 and also engaged an external data verifier, which provided assurance for greenhouse gas emissions data across all three scopes at a Limited Level of Assurance, in order to enhance the credibility of the disclosed information. Meanwhile, BCP discloses greenhouse gas emissions data for Scope 1–2 at a Reasonable Level and Scope 3 at a Limited Level. This reflects differences in the level of scrutiny applied to the disclosed data between the two companies. BCP is currently in the process of improving greenhouse gas emissions data collection methods to ensure consistency across the group and confirmed that the net-zero greenhouse gas emissions target will remain set for 2050 as previously stated.

BCP stated that the decarbonization pathway of the Bangchak Group will follow a single plan, namely BCP316NET, which can be divided into three phases:

- Short term (1–2 years): Operational actions, such as standardizing greenhouse gas emissions data collection across all facilities, assessing potentially overlapping activities between BCP and BSRC, and reporting BSRC’s data to management. In this regard, BCP expects that the greenhouse gas emissions

- peak year (GHG peak year) may occur within the next 2–3 years, depending on the completeness of the data.
- Medium term: The Company will focus on improving energy efficiency and adopting new technologies through investment planning and the development of sustainability networks.
 - Long term: A full transition to clean energy while maintaining competitiveness, such as through the development and use of renewable energy, and carbon credit trading.

Regarding the Sustainable Aviation Fuel (SAF) project, the Company stated that as of May 2025, construction progress had reached over 97.6% and the project is expected to commence operations soon. Feedstock is sourced through multiple channels, including partners, restaurants, and imports from overseas. The “Tod Mai Ting” project is one initiative that helps secure feedstock with easy public participation; currently, it has more than 100 used cooking oil collection points at fuel service stations and aims to expand to 2,000 stations nationwide. In addition, BCP plans to sell SAF both domestically and internationally, with initial sales primarily focused on exports, as Thailand does not yet have a mandate for SAF usage, and the Company currently has long-term offtake contracts with oil traders.

KAsset viewed that although BCP intends to make its business more sustainable by operating its refining business alongside renewable energy, the merger with BSRC has made the Bangchak Group’s greenhouse gas emissions reduction plan more challenging, particularly in the future when Thailand introduces a Climate Change Act and carbon taxes. Therefore, the Company’s adaptation will need to be closely monitored.

Bangchak Corporation Public Company Limited (BCP)



Context:

According to reports from various media, in March 2025 a Singapore-based asset management company, Capital Asia Investments (CAI), sold a 9% stake in BCP to Alpha Chartered Energy (ACE), a company that was newly established in Thailand in January 2025. At the same time, there is information indicating that CAI is connected to Mr. Benjamin Mauerberger, also known as Mr. Ben Smith, who has been reported by the media as possibly being linked to a transnational criminal network. As a result, this issue has attracted widespread attention from Thai society and international media.

On 10 April 2025, ACE became the largest shareholder of BCP with a 20% stake. Subsequently, on 18 April 2025, BCP submitted a notification to the Stock Exchange stating that the resignations of three directors had been reported and that new directors had been appointed to replace those who resigned. Of the three newly appointed directors, two were appointed as representatives of ACE as the major shareholder, namely Mr. Tomas Koch and Mr. Natthakorn Athithanavanich.

Subsequently, on 2 December 2025, BCP provided a clarification to the Stock Exchange regarding a press release issued by the Anti-Money Laundering Office (AMLO) announcing the freezing and seizure of assets belonging to suspects linked to a transnational criminal network, which included BCP shares with an approximate value of THB 6 billion. The AMLO statement also mentioned Mr. Ben Smith as an individual whose financial transactions were linked to a transnational scammer network. BCP clarified that it had not been contacted by the Securities and Exchange Commission (SEC) or AMLO, stating that the matter concerned shareholders and did not affect the Company's business operations, and that it had established an ad hoc committee to closely monitor the situation.

On 11 December 2025, BCP notified the Stock Exchange of a change in the Company's authorized signatory powers, revoking the signing authority of Mr. Nattakorn. At the same time, ACE requested that two BCP directors representing ACE, namely Mr. Tomas and Mr. Nattakorn refrain from attending board meetings for a period of 45 days starting from 9 December 2025. As a result, both directors had no signing authority and were unable to participate in board meetings during that period.

Action:

KAsset arranged one-on-one meetings with the Company to request further clarification in support of investment consideration and close monitoring of the situation. In addition, KAsset, together with the Association of Investment Management Companies (AIMC), conducted a collective engagement to discuss the issue with BCP, including potential impacts and the Company's approach and next steps going forward.

Outcome:

BCP clarified that it conducts its business in accordance with the principles of good corporate governance, transparency, and accurate and complete disclosure. The acquisition of a 20% shareholding by ACE was conducted in compliance with Stock Exchange regulations and under the supervision of the SEC. BCP stated that it was aware that ACE had gradually increased its shareholding since March 2025, but was not certain whether ACE intended to nominate representatives to serve as directors. The Company noted that there is no prescribed timeframe for the consideration of shareholders' requests, and that BCP places importance on due diligence and qualification checks of proposed directors. As for the three directors who resigned on 18 April 2025, their resignations were due to other commitments.

BCP further clarified that it had hired consultants to oversee and discuss this matter with the board before the Anti-Money Laundering Office (AMLO) announced the seizure of shares linked to a transnational criminal network. Initially, the Stock Exchange of Thailand was notified of changes to the authorized signatories of the company, as

well as the 45-day absence of Mr. Natthakon and Mr. Thomas from board meetings due to their being under investigation.

KAsset considered this issue to be significant and necessary to monitor in order to assess its potential impact on BCP's governance and risk profile going forward. At the same time, based on the collective action undertaken by the Association of Investment Management Companies (AIMC), it was concluded that progress on this issue should be closely monitored until there is further development from the AMLO.

Bangchak Corporation Public Company Limited (BCP)



Context:

On 16 June 2025, TTCL Public Company Limited (TTCL) notified the Stock Exchange that it had terminated the engineering, procurement, and construction (EPC) contract for the Sustainable Aviation Fuel (SAF) development project that it had entered into with BSGF Co., Ltd. (BSGF), a subsidiary of BCP, with effect from 13 June 2025. TTCL also stated that it was in the process of preparing legal action to claim damages from the relevant parties. Subsequently, on 21 August 2025, BCP clarified the dispute through the media, stating that the contract termination resulted from TTCL's inability to fully perform in accordance with the contractual terms. The dispute is currently under court consideration.

Action:

KAsset held discussions with BCP's management regarding the dispute reported in the media and inquired about its impact on the progress of the construction project.

Outcome:

The construction of the SAF project has a total value of approximately THB 8.5 billion and is structured under a lump-sum turnkey contract. The project scope is divided into several components, with TTCL and other contractors responsible for different parts. The dispute between BSGF and TTCL is currently under court proceedings, and TTCL is preparing to file a lawsuit seeking damages of more than THB 3.4 billion from BCP.

BCP stated that the termination of the contract was due to TTCL's failure to complete the work in accordance with the contractual terms and that TTCL had abandoned the construction works, citing liquidity constraints. BCP confirmed that it had fully complied with the contractual obligations, made continuous payments in line with the project schedule, and had made various efforts to support TTCL in order to allow the project to proceed. However, TTCL was still unable to complete the work as agreed and raised claims for additional works beyond the agreed scope, despite the contract being structured as a lump-sum turnkey arrangement.

Despite the dispute, BCP confirmed that there is no impact on the realization of the SAF project. The Company has contingency plans in place to ensure that construction can continue, including coordinating with the project consultant and existing subcontractors, controlling costs to remain within the original budget, and accelerating execution to complete the project as close to the original timeline as possible. BCP expressed confidence in its ability to manage the risks and drive the project forward in line with its objectives, and clarified that customers and partners continue to maintain a positive outlook toward the SAF project overall.

KAsset will continue to monitor the progress of the construction works as well as the legal proceedings related to the dispute.

BCPG Public Company Limited (BCPG)



Context:

Based on recent reports in the mass media and on social media regarding heightened regulatory scrutiny by the Anti-Money Laundering Office (AMLO) and the Securities and Exchange Commission (SEC) toward certain listed companies and their shareholders, publicly available information has mentioned that one shareholder of BCPG—Capital Asia Investments Pte. Ltd. (CAI)—may have potential links to the Chartered Group network. All such information is derived solely from public media reports and cannot be independently verified. Nevertheless, the emergence of these reports may give rise to reputational sensitivities and therefore warrants careful monitoring.

Action:

KAsset contacted BCPG’s management to request clarification regarding the said news reports.

Outcome:



According to information reported in public media, BCPG has stated that it has already provided the relevant explanations and necessary information to the applicable regulatory authorities in the past, and at the time of the meeting with KAsset, the Company has not received any further inquiries. In addition, on 17 December 2025, the Company notified the the Stock Exchange of Thailand (SET) of a change in the authorized signatory directors, replacing Mr. Natthakorn Athithanavanich, who is currently under a suspension of duties for a period of 45 days (effective from 9 December 2025).

BCPG further clarified that Mr. Nattakorn, as disclosed to the SET, represents the major shareholder. So far, Capital Asia Investments Pte. Ltd. (CAI), have no role in the determination of strategy or the operations of BCPG. Based on the Company’s review of its shareholder base, CAI is a Singapore-registered fund, similar to other institutional investors. The Company actively and regularly monitors its shareholder structure. With respect to the director nomination process, the Company stated that all required qualifications were fully considered.

BCPG confirmed that it places strong emphasis on good corporate governance and has established an anti-money laundering (AML) risk management framework in line with recognized standards. The Company strictly adheres to these policies, and if any investment is identified as posing elevated risk or being inappropriate, the Company is prepared to immediately terminate or avoid entering into such transactions.

KAsset acknowledged the Company’s clarification, and at present, there are no additional issues requiring further monitoring.

B.Grimm Power Public Company Limited (BGRIM)



Context:

BGRIM operates in the business of generating and distributing electricity, steam, and related services both domestically and internationally. Electricity generation from fossil fuel sources remains essential for energy stability for businesses and households in every country. However, the use of fossil fuels is a major contributor to greenhouse gas emissions. Many organizations and countries have adopted renewable energy generation as a replacement for fossil fuel-based electricity production, setting significant targets to increase the share of renewable energy. This strategy aims to reduce greenhouse gas emissions and mitigate the impacts of climate change. Additionally, there is uncertainty arising from the trend of businesses transitioning to a low-carbon economy (Transition Risks) and physical risks, which may pose both risks and opportunities for power generation businesses. Furthermore, the Company's revenue from electricity sales is directly linked to customers' Scope 2 greenhouse gas emissions. Increasingly stringent environmental policies, laws, and measures to reduce greenhouse gas emissions, both domestically and internationally, make it necessary for power generation businesses to prepare by studying potential impacts on operations and adapting through appropriate strategies to ensure business sustainability.

As an institutional investor committed to sustainable development, KAsset continuously engages with invested companies to encourage comprehensive environmental risk assessments, the development of clear strategies to reduce greenhouse gas emissions, and transparent ESG disclosures. These efforts aim to ensure that companies can achieve sustainable growth and effectively adapt to global changes over the long term.

Action:

KAsset held a meeting with BGRIM's executives to review the Company's business strategies and environmental management practices, focusing on key sustainability issues relevant to the organization's operations.

Outcome:

BGRIM is one of the major power producers and has set a target to achieve Net Zero by 2050. The Company also aims to reduce the greenhouse gas emissions intensity (Scope 1 and 2) to below 0.28 tCO₂e/MWh by 2030, representing a 21% reduction compared to 2021 levels. In the short term (2025–2030), BGRIM plans to expand its generation capacity to 10,000 MW and increase the share of renewable energy to more than 50% of total capacity. As of the end of 2024, the Company's generation capacity stands at 4,091 MW, with renewable energy accounting for 28.3%. Given the global expansion of renewable energy markets, BGRIM sees opportunities to grow its business in multiple countries with strong demand for clean energy where clear targets for renewable energy adoption have been set and are actively pursued such as South Korea, Japan, the United States, and Italy.

Overall, the power generation industry still needs to rely on fossil fuel sources due to energy security concerns in each country, as well as limitations in battery development for energy storage to ensure continuous supply. This makes the power generation sector highly challenging when it comes to making investment decisions for projects aimed at reducing greenhouse gas emissions effectively. In addition, there are transition risks that must be considered, such as technological limitations and regulatory uncertainties regarding greenhouse gas emissions, which may require future changes. BGRIM disclosed its net greenhouse gas emissions intensity (Scope 1 and 2) for 2024 at 0.376 tCO₂e/MWh, compared to its target of 0.28 tCO₂e/MWh by 2030. Regarding the goal of achieving more than 50% renewable energy share of total generation capacity by 2030, BGRIM stated that based on progress in its expansion plan for 2025–2030, the Company has a committed capacity of 6,078 MW, with renewables already accounting for 50% (as of May 2025). The Company is also accelerating efforts to adopt new technologies alongside increasing investments in renewable energy, as current technologies cannot significantly reduce emissions intensity.

Additionally, in 2024, BGRIM voluntarily disclosed information under Thailand Taxonomy Phase 1, classifying revenue, CAPEX, and OPEX by activity into Green, Red, and Out of Scope. The Company explained that activities potentially classified as Amber, such as power plants, would be categorized as Red if maintenance is required, meaning BGRIM cannot have Amber activities. The Company noted that disclosure under Thailand Taxonomy received positive feedback from the Board, as it provided clearer visibility into sustainable investments.

KAsset recognized BGRIM's strong commitment to reducing greenhouse gas emissions, including setting a Net Zero target and short-term goals to lower emissions intensity. The Company also has strategies to increase the share of electricity generated from renewable sources as part of its transition to a low-carbon economy. In addition, BGRIM has established other social and environmental sustainability indicators to guide its operations toward sustainable business growth, such as recycling initiatives and employee workplace safety.

Berli Jucker Public Company Limited (BJC)



Context:

Climate change is a significant environmental issue that every organization must consider, particularly the potential impacts arising from transition risks associated with shifting toward a low-carbon economy, as well as physical risks, both of which may trigger cascading effects on society and the overall economy. Therefore, all organizations should urgently adapt and develop robust strategies to address these challenges. As BJC operates diverse businesses ranging from packaging manufacturing and consumer products to retail, sectors that inherently involve energy and resource consumption, the Company recognizes the importance of taking action to mitigate climate-related impacts through efficient energy management. These efforts aim to reduce greenhouse gas emissions and support sustainable long-term growth.

As an investor that places strong emphasis on this issue, KAsset continuously monitors the setting of sustainability targets as well as the development of strategies that guide the Company toward achieving those goals. BJC has established several greenhouse gas reduction targets, including: (1) achieving Net Zero by 2050, (2) achieving Carbon Neutrality by 2030, and (3) reducing Scope 1 and 2 greenhouse gas emissions by 15% by 2032 compared with the 2021 baseline. In addition, the Company has formulated the “1 Build + 5 CURBS” strategy to provide clear direction for implementation.

Action:

KAsset held a follow-up meeting with BJC’s management to obtain details on the Company’s strategic execution and progress in managing climate and energy related issues, as well as other sustainability issues.

Outcome:

Energy Management

BJC reported that it has been implementing greenhouse gas reduction initiatives in line with the Science Based Targets initiative (SBTi) guidelines for over two years, although there is still no clear timeline for obtaining official validation. Currently, the Company achieves an average annual GHG reduction of around 3%, which remains below the SBTi target requiring more than a 5% annual reduction by 2030. The Company has already installed over 112 MW of solar rooftop systems across more than 100 sites, utilizes Renewable Energy Certificates (RECs), and is studying the potential adoption of EVs. Additionally, BJC has implemented an Internal Carbon Price (ICP) of THB 200 per ton for evaluating investment projects. Within its packaging business in Thailand, where the glass factory is the largest source of emissions, BJC may consider disclosing data separately in the future to enhance transparency for investors.

In 2024, the Company was able to collect GHG emissions data covering 91.81%, with the remaining portion largely coming from overseas operations—particularly in Vietnam due to misunderstanding in data-collection methodologies. BJC therefore plans to provide additional training to its Vietnam team next year to improve data coverage and enhance the systematic quality of GHG reporting.

At present, the Company has invested over THB 63 million in research and development of green technologies, focusing on improving energy efficiency within its factories. The Company also plans to increase this investment budget further. In 2024, BJC invested approximately THB 219 million in solar installations and is considering expanding into additional Solar Farm projects.

Outcome:



Board Diversity

According to the Corporate Governance Code (CG Code) issued by the SEC, company boards are encouraged to have at least 30% female directors to promote gender diversity. However, based on information disclosed on the Company's website as of 1 October 2025, the board comprises 10 male directors and 3 female directors. BJC clarified that it has a policy to promote diversity in the selection of personnel and board members, using diversity as one of the key considerations. Nevertheless, skills remain a crucial factor in board nominations. At present, investors have not raised any concerns regarding this issue.

Thailand–Cambodia Conflict Situation

In 2024, the Company employed a total of 291 Cambodian employees, and as of the end of Q2 2025, there were 23 BIG C branches in Cambodia. During the period of heightened tensions between Thailand and Cambodia, BJC stated that it had closely monitored the risks and found that sales were not significantly affected, as the business does not heavily emphasize a distinctly Thai brand image. Regarding employee support, the Company communicated internally with caution, established prohibited keywords (Red Flags), and ensured clear understanding to help employees both in Thailand and Cambodia remain confident and continue working as usual.

KAsset accepted BJC's explanation, as the Company has clear approaches and concrete actions across all key issues. Although its energy management has not yet achieved the SBTi targets, the Company continues to invest in green technologies, including solar rooftop installations, plans to develop a solar farm, and the use of RECs and ICPs to manage carbon-related risks. On board diversity, the Company has a supportive policy in place and investors have raised no concerns. Amid the situation of heightened tensions between Thailand and Cambodia, the Company was able to manage risks effectively, with no impact on sales, and implemented internal communication measures to comprehensively support employees. This provides confidence that the Company has appropriately managed its key sustainability-related issues.

Carabao Group Public Company Limited (CBG)



Context:

CBG operates in the beverage industry, which heavily relies on natural resources in its production and distribution processes. Therefore, it may be directly affected by climate change, including risks such as water shortages and critical raw material scarcity caused by extreme weather conditions, as well as pressure from new environmental regulations that could increase operating costs.

KAsset therefore places importance on engaging with companies on this matter to support and encourage appropriate adaptation, reduce risks, and leverage opportunities from the transition to a low-carbon economy to achieve stable and sustainable long-term growth.

Action:

KAsset held discussions with the Company's executives to understand the business approach, including environmental and sustainability management related to the organization's operations.

Outcome:

CBG has set clear environmental targets, aiming to reduce greenhouse gas emissions in Scope 1 and 2 per production unit by 30% by 2030 (compared to the 2023 baseline). The Company also targets carbon neutrality by 2050 and achieving Net Zero by 2065, aligning with Thailand's national goals (prior to the official target adjustment at COP30 in November 2025). The main source of the Company's greenhouse gas emissions is the use of natural gas in the glass bottle molding process, accounting for 68% of Scope 1 emissions. Currently, the Company has reduced the thickness of glass and aluminum cans produced, increased the use of recycled materials, and collaborated with glass bottle suppliers to find ways to reduce emissions. At the same time, the Company is evaluating the cost-effectiveness of investing in heat recovery technology, though costs remain relatively high at present.

The Company also implements various projects to help reduce greenhouse gas emissions, such as installing solar rooftop systems at its factories. In 2024, the Company generated 1,879,898.86 kilowatt-hours of electricity per year from solar energy, which is the main renewable energy source used by the Company. The proportion of renewable energy to non-renewable energy was 3.08%, and solar power usage is expected to increase in 2025. Additionally, due to the large amount of water used in beverage production, the Company recognizes the importance of water management. It has set targets for reusing treated water and controlling water consumption in processes such as can production. The Company also manages water shortage risks by signing water supply agreements with two external backup suppliers and maintaining its own reserves sufficient for 30 days of production. It conducts tests on reusing treated water and closely monitors water reserve levels.

KAsset recognized the Company's efforts and commitment to reducing greenhouse gas emissions. However, we will continue to monitor CBG's progress, particularly regarding reducing emissions from glass bottle production that relies primarily on natural gas, as well as expanding the use of renewable energy. This is to assess the continuity and commitment of the Company in achieving its announced Net Zero target and in updating its Net Zero goals to align with Thailand's targets under the Paris Agreement.

CP Axta Public Company Limited (CPAXT)



Context:

As of October 2025, CPAXT had 16 board members, including 5 independent directors, which is close to the minimum requirement set by the SEC that mandates at least one-third of the board to be independent. In addition, there is only one female director, which is relatively low. Independence and diversity within the board are important elements that enhance the quality of corporate governance. Having directors who are independent and who bring different backgrounds, experiences, and perspectives contributes to more well-rounded and prudent decision-making. This helps reduce potential conflicts of interest and enables the organization to operate transparently, credibly, and more effectively.

As an investor, KAsset places great importance on these issues, recognizing that strong corporate governance supports the Company's stable growth and builds investor confidence. A board that is independent and diverse enables proper checks and balances, ensuring transparent operations, reducing risks, supporting sustainable growth in line with the Company's potential, and ultimately generating attractive long-term returns.

Action:

KAsset held a meeting with the Sustainability Management team and the Investor Relations team of CPAXT to discuss the independence and diversity of the Company's board of directors, as well as to exchange information on human rights and employee safety.

Outcome:



Board Independence Diversity

CPAXT explained that it currently has five independent directors and is in the process of recruiting additional members in order to meet the minimum requirements recommended by the SEC. The Company expects to complete this process around January 2026. However, the Company emphasized that its priority remains on selecting individuals with expertise in technology, artificial intelligence (AI), and sustainability. In addition, the Company aims to increase the proportion of female directors, focusing on candidates with the right capabilities and relevant industry experience, an agenda strongly supported by the chairperson and all board members.

Outcome:



Board Diversity

The Company further noted that although the current proportion of female directors is still low, gender balance is better at the management level. CPAXT also supports all employees, both women and men, through its Leadership Program, helping them develop and progress into more significant roles.

Outcome:



Human Rights and Employee Safety

CPAXT, which operates wholesale and retail businesses for consumer goods, has more than 70,000 employees, and when including non-employee workers, the Company engages around 90,000 people (as of the end of 2024). Prioritizing the management of human rights-related risks is therefore essential. Although the Company has already implemented Human Rights Due Diligence measures across all countries where it operates, and has conducted Human Rights Risk Assessment Reports in collaboration with the Internal Audit team since 2020, as well as provided

continuous training for employees, there are still areas that require further development. CPAXT noted that in certain countries such as Cambodia and Myanmar, human rights–related topics remain relatively new. This means the Company must urgently build understanding and strengthen knowledge among employees in those locations. At the same time, another key challenge is expanding human rights practices to cover the entire supply chain. Currently, the Company is in the process of driving these initiatives forward.

The Company encourages employees to immediately raise complaints or report any suspected issues to foster a culture of confident expression. This includes cases involving verbal conduct that may constitute harassment. At present, CPAXT has stated that no severe cases have been found; only verbal incidents have occurred, which have been addressed with verbal warnings and documented as guidance for behavioral improvement.

KAsset considered that, overall, the issues do not require further follow-up. However, the matter regarding the independence of the directors should continue to be monitored.

Charoen Pokphand Foods Public Company Limited (CPF)



Context:

Climate change is a key environmental sustainability issue that has become a major driver for businesses to conduct economic activities responsibly, aiming to reduce impacts and plan for the transition to a low-carbon economy. CPF operates in agriculture and food industries across multiple regions worldwide, where regulatory requirements and compliance standards vary. Many governments have enacted laws to address the need to mitigate global warming and respond to social pressure to reduce greenhouse gas emissions, such as Thailand's Climate Change Act, the EU Deforestation Regulation (EUDR), and the Carbon Border Adjustment Mechanism (CBAM), which may affect the Company's cost structure and operations. In addition, new disclosure requirements are being gradually enforced, such as IFRS S1 and S2, which set sustainability reporting standards that the Company must comply with.

KAsset has been monitoring the sustainability performance of its investee companies. Over the past year, CPF has demonstrated strong commitment and efforts to achieve its Net Zero target through various technologies and measures to continuously manage and reduce greenhouse gas emissions. However, a key challenge remains in reducing Scope 3 emissions, which account for nearly 90% of total greenhouse gas emissions. This area requires significant attention and ongoing progress tracking.

Action:

KAsset held a meeting with CPF's executives from the Investor Relations and Sustainability Department to discuss the Company's business strategies and future sustainability investment projects.

Outcome:

According to the Company's disclosed information, in 2024 its total greenhouse gas emissions were 35.3 MtCO₂e, a reduction of 2.75% from the 2020 baseline. The Company has made progress in reducing Scope 1 emissions and Scope 3 FLAG (Forest, Land, and Agriculture), while Scope 2 and Scope 3 Non-FLAG have not yet decreased below the baseline level. CPF explained that in 2024, it successfully reduced the combined total of Scope 1 and Scope 2 emissions compared to the baseline, which is in line with its plan. For Scope 3 emissions—both Non-FLAG and FLAG (which account for about 90% of the Company's total emissions)—CPF is currently in the process of collecting data to verify the sources of raw materials. Additionally, CPF stated that it continues to develop its greenhouse gas reporting system through SAP for Scope 1 and 2, which now enables real-time tracking across all business units in Thailand. For international operations, full coverage is expected within two years.

To reduce Scope 3 emissions, the Company is collaborating with small-scale businesses through the SMEx project, partnering with the Thailand Greenhouse Gas Management Organization (TGO) to promote knowledge on preparing greenhouse gas emission reports and systematic data verification. Meanwhile, in Cambodia, China, and the United Kingdom, overall emissions remained high in 2024. CPF has taken action by conducting analyses to raise sustainability awareness among the business units in each country and developing a Sustainability Module as an operational guideline. This initiative is expected to help each unit establish concrete action plans and reduce greenhouse gas emissions in the future.

CPF has a strategy to increase the ratio of renewable energy consumption, which stood at approximately 34% in 2024. The Company has already replaced all coal usage with biomass energy in Thailand and Vietnam and plans to expand this initiative to other countries, aiming to eliminate coal use entirely across all operations by 2030. Pilot projects include using biogas energy in complex layer farms. Additionally, utilizing biomass for renewable energy

generation helps reduce methane emissions from landfill decomposition, as methane has a greater impact on global warming than carbon. However, some countries have regulations restricting biomass energy use, requiring the Company to consider alternative solutions suitable for each location.

To support its environmental targets by 2050, the Company plans to invest a minimum of THB 5 billion, allocated specifically as CAPEX. Spending will be carried out gradually through approximately five projects per year, with each project valued at around THB 50–60 million. These projects will focus on technology upgrades to improve energy efficiency and reduce environmental impact, as well as costs related to reporting systems, such as implementing SAP.

The Company has implemented an Internal Carbon Price (ICP), set at USD 20 per tCO₂ for evaluating investment projects in Thailand and ranging from USD 10–100 per tCO₂ for overseas projects to allow flexibility and reflect external carbon pricing in each country, such as carbon taxes. CPF will use the destination country's carbon tax as a guideline for determining export product pricing. If the destination country's tax rate is higher than that of the origin country, the Company may consider adjusting export prices to better reflect environmental costs.

In the coming year, KAsset will need to continue monitoring progress, such as managing Scope 3 emissions—particularly the Non-FLAG category, which has not yet decreased—verifying the sources of raw materials, expanding SAP system implementation to cover international operations, and tracking the performance of greenhouse gas reduction projects in countries where emissions remain high.

Charoen Pokphand Foods Public Company Limited (CPF)



Context:

Based on news reports during the year 2024 regarding the spread of Pla Mor Kang Dam (or Blackchin tilapia) in various water sources across Thailand, this species has been classified as an invasive alien species, which may affect the survival of native species and the ecosystem, impacting the sustainability of food sources. KAsset has therefore paid close attention to continuously monitoring information to understand the causes and to promote clear and appropriate measures in practice as guidelines for resolving, preventing, and reducing the chances of recurrence, as well as reviewing the facts presented by the accused company.

- In July 2024, CPF was accused of being the source of the spread of blackchin tilapia in Thailand, as it was the only company authorized to import this species in 2010. As a result, the Lawyers Council of Thailand prepared to file a lawsuit seeking compensation for the impacts across 16 provinces. CPF later clarified that the information circulated was false and affirmed that it had complied with the conditions set by the Institutional Biosafety Committee (IBC). In addition, the Company collaborated with government agencies to implement measures to eradicate blackchin tilapia in order to reduce the impact on the ecosystem.
- On March 4, 2025, the Civil Court granted permission to proceed with a class action lawsuit filed by a group of farmers against CPF, citing that the spread of blackchin tilapia had impacted the ecosystem and their livelihoods. However, the court has not yet ruled on whether the Company is guilty of the allegations.
- Later, on September 10, 2025, the Nonthaburi Provincial Prosecutor's Office filed charges against Mr. Witoon Lianjamroon, Secretary-General of the BioThai Foundation, and the foundation itself, for jointly committing defamation through advertising. The charges stem from publishing images and messages about the spread of blackchin tilapia via online media and public forums.

Action:

The 1st engagement

In 2024, KAsset contacted CPF and collaborated with the Association of Investment Management Companies (AIMC) to seek further details on the matter and the steps to address the issue going forward.

Outcome:



The 1st engagement

CPF affirmed that the allegations based on incorrect information and images are untrue. CPF also clarified that it did not initiate research on blackchin tilapia because the imported fish were weak and almost all died. The dead fish were destroyed by soaking in chlorine-formalin and burying with lime. In addition, CPF has cooperated with the Department of Fisheries to capture blackchin tilapia and release barramundi to control their population, which has significantly decreased in some areas. CPF is also collaborating with universities to develop food products from blackchin tilapia and explore long-term population control measures. KAsset and AIMC acknowledged CPF's explanations and agreed to closely monitor further developments.

Action:

The 2nd engagement

In March 2025, KAsset had a meeting with CPF and also followed up on further details regarding the progress of this matter and the steps to address the issue going forward.

Outcome:



The 2nd engagement

CPF continued to assert that the allegations, including both the information and images, are false. The Company is currently in the process of filing an appeal and cannot provide further details at this time. Therefore, KAsset must continue to monitor the situation closely.

Action:

The 3rd engagement

In September 2025, KAsset held discussions with CPF's executive to obtain further updates on the progress of this matter and the steps to address the issue going forward.

Outcome:



The 3rd engagement

The Company stated that it is still awaiting the court's verdict. Meanwhile, in September 2025, the prosecutor filed charges against the individual involved in the dispute for defaming CPF.

Department of Climate Change and Environment (DCCE)



Context:

The Department of Climate Change and Environment (DCCE), established in 2023, serves as the central agency driving Thailand's climate policy. Its key responsibility includes advancing the draft Climate Change Act, which will become the primary legal framework governing greenhouse gas emissions and a crucial mechanism for achieving the national targets of Carbon Neutrality by 2050 and Net Zero by 2065. These policy developments have a direct impact on the investment sector, particularly in climate risk management and sustainability disclosure in line with international standards such as IFRS S1/S2. These standards may potentially be mandated for Thai companies in the future, making this an important issue that KAsset closely prioritizes.

Action:

KAsset held a meeting with the Director of the Strategy and International Cooperation Division of the DCCE to discuss the direction and key elements of the draft Climate Change Act, including carbon mechanism issues that may impact the business sector in the future.

Outcome:

From the meeting, the DCCE provided an overview of Thailand's climate-action efforts. We later saw further clarity in the country's progress when the Cabinet approved the draft Climate Change Act, as proposed by the Ministry of Natural Resources and Environment, on 2 December 2025. This marks an important starting point for establishing a more coherent national carbon management system. The Climate Change Master Plan (2015–2050) will include more rigorous and measurable indicators to enable all relevant agencies to implement actions in a systematic and verifiable manner.

At COP30 in November 2025, Thailand announced its NDC 3.0 target, aiming to reduce greenhouse gas emissions to 152 MtCO₂e by 2035—equivalent to a 47% reduction from the 2019 baseline. The country also declared a new Net Zero target for 2050, which is 15 years earlier than previously committed. These represent significantly more ambitious goals that will require strong collaboration across all sectors, including government, private businesses, and industry, to achieve the emission reductions. Although the DCCE has observed progress in some industries' adaptation efforts, many sectors still face constraints in financing, technology, and infrastructure readiness. The country also faces challenges due to limited natural carbon-sink capacity, making carbon capture and storage (CCS) technologies and other emerging carbon-reduction methods increasingly essential in the long term. Additionally, Thailand must prioritize mitigation measures that enhance the competitiveness of domestic industries, especially in export markets such as Europe, where carbon regulations are becoming progressively stricter.

The DCCE believes that once the Climate Change Act comes into effect, it will help make the national targets achievable by establishing the necessary mechanisms and related plans to support the climate-transition process. The DCCE will also need to work closely with multiple agencies to drive implementation under the Act. This includes developing the Emission Trading Scheme (ETS) platform with support from the SEC and the SET, creating a carbon-credit system together with capital-market regulators, developing an environmental budgeting tracking system with the Budget Bureau, establishing a Climate Change Fund with the Ministry of Finance, and building a database to support cross-border carbon price adjustments, in cooperation with the Customs Department and by referencing the EU's framework. In addition, there are adaptation-related initiatives that require coordination among several government bodies. Although the government may face budget limitations because the law is still new, international funding sources are expected to help support and accelerate progress.

The DCCE explained that Thailand is currently in the process of designing its ETS. Allowances will be allocated based on the suitability and carbon-reduction potential of each industry. For market-supervision measures, the DCCE will collaborate with the SEC and the SET to prevent price speculation, market monopolies, and excessive volatility in the trading of emission allowances. A governance framework will also be established to ensure transparency and credibility. The Federation of Thai Industries has set up a working group to study the EU's Carbon Border Adjustment Mechanism (CBAM) as a basis for developing strategies appropriate for Thailand. The DCCE is considering introducing Thailand's carbon-price adjustment mechanism (Thai-CBAM), initially applying it to products with high greenhouse-gas emissions. However, the government must carefully assess the potential economic impacts and the private sector's capacity to absorb higher costs. There will also need to be a transition period for businesses to disclose emissions data once the law takes effect. This information will serve as a foundation for effective carbon-management processes, including cap setting and allowance allocation.

Based on the information above, KASSET recognized that the DCCE plays a critical role in driving national climate policy and coordinating collaboration across all sectors both domestic and international to achieve greenhouse gas reduction targets in a systematic manner. Its work supports Thailand's transition toward a sustainable and equitable low-carbon economy (Just Transition), while also considering the broader impacts on businesses and the general public. This integrated approach reflects the country's commitment to balancing environmental objectives, social considerations, and overall economic stability.

Delta Electronics (Thailand) Public Company Limited (DELTA)



Context:

Following the news disclosed by DELTA to the SET on 14 February 2025 regarding its operating results for the year 2024, the Company also disclosed details of expenses paid to its parent company, DELTA Taiwan, which were relatively significant in amount. This raised concerns regarding transparency, and DELTA's share price—given its status as the Company with the largest market capitalization in the market—declined by more than 20%. As KAsset places importance on this matter, a meeting was requested to seek further clarification.

Action:

KAsset held a one-on-one meeting with DELTA's executives to clarify the matter and also engaged in collective action with other institutional investors through the Association of Investment Management Companies (AIMC) to communicate investor concerns and monitor progress.

Outcome:

DELTA clarified that the incurred expenses, such as Royalty Fees, varied according to the actual product sales based on the agreed Royalty Fee rate. This reflected the research and development (R&D) costs of those products borne by the parent company. The rates had been reviewed and mutually approved, and DELTA had engaged experts to verify the appropriateness of the Royalty Fee rates. In 2024, the Company's proportion of sales related to AI products had increased compared to previous years. These products carried higher Royalty Fee rates than other established product lines, as they required ongoing R&D investment to meet growing market demand and support the development of AI-driven applications. DELTA anticipated that AI and Data Center products would continue to grow in the future, reflecting customer needs and government support.

In addition, KAsset and institutional investors had expressed concerns to the Company's management regarding expenses related to the production and distribution of products by group companies in various countries, which might have included special items and expenses. The allocation of such expenses between DELTA and the parent company should be considered in the aspect of protecting minority shareholders' rights. Senior management at DELTA had already communicated these concerns to the parent company.

KAsset accepted the Company's reasoning and had no further issues to follow up on. It also provided suggestions regarding the appropriate disclosure of details related to transactions between DELTA and the parent company, to ensure that investors have sufficient information for making investment decisions.

Dohome Public Company Limited (DOHOME)



Context:

According to news reports, officials from the Thai Industrial Standards Institute (TISI) conducted a random inspection of DOHOME products at the Bang Bua Thong branch on June 21, 2025, following consumer complaints about substandard steel products. The inspection found steel products from one manufacturer that did not meet standards, valued at 2.2 million baht, as well as other items lacking proper TISI certification labels, such as power strips and rubber blocks, worth approximately 100,000 baht. The Company submitted a clarification letter to the Stock Exchange of Thailand on June 24, 2025.

As an investor, KAsset views the sale of non-standard products as a critical issue impacting customer safety and the sustainability of the business. This can affect consumer confidence, damage the Company's reputation, and ultimately impact its enterprise value.

Action:

KAsset held a meeting with DOHOME's executives to review details regarding the incident as well as the corrective measures and preventive actions to avoid similar occurrences in the future.

Outcome:

DOHOME provided further clarification regarding the steel products identified as non-compliant, stating that they were purchased from a new supplier in late 2024. Previously, the Company sourced from five regular manufacturers, but due to insufficient supply, it selected an additional supplier after verifying qualifications based on company criteria. Following the incident, DOHOME inspected all related products and found they belonged to the same lot. The Company informed customers about product returns and offered assistance in claiming compensation from the manufacturer.

DOHOME plans to enhance its product verification process to ensure compliance with mandatory standards for each product category. This includes checking manufacturer licenses, inspection certificates with defined quality review criteria and frequency, and cross-verifying with the TISI website. The Company will also conduct random checks on material composition under additional standards to minimize recurrence of issues. Currently, the Company has nearly one hundred suppliers involved in the procurement of products subject to mandatory TIS certification, covering more than ten thousand items. The Company is confident that it can effectively conduct inspections and ensure that all such products are properly labeled in full compliance with TIS requirements. Furthermore, the Company emphasized its responsibility as a seller for any damages caused by non-standard products. Historically, DOHOME has carefully selected manufacturers based on quality, delivery, and price, comparing at least three suppliers, and has never previously purchased substandard steel. The recent issue involved a new supplier—the first to fail quality standards—and the Company expects not to place further orders with this supplier.

In addition, the DOHOME team has conducted random inspections of product standards across all branches to build confidence among customers and contractors. Going forward, the Company will continue to review documentation provided by manufacturers and conduct direct verification through the TISI website, in line with its existing practices. For steel products, the Company will enhance random testing by conducting laboratory analysis of material composition and will request additional information from TISI for further verification of steel composition standards. For other products, inspections will be conducted on every lot, replacing the previous approach of random sampling.

With regard to damages arising from the incident, the Company stated that it has submitted relevant documents and supporting evidence to TISI for assessment.

KAsset acknowledged the Company's explanation and recommended communicating the remediation plan to customers and implementing measures to reduce the risk of recurrence, in order to mitigate the negative impacts of the incident. The Investor Relations team agreed to relay this proposal to senior management for further consideration.

Electricity Generating Public Company Limited (EGCO)



Context:

The electricity generation business plays a crucial role in ensuring the country's energy security. EGCO, as an operator, faces challenges arising from climate change and advancements in clean energy technologies. Therefore, it is necessary to plan for climate transition. Although the Company enjoys stable revenue due to its IPP power plants having Power Purchase Agreements (PPAs) with the government, its reliance on natural gas and coal as primary fuels—while helping control electricity production costs and maintain overall energy stability for the country—faces increasing pressure. This pressure comes from global environmental policies as well as growing volatility in climate conditions and geopolitics, which continue to intensify.

KAsset, as an institutional investor committed to sustainability, believes that supporting EGCO in effectively adapting to environmental and technological risks is essential. This is not only to reduce environmental impact but also to protect long-term returns and align with responsible investment principles. Such efforts help drive the business sector toward a sustainable transition to a low-carbon economy.

Action:

KAsset held a meeting with EGCO's executives to exchange views and approaches for managing environmental and technological risks, as well as to monitor the Company's issuance of Green Bonds to promote efficient use of capital and strengthen sustainability in its business.

Outcome:



Greenhouse gas Emissions

EGCO has set a target to achieve Net Zero by 2050 and Carbon Neutrality by 2040 for Scope 1 and Scope 2 greenhouse gas emissions, with a short-term goal to reduce the intensity of these emissions by 10% by 2030 compared to the 2020 baseline. Additionally, the Company aims to reduce Scope 3 emissions by 50% by 2050 compared to the 2020 baseline. To support these goals, EGCO has developed strategic plans that include increasing the share of electricity generated from renewable energy sources to 30% by 2030, studying the adoption of carbon capture, utilization, and storage (CCUS) technologies for its power plants, and exploring H2 Co-firing and NH3 Co-firing technologies to further reduce greenhouse gas emissions from its operations in the future.

For the strategy to increase the proportion of power plants using renewable energy, EGCO is implementing projects both domestically and through joint ventures abroad, such as in the United States, Lao PDR, and Australia, in response to the growing global demand for renewable energy. EGCO also manages risks by diversifying investments in renewable energy businesses worldwide. Furthermore, the Company has adopted a policy of not building any new coal-fired power plants.

Green Bond

In 2023, the Company established a Green Financing Framework to define the criteria for projects eligible to use funds under this framework for EGCO Group. Under this framework, the Company issued five tranches of Green Bonds with a total value of THB 7 billion. The proceeds were invested in renewable energy projects, such as solar and wind power plants, aligning with the Company's goal to increase the share of renewable energy. EGCO has not encountered any limitations or obstacles in issuing the Green Bonds and assesses that investment demand is high. The primary investors are asset owners, including institutional investors and high-net-worth individuals, which helps EGCO manage risks more effectively.

KAsset acknowledged EGCO's rationale in managing and reducing greenhouse gas emissions and recognizes its efforts to invest in clean energy and issue Green Bonds, reflecting a strong commitment to environmental responsibility and readiness for the transition to a low-carbon economy.

Siam Global House Public Company Limited (GLOBAL)



Context:

“The principles of good corporate governance” are key elements that help enhance the credibility and transparency of a company’s operations, which investors and stakeholders highly value. According to GLOBAL’s 2024 annual report, the Company’s chairperson is not an independent director, while the SEC’s recommended practice suggests that the chairperson should be an independent director. This role is responsible for leading and overseeing the board to ensure the Company operates effectively and achieves its organizational objectives.

Discussion with GLOBAL on this matter is therefore crucial to emphasize the importance of these factors, which will facilitate the chairperson’s ability to exercise independent judgment in performing their duties. This benefits the Company and all stakeholders fairly, while also strengthening confidence in the corporate governance system and supporting sustainable long-term business growth. In addition, the discussion also covered the issue of female board representation being less than 30%.

Action:

KAsset had the opportunity to meet with the management of GLOBAL to inquire about the Company’s approach regarding the fact that the Chairman of the Board is not an independent director, in order to ensure that the Chairman can perform his duties effectively and exercise independent judgment in acting in the best interests of the Company, in line with good governance practices. In addition, KAsset also sought further clarification on the proportion of female directors (gender diversity) and the Company’s environmental performance.

Outcome:

The chairperson is not an independent director

This is because the Company’s chairperson previously met the qualifications of an independent director and has served as chairperson since 2008. However, their independent director status ended in 2021 (according to SETSMART data), and in the same year, they were reappointed as a director by shareholder approval. They have continued to hold the position of chairperson to the present. Currently, the Company’s board consists of 4 independent directors, representing 40% of the board. To strengthen checks and balances at the board level, the Company has established four subcommittees: 1) Audit and Risk Management Committee, 2) Nomination and Remuneration Committee, 3) Sustainability and Corporate Governance Committee, and 4) Executive Committee. The Audit and Risk Management Committee comprises three members, all of whom are independent directors. The other two subcommittees (the Nomination and Remuneration Committee and the Sustainability and Corporate Governance Committee) also have a majority of independent directors and meet the qualifications required by the SEC and the SET. Additionally, directors express independent opinions during board meetings, and performance evaluations are conducted at both the committee and individual levels using self-assessment forms based on the SET.

GLOBAL also provided additional information, stating that the chairperson’s vision and experience play a key role in driving board effectiveness. Furthermore, independent directors participate in setting the board meeting agenda. At present, there have been no issues or suggestions from stakeholders regarding the chairperson’s role.

Outcome:**Increasing the proportion of female directors**

GLOBAL has a Nomination and Remuneration Committee responsible for reviewing qualified candidates for board positions and seeking approval from the board. The discussion on gender diversity at the board level revealed that the Company currently has 10 directors, all of whom are male (100%). The Company aims to increase the proportion of female directors to 30%, starting in 2026. This will be implemented gradually through the shareholder meeting approval process as directors complete their terms each year. In addition to focusing on selecting qualified female candidates, the Company also considers readiness by promoting knowledge in good governance practices, such as enrolling candidates in various training programs offered by the Thai Institute of Directors (Thai IOD).

Outcome:**Others: Environmental Issue**

GLOBAL is committed to reducing greenhouse gas emissions through the use of renewable energy and process improvements to enhance efficiency. The Company has set a medium-term target for 2030 to reduce Scope 1 and Scope 2 greenhouse gas emission intensity by 20% compared to the 2022 baseline, and a long-term goal of achieving Net Zero by 2050. Due to the nature of GLOBAL's operations, Scope 2 emissions account for approximately 65% (data from 2023–2024), primarily because of increased installation of air conditioning systems in stores to improve customer satisfaction. To address this, the Company has adopted a strategy of installing rooftop solar panels to provide clean energy and reduce reliance on grid electricity. Additionally, GLOBAL aims to replace store equipment to lower carbon emissions, such as switching from 100% fuel-powered forklifts to electric forklifts by 2030. Progress has already been made, with over 33% of forklifts converted to electric models. The Company has also installed EV chargers and earned carbon credits from its Solar PV Rooftop project, and is currently exploring ways to utilize these credits effectively.

The Company separates and returns expired products and collaborates with partners to reduce paper usage and produce eco-friendly bags made from recycled plastic, which has been well received by both customers and partners.

Based on the follow-up of the issues mentioned above, KAsset acknowledged the rationale and mechanisms for balancing the chairperson's authority, as well as the Company's commitment to increasing female board representation in the future. Regarding environmental matters, the Company has made various efforts to reduce greenhouse gas emissions while also lowering business costs. However, GLOBAL does not yet have a clear annual greenhouse gas reduction target, as the Company stated it is waiting for clarity on the government's green electricity policy to set reasonable goals. This remains another issue to monitor going forward.

Global Power Synergy Public Company Limited (GPSC)



Context:

GPSC is a company within the PTT Group, operating in the power generation business and related activities. Power generation is a critical infrastructure supporting the business, industrial, and household sectors. However, electricity generation from fossil fuels results in high greenhouse gas (GHG) emissions and faces increasing risks from climate change. These risks are reflected in pressure from stricter GHG regulations at both international and national levels, as well as new regulatory requirements that affect business costs and operating models. Changes in production methods, consumption patterns, and resource management are compelling companies to accelerate their transition to reduce GHG emission intensity in line with their targets, to avoid risks such as loss of business opportunities and declining credibility among stakeholders. Delays in adaptation may also negatively impact corporate reputation and long-term financial stability.

As an investor, KAsset closely monitors the policy developments and strategic direction of our investee companies, as well as their alignment with Thailand's net-zero GHG emissions target. KAsset encourages companies to adapt and transition to mitigate climate-related risks, for example by supporting investments in renewable energy, improving resource efficiency, and adopting new technologies. These efforts not only help reduce environmental impacts but also enhance long-term business sustainability.

Action:

KAsset engaged in discussions with GPSC's management to follow up on information and approaches for addressing climate change risks, as well as the development and expansion of renewable energy projects.

Outcome:

GPSC has set a target to achieve Net Zero emissions by 2060 and Carbon Neutrality by 2050. The Company has also established short- and medium-term targets to reduce Scope 1 and Scope 2 GHG emission intensity by 10% by 2025 and by 35% by 2030 from the 2020 base year. In addition, GPSC has announced a policy not to make further investments in coal-related businesses.

GPSC's strategy focuses on transitioning toward a low-carbon power business to meet the growing demand for renewable energy. This strategy leverages technology and internal carbon pricing mechanisms to manage risks and create new opportunities, through four key approaches: (1) reducing fossil fuel use by improving existing power plants and replacing them with renewable energy; (2) increasing electricity generation from renewable energy to 50% by 2030 through investments and mergers and acquisitions; (3) developing infrastructure using CCUS technology and investing in permanent carbon storage projects by 2030; and (4) implementing nature-based carbon sequestration projects, with a target to plant 10,000 rai of forest by 2030, alongside the use of internal carbon pricing to support investment decisions in transition technologies toward a low-carbon society.

GPSC stated that, for operations under its operational control, Scope 1 and Scope 2 GHG emissions data have been fully collected and disclosed as of the end of 2024. For Scope 3 emissions, data collection is currently partial, with additional categories being progressively included for ongoing data collection and reporting. The Company also discloses progress on GHG reduction performance through indicators aligned with its targets, such as reductions in Scope 1 and Scope 2 GHG emission intensity. Regarding the target to increase renewable electricity generation to

more than 50% by 2030, the Company currently has committed capacity expansion plans through 2032 totaling 14,175 megawatts, of which 9,650 MW, or 68%, is from renewable energy.

GPSC also has cooperation agreements with partners in South Korea to study the feasibility of ammonia co-firing with coal and carbon capture, utilization, and storage (CCUS) technologies to reduce carbon emissions from coal-fired power plants. In addition, GPSC collaborates with partners in Denmark to study small modular reactor (SMR) technology, which has the potential to generate clean, carbon-free energy.

KAsset acknowledged that GPSC has demonstrated clarity in setting targets and implementing strategies to reduce GHG emissions. However, the Company's Net Zero target of 2060 is not yet aligned with the Paris Agreement or Thailand's recently announced national Net Zero target of 2050. KAsset will continue to monitor this issue. KAsset also places importance on the disclosure of Scope 3 GHG emissions. In 2024, GPSC expanded its Scope 3 reporting to include four categories (Categories 3, 5, 6, and 7) and plans to collect and report data for Category 4 in 2025. Nevertheless, given that GPSC holds significant shareholdings in both domestic and international power generation investments, the collection and disclosure of Scope 3 Category 15 (Investments) emissions are particularly important, as they can materially influence emission reduction efforts across investee companies. This category should therefore be prioritized for disclosure as well.

Gulf Development Public Company Limited (GULF)



Context:

GULF operates as a holding company by investing in other companies. It has three core businesses under its subsidiaries: Energy, Infrastructure & Utilities, and Digital. The Company was formed through the merger of Gulf Energy Development Public Company Limited and Intouch Holdings Public Company Limited in April 2025. The GULF Group's primary goal is to become a regional leader in energy, infrastructure, and digital businesses, developing sustainably in line with global changes. This includes focusing on: Decarbonization – reducing greenhouse gas emissions, Decentralization – developing distributed small-scale power generation systems, and Digitalization – driving the transition to the digital era. These initiatives support the energy transition while enhancing digital capabilities and competitiveness, aiming to foster stable and sustainable economic and social development.

KASSET recognizes the importance of engaging with GULF on greenhouse gas (GHG) emission reduction. As one of Thailand's largest private power producers, GULF can play a key role in supporting the country's GHG reduction targets. The Company has set a Net Zero goal for Scope 1 and Scope 2 emissions by 2050. However, based on information from the 2024 Annual Report and Sustainability Report, GHG emissions are still trending upward due to the Company's ongoing business expansion. Additionally, GHG data collection and reporting for Scope 3 emissions remain incomplete, especially after the merger with INTUCH in 2025, which expanded investments into the telecommunications sector, a business with high energy consumption.

Action:

KASSET held a follow-up meeting with GULF's Investor Relations and Sustainability teams to understand the Company's business direction, environmental and sustainability management related to its operations, as well as strategies to maintain a balance between reducing environmental impacts from greenhouse gas emissions and meeting the country's growing electricity demand, while ensuring sustainable business growth.

Outcome:

GULF (Before the merger) had a clear target to reduce greenhouse gas emissions, aiming for Net Zero emissions for Scope 1 and Scope 2 by 2050. The Company also set short- and medium-term goals. By 2025, it plans to assess the carbon footprint to cover 100% of all commercial power generation projects both domestically and internationally (as of 2024, coverage reached 92%). Additionally, GULF targets a 25% reduction in Scope 1 greenhouse gas emission intensity by 2030 compared to the 2019 baseline, with current progress at approximately 19%, which is on track. To maintain this trend, the Company will increase the use of renewable energy within Scope 1. For its renewable energy target, GULF aims to achieve at least 40% of total generation capacity from renewables by 2035. In 2024, GULF added 585 MW of renewable energy capacity, increasing the share from 8% to 11%.

GULF's sustainability approach focuses on balancing business growth, environmental responsibility, and electricity affordability for households and businesses. The Company adheres to a strict policy of not investing in coal and continues to rely on natural gas as its primary energy source in the long term to maintain price stability and support economic growth. GULF also recognizes lessons from other countries, such as Spain and Portugal, which, despite high renewable energy adoption, still face grid infrastructure challenges—issues Thailand should prepare for. Additionally, the Company promotes the concept of a Just Transition through CSR projects to help communities access clean energy. GULF has also assessed potential impacts if the government introduces carbon tax measures, which could increase costs, particularly for LNG imports used in power generation, though these costs could be passed on to buyers. Regarding the Emissions Trading System (ETS), the Company's power generation depends on

dispatch volumes, so clarity on the allocation of emission allowances will be crucial for planning appropriate actions going forward.

GULF stated that in its power generation business, Scope 1 greenhouse gas emissions account for the largest share of total emissions. However, following its expansion and merger with INTUCH, the Company needs to review data and revise its targets, as well as update its approach to collecting and reporting greenhouse gas emissions post-merger. This is because GULF now holds over 40% of shares in Advanced Info Service (ADVANC). The telecommunications business has a high proportion of Scope 2 emissions, which differs from the energy sector. GULF emphasized that it will continue to follow its core strategy, focusing on increasing renewable energy use and improving energy efficiency. At the same time, the Company plans to separate targets and reporting for its three main business segments to ensure proper environmental management aligned with the context of each business group.

KAsset recognized GULF's strong commitment to sustainable business operations, particularly in environmental management, which is clear and tangible. However, there are key areas that require close monitoring, including the revision of greenhouse gas reduction targets, the establishment of Scope 3 emission reduction goals, and ensuring comprehensive data collection and reporting for all significant activities. This information will be critical for making investment decisions and implementing projects effectively in line with greenhouse gas reduction strategies.

Golden Ventures Leasehold Real Estate Investment Trust (GVREIT)



Context:

The GVREIT Trust invests in the leasehold rights of certain areas within the Park Ventures Ecoplex building (excluding the hotel area) located on Ploenchit–Withthayu Road, as well as the sub-leasehold rights of the land and building of Sathorn Square on Narathiwat Ratchanakarin–Sathorn Road. The Trust is managed by Frasers Property Commercial Asset Management (Thailand) Co., Ltd., with KAsset serving as the Trustee. KAsset considers that managing buildings with a focus on sustainability factors can positively influence rental rates and generate beneficial returns for investors. Therefore, KAsset monitors the sustainability-related progress of the trusts in which the fund invests, including those for which it serves as Trustee, and encourages transparent disclosure of such information by the Trust.

Action:

KAsset held a meeting with the trust manager to follow up on sustainability-related management approaches relevant to business operations and to exchange views on the ESG action plans.

Outcome:

GVREIT, through its trust manager, has announced a sustainability development policy for the management of the trust, emphasizing responsibility toward the environment, society, and corporate governance. For climate-related issues, the REIT has set a target to reduce greenhouse gas emissions by 46% by 2030 compared to the 2019 baseline, and a long-term target to further reduce emissions by 55% by 2050 compared to 2030. Park Ventures Ecoplex and Sathorn Square buildings have also been certified under the Leadership in Energy and Environmental Design (LEED) standards at the Platinum and Gold levels, respectively, by the U.S. Green Building Council, an important criterion considered by tenants when choosing office buildings.

In addition, strategies have been established across various areas to support the sustainable development of GVREIT's assets, providing clear guidance for reducing both direct (Scope 1) and indirect (Scope 2 and 3) greenhouse gas emissions, as follows:

1. Environmental: Strategies to enhance efficiency and explore opportunities for using energy sources that help reduce greenhouse gas emissions, decrease overall energy consumption, promote emissions reduction in collaboration with stakeholders, and improve waste-management systems for greater effectiveness.
2. Social: Promote health, safety, and comfort for building users, communities, and society; foster a high-quality and supportive working environment; and contribute to community and social development.
3. Governance: Conduct business fairly, ensure transparent disclosure of information, and uphold anti-corruption practices.

In 2024, GVREIT reported total greenhouse gas emissions of 11,019 tons of carbon dioxide equivalent, representing a 27% reduction compared to the 2019 baseline. Relative to the target of a 46% reduction by 2030, the overall progress in reducing greenhouse gas emissions is considered to be on track. GVREIT's greenhouse gas emissions are almost entirely from Scope 2 and Scope 3, with both categories contributing similar proportions. The REIT manager stated that, for future initiatives to further reduce Scope 2 emissions in order to meet the 2030 target, the cost-

effectiveness of implementing such projects will be evaluated in comparison with purchasing Renewable Energy Certificates (RECs).

KAsset noted that GVREIT, through its trust manager, recognized the importance of sustainable development and supports greenhouse gas reduction, energy efficiency, renewable energy promotion, and effective waste management. The trust also encourages stakeholders to recognize the importance of sustainability and fosters tenant participation in addressing global warming. These efforts have resulted in progress in greenhouse gas reduction initiatives that are in line with the plan, reflecting the commitment to delivering sustainable long-term returns to investors.

Home Product Center Public Company Limited (HMPRO)



Context:

Investor engagement on corporate governance matters is essential, as strong corporate governance reflects transparency and fairness in a company's decision-making processes. In its 2024 Annual Report, HMPRO disclosed that it complies with the Principles of Good Corporate Governance. However, the Chairman of the Board is not an independent director, and certain independent directors have served on the Board for more than nine consecutive years.

As a long-term, investor seeking to encourage continuous improvement in corporate governance practices, KAsset considers these issues to be material, as addressing them can better respond to the needs and expectations of stakeholders and help strengthen confidence and trust in the organization over the long term.

Action:

KAsset held a one-on-one meeting with HMPRO's management to discuss the Company's governance approach and to ensure that the Board composition continues to support the effective performance of the Board's duties. The engagement also included discussions on the Company's environmental management and performance.

Outcome:

Chairman of the Board Is Not an Independent Director

HMPRO explained that although the Chairman of the Board is not an independent director, the Chairman does not hold the position of Managing Director. The selection process follows clear criteria and procedures, including review and screening by the Nomination and Remuneration Committee and approval by the Board of Directors. The current Chairman is a highly qualified individual with extensive and diverse experience across housing-related businesses, real estate, and retail, which the Company considers appropriate and beneficial given the nature of its business.

The Company has 4 independent directors out of a total of 11 directors, exceeding the Securities and Exchange Commission of Thailand (SEC)'s minimum requirement of at least three independent directors and no less than one-third of the total Board. In addition, HMPRO holds at least one annual meeting of non-executive directors to discuss matters such as management issues affecting business operations, key areas for improvement, and evaluations of the Board, Board sub-committees, and the Managing Director.

Independent Directors Serving More Than Nine Years

Currently, HMPRO has 4 independent directors, 2 of whom have served for more than nine years. Nevertheless, these directors possess the appropriate knowledge, expertise, and experience, and the Board has determined that their continued service remains appropriate. The Company also rigorously assesses the independence of such directors in accordance with the criteria prescribed by the SEC.

Outcome:

Environmental Matters

HMPRO has set a target to achieve net zero greenhouse gas emissions by 2050 and to reduce Scope 1 and Scope 2 greenhouse gas emissions by 50% by 2030, compared with the 2015 base year of 92,638 tCO₂e. Key strategies include

improving energy efficiency, increasing the use of solar renewable energy, promoting the adoption of electric vehicles (EVs), transitioning to lower-emission refrigerants, and enhancing the efficiency of machinery and operational systems. The Company acknowledged that greenhouse gas reduction remains challenging, particularly due to the high cost of energy storage technologies, which may not yet be economically viable for deployment at this stage.

With respect to Scope 3 emissions, HMPRO encourages suppliers to use recycled materials to reduce waste and has established a Supplier ESG Program with clear sustainability expectations across its supply chain. On the consumer side, the Company promotes responsible consumption through offerings such as ECO Products, ECO Choice, and Circular Products.

Based on the above, KAsset acknowledged that recruiting qualified independent directors while limiting tenure to no more than 9 years remains a challenge across many industries, and considers HMPRO's approach to be reasonable under the circumstances. Regarding greenhouse gas emissions, the Company has demonstrated concrete progress, having reduced Scope 1 and Scope 2 emissions by 24.3% from the 2015 base year as of 2024. Nevertheless, continued monitoring is required, particularly with respect to the adoption of new technologies and innovations to further reduce emissions, as well as progress in addressing Scope 3 greenhouse gas emissions.

Impact Growth Real Estate Investment Trust (IMPACT)



Context:

The MICE industry has broad environmental and social impacts, including energy and resource consumption, waste management, and engagement with a wide range of stakeholders. IMPACT Growth REIT's transition from sustainability as a strategic aspiration to concrete operational practices, together with its ISO 20121:2024 certification, demonstrates its readiness to manage ESG-related risks and opportunities in a systematic manner. This is a key factor supporting the REIT's ability to create long-term value for its assets.

As an investor and trustee of IMPACT, KAsset places strong emphasis on conducting positive engagement with the REIT manager to support the consistent implementation of ESG practices, ensure measurability, and promote transparent disclosure. This approach enables KAsset to monitor progress in managing environmental, social, and governance risks and opportunities in alignment with international best practices.

Action:

KAsset held discussions with the REIT manager to understand the relevant sustainability plans and progress, in order to ensure that the REIT's assets are managed responsibly, in line with good governance principles, and in the best interests of the trust unitholders.

Outcome:



Environmental and Energy Management

The REIT manager of IMPACT stated that solar power systems have now been installed across all buildings to reduce reliance on grid electricity. In parallel, IMPACT has implemented a systematic waste management program that enables recycling and material recovery, and has established the use of biodegradable materials as a standard requirement within its procurement process.

In addition, the full operation of the Pink Line mass transit system has significantly reduced traffic congestion and greenhouse gas emissions during large-scale events such as Thaifex Anuga Asia and the Bangkok International Motor Show. At the same time, on-site electric vehicle charging infrastructure further facilitates access for visitors using low-emission vehicles.

Social, Community, and Sustainability Considerations

IMPACT places strong emphasis on social responsibility alongside good governance, viewing its employees and the surrounding Muang Thong Thani community as key stakeholders in fostering sustainable, shared growth. The organization currently employs more than 1,700 full-time and part-time staff, prioritizes local recruitment, and supports the local economy through collaboration with public sector agencies.

The REIT manager further noted that IMPACT has consistently maintained international food and beverage safety standards under ISO 22000:2018 since 2012. At the same time, the organization upholds ethics, transparency, and anti-corruption as fundamental principles across its operations, covering sustainable procurement throughout the supply chain. In addition, IMPACT prepares verified greenhouse gas emissions reports to enhance long-term confidence among investors and stakeholders.

Based on the information provided, KAsset acknowledged that IMPACT's approach reflects concrete ESG management aligned with the nature of its business, helping to mitigate negative impacts while supporting long-term value creation for the REIT and its unitholders.

INET Freehold and Leasehold Real Estate Investment Trust (INETREIT)



Context:

INETREIT is Thailand's first trust investing in digital infrastructure. Its investments include ownership of buildings and equipment related to the operations of the INET Data Center No. 3 (INET-IDC3) project, as well as leasehold rights to the land on which the buildings, auxiliary structures, and electrical substations are located. The INET-IDC3 project, situated in Saraburi Province, is a data-center facility serving as a central hub for data storage, providing co-location services and cloud services with infrastructure designed to support network and computing equipment efficiently. As of the end of 2025, INETREIT had invested in Phase 1 and Phase 2 of INET-IDC3, which are leased back to Internet Thailand Public Company Limited (INET) under a long-term sale and leaseback structure. This arrangement provides INETREIT with stable rental income from the tenant.

Over the past year, Thailand has experienced rapid growth in data centers driven by increased investment in digital infrastructure development to meet the needs of both the public and private sectors. However, data centers consume large amounts of energy and natural resources, which can lead to significant environmental impacts. As an investor and trustee of INETREIT, KASSET places strong importance on working closely with the trust manager to comprehensively assess and manage environmental and social risks. This includes establishing strategies to reduce greenhouse gas emissions, monitoring performance, and ensuring transparent sustainability disclosures in order to enhance asset value and deliver sustainable returns to investors.

Action:

KASSET held a meeting with the trust manager to discuss the business direction as well as sustainability management practices related to the operation of the data center business.

Outcome:



Efficient Energy Management and Use of Renewable Energy

The trust manager of INETREIT indicated that the INET-IDC3 data center implements efficient energy management practices, maintaining a strong Power Usage Effectiveness (PUE) level even as operational demand increases. The facility is also designed to accommodate high energy consumption cloud service clients. In addition, the project utilizes an air-cooled chiller system, which is well suited to the climate in Saraburi Province and helps reduce water consumption and minimize impacts on the local community during the dry season.

One of the key strengths of INET-IDC3, according to the trust manager, is its dedicated Direct Current (DC) power station. This enables the facility to maintain stable energy costs and reduce the risks associated with power fluctuations commonly found in industrial estates. The data center also currently uses renewable energy from a solar farm, which helps lower electricity consumption and reduce one of the major operating costs of the business. INET, the sponsor of INETREIT's assets, additionally plans to expand its solar-cell installation capacity in the future and is exploring battery storage technologies to ensure continuous 24 hour energy support, especially during nighttime hours.

Environmental Measures and Physical Risk Management

The project has implemented several measures to manage environmental risks, such as establishing fire-break zones around the site to prevent external fire hazards, elevating the land and installing an efficient drainage system, and conducting a geological assessment of the area prior to constructing the data center.

Support for Small and Medium-Sized Enterprise (SME) Customers

The trust manager further explained that INET has collaborated with the Digital Economy Promotion Agency (DEPA) and various government agencies to promote the Digital Transformation for SMEs initiative. This program enables businesses to access tax incentives such as a 200% tax deduction for digital related expenses and a five-year

corporate income tax exemption of up to 100%, helping promote sustainable growth. With a customer base of more than 1,000 SME clients, INET has also enhanced its service offerings to meet modern business needs. These include digital infrastructure support, emergency data migration capabilities via cloud systems in response to cyber threats or conflicts, log-tracking systems with requirements, and proactive risk assessment services to ensure secure and reliable business operations.

KAsset considered the INET-IDC3 project a strong case study demonstrating effective energy and environmental management within the data center industry. The project incorporates renewable-energy usage, maintains clear performance indicators such as PUE control, and adopts technologies suited to the site's specific context. These practices help mitigate environmental impacts through greenhouse gas reduction, enhance the long-term sustainability of the trust's assets, support the development of the nation's digital infrastructure, and promote the growth of the digital economy.

Indorama Ventures Public Company Limited (IVL)



Context:

IVL operates petrochemical businesses in Thailand and 30 other countries across multiple regions. The petrochemical industry is characterized by high volumes and intensity of greenhouse gas emissions, making it vulnerable to regulatory and legal changes aimed at achieving emission reduction targets, which vary by country. New regulations could lead to project delays, operational restrictions, and increased compliance costs. Additionally, the global energy transition may impact the long-term competitiveness of different business segments.

KAsset prioritizes monitoring companies on environmental sustainability, particularly climate change, and encourages them to establish clear policies, set greenhouse gas reduction targets, and define strategies for environmental management. This approach aims to ensure effective risk management related to energy and greenhouse gas emissions.

Action:

KAsset held a meeting with IVL's executives to understand the Company's business direction, including its approach to climate change management and related sustainability initiatives.

Outcome:

IVL has formally established a Net Zero target for 2050, supported by interim objectives to reduce GHG intensity (Scope 1 and Scope 2, market-based) by 10% by 2025 and 30% by 2030, relative to the 2020 baseline. Additionally, the Company has set a further goal to decrease Scope 3 (Category 1) emissions by 15% compared to 2022. However, the Company's 2024 performance report indicates that GHG intensity (Scope 1 and Scope 2, market-based) was reduced by only 4.49% from the 2020 baseline. This is due to the Company's near-term strategy, which relies on transitioning to renewable electricity and utilizing carbon credits—both contingent on external factors such as the availability of low-carbon technologies and credible carbon markets, as well as internal factors including business restructuring and investments in energy-intensive facilities. Furthermore, the United States, which accounts for approximately 50% of the Company's 2024 revenue, continues to face policy uncertainty under the Trump administration, creating additional challenges for advancing sustainability initiatives. Additionally, in 2024, emission factors used in calculation formulas were revised upward in Thailand, Indonesia, and certain European countries, resulting in Scope 2 greenhouse gas emissions increasing from 2.48 million tons of carbon in 2023 to 2.83 million tons in 2024. These changes present significant challenges to achieving the targeted 30% reduction in GHG intensity (Scope 1 and Scope 2, market-based) by 2030 from the 2020 baseline.

Regarding Scope 3 emissions, which account for over 70% of IVL's total greenhouse gas emissions, the Company has made progress by setting a target to reduce Scope 3 emissions by 15% by 2030, focusing on Category 1 (purchased goods and services), which represented more than 80% of Scope 3 emissions in 2024. IVL has promoted sustainable procurement practices among its purchasing team and initiated supplier assessments. In 2024, 298 suppliers were evaluated, and 10 were selected for on-site audits in 2025 to ensure accurate emissions data from suppliers, enabling systematic carbon reduction planning and analysis.

IVL has assessed potential financial impacts based on assumptions related to carbon pricing measures and emissions trading systems (ETS), particularly in Europe where environmental regulations are stringent. Furthermore, IVL's business vision rooted in the circular economy serves as a key foundation for product development, with approximately 70% of its portfolio comprising essential daily-use products. This approach increases the likelihood of products being recycled, which not only helps reduce greenhouse gas emissions but also minimizes plastic waste

entering oceans, thereby mitigating harm to marine life—a critical food source for the global population. These efforts reinforce sustainability across both environmental and social dimensions.

KAsset assessed that the Company demonstrates strong commitment and progress toward achieving sustainability goals across environmental, social, and governance dimensions, alongside sustainable economic growth. However, the Company continues to face significant challenges amid various uncertainties in executing its strategic plans to meet defined sustainability targets, including its Net Zero objective within the specified timelines.

Land and Houses Public Company Limited (LH)



Context:

The need to mitigate environmental impacts from climate change has become a driving force for reducing greenhouse gas emissions at all levels worldwide. The announcement of Net Zero targets by organizations and countries, along with the establishment of short-term and medium-term greenhouse gas reduction goals, reflects their commitment and leads to concrete actions to reduce emissions. These efforts serve as preparation for managing both transition risks and physical risks associated with climate change, while also building confidence among investors and stakeholders regarding the organization’s responsibility and readiness to adapt for sustainable long-term growth.

KAsset recognizes the impacts of climate change and the urgent need for a transition toward sustainability. Therefore, the Company has set a target for its investment portfolio to achieve net-zero greenhouse gas emissions by 2065 in support of Thailand’s national emissions reduction goals. KAsset continuously monitors its investee companies on their greenhouse gas reduction efforts, emphasizing the establishment of clear emissions reduction targets and concrete strategic plans. Given that LH is a leader in property development, a sponsor of Real Estate Investment Trusts (REITs) and Property Funds, and is also involved in the building materials and banking sectors, the Company is well-positioned to play a significant role in driving organizational greenhouse gas reductions. Furthermore, LH can support the development of adaptation related products to help its customers manage physical climate risks.

Action:

KAsset met with LH’s Sustainability team and Investor Relations team to understand their strategic direction and exchange information regarding the Company’s transition toward future sustainability.

Outcome:

Reduction of Greenhouse Gas Emissions and the Path Toward Net Zero

LH’s property development business generates relatively low levels of direct greenhouse gas emissions. The Company indicated that it has already collected fairly comprehensive emissions data covering sales offices, the head office, and construction sites. For Scope 3 emissions—which account for the largest share—concrete used in construction is the primary source. The Company is currently studying alternative materials or ways to optimize material usage while maintaining quality. In addition, the Company seeks to generate returns through investments in various assets and businesses, through which it can create positive impacts by reducing greenhouse gas emissions at the investee companies. The Company places importance on this aspect and has begun collecting relevant data for further consideration of disclosure under Scope 3, Category 15 (Investments).

LH has set short-term greenhouse gas (GHG) reduction targets, aiming to reduce GHG Intensity (Scope 1+2) by 5% per unit area by 2025 and by 8% by 2027. In 2024, the Company had already achieved a 25.58% reduction compared to the 2022 baseline. The Company is also considering raising its GHG reduction targets to make them more ambitious, and is planning its long-term Net Zero goals. However, it is awaiting further details under the forthcoming Climate Change Act, which is expected to be enacted in 2026. LH continues to face significant challenges in Scope 3 reporting—particularly Category 11, where reporting guidelines remain unclear. For Category 15, the Company expects to begin data collection in 2025 to ensure more comprehensive greenhouse gas emission reporting going forward.

Outcome:**Independence of the Board of Directors**

As of September 30, 2025, LH had a total of nine board members, three of whom were independent directors—meeting the minimum requirement that at least one-third of the board be independent. However, the Chairman of the Board is not an independent director and also serves as the Executive Chairman, whereas the SEC’s corporate governance guidelines recommend that the Chairman should be an independent director. The Company explained that this dual role has been part of a long-established structure and that governance measures are in place to clearly separate the responsibilities of the two positions. The Company remains confident that the Board is able to perform its duties in accordance with good corporate governance principles.

Outcome:**Diversity of the Board of Directors**

Regarding board diversity, the current board consists of eight male directors and only one female director. The Company explained that gender is not a primary consideration in board selection, as the focus is placed on expertise and capability. In addition, the early stages of the property development business involve substantial engineering-related work, where most experienced professionals tend to be male. This has contributed to the current gender composition of the board. However, despite having only one female director at the board level, the Company noted that other organizational levels have a relatively high proportion of female employees.

KAsset considered that LH has established multiple strategic approaches to support sustainable business operations. However, the Company has not yet set a Net Zero target, as it is awaiting greater clarity on the legal framework under the Climate Change Act and is currently in the process of collecting greenhouse gas emissions data with more comprehensive coverage. This is to enable the Company to define effective strategies for achieving its targets. In addition, progress regarding the promotion of the Chairman’s independence remains an area that requires close monitoring.

Minor International Public Company Limited (MINT)



Context:

KAsset recognizes the impacts of climate change and the urgent need for a transition toward sustainability. We are committed to monitoring and supporting greenhouse gas (GHG) emission reduction efforts of our investee companies, in order to contribute responsibly to global climate action. In addition, KAsset places strong emphasis on supporting investee companies in issuing ESG Bonds, with a particular focus on ensuring that the proceeds are genuinely used to achieve environmental or social objectives, alongside transparent disclosure of key performance indicators (KPIs) and targets. These efforts aim to elevate the standards of sustainable finance in Thailand and promote long-term sustainable economic growth.

MINT's core businesses are hotels and restaurants across multiple regions worldwide, involving a wide range of stakeholders, including customers, employees, communities, suppliers, and business partners. Therefore, responsible business operations supported by good corporate governance and transparency, and aimed at promoting environmental and social sustainability, are critically important to the Company's long-term sustainability. In this regard, MINT is committed to sustainable business practices and has set environmental targets, such as reducing greenhouse gas emissions and water usage. These efforts are aligned with KAsset's investment approach, which prioritizes companies with clear sustainability targets. In addition, the Company has issued Sustainability-Linked Bonds to support the achievement of its sustainability objectives.

Action:

KAsset held discussions with MINT's management team to exchange information on the Company's sustainability targets and to monitor progress against environmental performance indicators associated with the issuance of sustainability-linked bonds.

Outcome:



Reducing Greenhouse Gas Emissions

MINT has set a net zero target to be achieved by 2050, in line with the Paris Agreement. The Company has also established interim targets to reduce greenhouse gas emissions by 2030 from a 2023 base year, including a 42% reduction in Scope 1 and Scope 2 emissions and a 25% reduction in key categories of Scope 3 emissions. These targets have been validated by the Science Based Targets initiative (SBTi), enhancing the credibility of the Company's net zero commitment.

To date, MINT has issued three tranches of sustainability-linked bonds offered to institutional and high-net-worth investors. These include MINT281A, issued in 2024 with a total value of THB 5 billion under the Sustainability-Linked Financing Framework 2024, which focuses on reducing the intensity of greenhouse gas emissions and water usage. In addition, MINT355A and MINT325A were issued in 2025 with a combined value of THB 5 billion under the Sustainability-Linked Financing Framework 2025. These bonds define sustainability performance targets (SPTs) aligned with the Company's goal of reducing Scope 1 and Scope 2 greenhouse gas emissions by 42% by 2030 from the 2023 base year.

Outcome:



Energy Efficiency and Water Management

The first sustainability-linked bond issuance, MINT281A, was intended for the refinancing of existing debt and to support the Company's working capital. However, in 2024, which marked the first year of implementation, MINT did not achieve the specified sustainability performance targets (SPTs). The targets included: SPT 1) Reducing greenhouse gas emission intensity per room to no more than 0.021 tonnes of carbon per room, compared to an actual result of 0.023 tonnes per room, and SPT 2) Reducing water usage per room to no more than 0.7 cubic meters per room, compared to an actual result of 0.73 cubic meters per room. The Company explained that in 2024, the resort hotel segment, which typically features larger room sizes, experienced higher growth than city hotels, and guests spent more time utilizing on-site facilities. These factors contributed to higher energy and water usage intensity, resulting in the Company's inability to meet the targets for that year. Nevertheless, MINT reaffirmed its commitment to maintaining the original targets and continues to implement measures such as enhanced energy management, upgrading sanitary fixtures, and improving water efficiency.

The above performance of MINT281A will not yet affect the adjustment of the bond's interest rate, as the sustainability performance indicators have not reached their respective assessment dates. KPI 1 (SPT 1) will be assessed on 31 December 2026, and KPI 2 (SPT 2) will be assessed on 31 December 2025. The interest rate of the sustainability-linked bond will be adjusted downward or upward by 0.025%, depending on whether the specified sustainability performance targets (SPTs) are achieved or not.

KAsset acknowledged the clarity and credibility of MINT's SBTi-validated net zero targets and recognizes the Company's commitment to implementation through the issuance of sustainability-linked bonds, covering both emission intensity and absolute greenhouse gas reductions. However, an issue that requires continued monitoring is the Company's operational strategy to achieve the defined KPI targets, particularly during periods of business expansion, which may present challenges in meeting targets related to water usage and greenhouse gas emissions.

Osotspa Public Company Limited (OSP)



Context:

Climate change is a significant risk that consumer goods manufacturers and distributors such as Osotspa Public Company Limited (OSP) cannot overlook. The impacts of global warming—such as rising temperatures, rainfall variability, and increasingly frequent natural disasters—may affect production processes, raw material quality, transportation, and product distribution both domestically and internationally. In addition, new regulations that may emerge to mitigate these impacts could pose further challenges. Without adequate preparation, the Company may face higher costs, supply chain disruptions, and potential damage to its reputation and consumer confidence.

As an investor, KAsset recognizes the need to monitor and support investee companies in systematically managing climate-related risks in order to maintain competitiveness and achieve sustainable growth. KAsset also encourages transparent disclosure of sustainability information. This approach will help reduce business impacts, create opportunities for accessing capital, and strengthen the Company's image as a leader committed to long-term sustainability.

Action:

KAsset held a meeting with OSP to exchange views on climate-risk management and approaches for driving the business toward sustainability.

Outcome:



Reducing Greenhouse Gas Emissions

OSP has set a Net Zero target for 2065 and aims to achieve Carbon Neutrality by 2050. The Company also has short-term goals to reduce Scope 1 and 2 (Market-Based) greenhouse gas emissions by 15% by 2025 and 30% by 2030, using 2022 as the base year with emissions of 284,456 tonnes of CO₂ equivalent. In 2024, OSP outperformed its targets for Scope 1 and 2 (Market-Based), recording emissions of 192,357 tonnes of CO₂—representing a reduction of approximately 92,099 tonnes, or 32.38%, compared to the base year.

The more than 30% reduction in OSP's Scope 1 and 2 greenhouse gas emissions in 2024 was driven by the closure of its glass bottle manufacturing plant in Samut Prakan at the end of 2023, as part of efforts to enhance operational efficiency by consolidating production at its facility in Ayutthaya province. The Company has also increased its use of renewable energy. In 2024, OSP consumed a total of 266,641 gigajoules of renewable energy, accounting for approximately 10% of its total energy consumption, primarily from palm kernel shells and solar power.

OSP is preparing to enter the Science Based Targets initiative (SBTi) validation process, which is expected to begin in 2026 and be completed by 2027. The Company has already collected Scope 1 and Scope 2 greenhouse gas emissions data for all business units. In 2024, it also disclosed Scope 3 data for Category 1 (Purchased Goods and Services) and Category 3 (Fuel- and energy-related emissions not included in Scope 1 or Scope 2). The Company has assessed the reliability and quality of greenhouse gas emissions data from its suppliers by providing all suppliers with downloadable reporting templates via its website, and it has completed data collection from all Significant Suppliers. In addition, the Company conducts on-site ESG audits of suppliers at least twice a year.

Outcome:



Waste management

The Company also has initiatives aimed at reducing resource consumption to support environmental sustainability, such as discontinuing the use of PVC film in several product categories and switching to alternative materials that support packaging recyclability. In addition, OSP has implemented management strategies to reduce food loss and food waste by addressing each stage of the product life cycle—from production and storage to transportation, distribution, and the consumer level—in order to minimize environmental impacts and promote sustainable resource use.

In terms of water management, one of the Company's key priorities is addressing flood risks. The Company has developed internal information systems to prevent and mitigate such risks, installed drainage systems within its factories, and established a Flood Mitigation Plan, which is reviewed annually in discussions with the Risk Management Committee.

KAsset was satisfied with OSP's performance and has no additional issues that require further monitoring at this time. The Company has successfully reduced its Scope 1 and Scope 2 greenhouse gas emissions beyond the targets set from the base year, while also increasing the use of renewable energy and implementing key measures. In addition, the Company plans to pursue SBTi certification and continues to advance ESG-related initiatives within its supply chain. Issues related to food loss and water management already have clear mitigation plans in place. Therefore, no short-term risks have been identified that would require further follow-up.

The Public Debt Management Office (PDMO)



Context:

The Public Debt Management Office (PDMO) began advancing sustainable finance in July 2020 by establishing the Sustainable Financing Framework, which provides guidelines for issuing Sustainability Bonds. Two bond series were issued under this framework: ESGLB35DA in 2020 and ESGLB376A in 2022, aimed at supporting projects with positive environmental and social impacts, such as the Orange Line metro project and COVID-19 relief measures. Building on this success, PDMO later issued Thailand's first Sustainability-Linked Bonds (SLB) with the SLB406A series in November 2024, under the Sustainability-Linked Financing Framework, to reinforce Thailand's commitment to achieving net-zero greenhouse gas emissions by 2065 (the previous target before the current 2050 announcement).

KAsset places strong emphasis on sustainable finance, setting targets to reduce greenhouse gas emissions across its investment portfolios and supporting issuers that offer sustainability-linked bonds. This enables greater visibility into the environmental and social priorities of bond issuers through their selection of key performance indicators (KPIs) and the targets set to measure progress against those KPIs. In addition, issuers disclose progress reports on their sustainability performance in a transparent manner, allowing investors to monitor developments. This helps build confidence and elevates the long-term adoption of sustainable finance standards in the country.

Action:

KAsset held a meeting with senior executives of the PDMO to follow up on the progress and performance against the defined sustainability KPIs and targets. The meeting also served as a platform to discuss potential opportunities for future SLB issuances under the Sustainability-Linked Financing Framework, particularly those incorporating additional climate-related impact reduction indicators.

Outcome:

The SLB406A series currently has an outstanding amount of 128,000 million baht (as of 20 August 2025). It includes two sustainability KPIs and targets:

- KPI1: Thailand's total greenhouse gas emissions (excluding land use and forestry) must not exceed 388,500 ktCO₂e by 2030, representing a 30% reduction from the Business-as-Usual (BAU) scenario. This is aligned with Thailand's 2030 target under the Second Updated Nationally Determined Contribution (NDC 2.0).
- KPI2: The annual number of new registrations of zero-emission passenger cars and pickup trucks (Zero Emission Vehicles: ZEVs) must be no fewer than 440,000 vehicles by 2030. This target supports the reduction of greenhouse gas emissions from the transport sector, which accounted for 21% of Thailand's total GHG emissions (as of 2019), and also helps reduce air pollution, particularly PM2.5. The government has introduced subsidy measures for buyers of various types of electric vehicles under the EV3.5 scheme (2024–2027).

Issuing bonds under this Sustainability-Linked Financing Framework highlights the commitment to implementing projects that contribute to achieving the country's greenhouse gas reduction goals. It also encourages government agencies responsible for KPI-related projects to recognize the importance of efficient implementation, as the framework includes an interest rate adjustment mechanism (albeit modest) based on whether the issuer meets the specified sustainability targets.

In mid-2025, a disclosure report on the first year of performance for KPI 2, as of the end of 2024 (six years before the target year), indicated that progress remained far from the target. This is because tax-reduction incentives are only one of several factors consumers consider when deciding to purchase a vehicle. Consumers also evaluate the broader EV ecosystem, such as charging infrastructure, battery price, lifespan, and management systems, smart

energy-management platforms, as well as after-sales services and related applications. In addition, there are constraints related to insurance coverage and premiums for electric vehicles, declining resale prices of used EVs, and a slow economic recovery, all of which have caused consumers to delay purchasing new vehicles, including electric cars and electric pickup trucks. For KPI 1, the target is to reduce greenhouse gas emissions by 30% from the Business-as-Usual (BAU) scenario by 2030. This NDC target has been in use since 2015 and has been updated over time. It serves as the benchmark for KPI 1 and is aligned with NDC 2.0. Based on Thailand's performance in 2024 (which is six years before the target year), the country's overall greenhouse gas emissions remained below the levels set for achieving the 2030 target.

The PDMO is committed to developing the country's sustainable finance market and has plans to issue additional SLBs. PDMO continues to monitor developments in sustainability-related data in order to identify suitable indicators that can be used as reference KPIs for future SLB issuances. Regarding the issuance size of each SLB series, which will reference different sets of sustainability indicators, PDMO also considers investor liquidity needs. If the outstanding amount approaches 200 billion baht, PDMO may consider establishing a new framework or developing new financial products. In addition, PDMO engages in knowledge sharing and experience exchange with state-owned enterprises that are interested in adopting various sustainable finance instruments to support the development of Thailand's green finance market.

KAsset acknowledged PDMO's commitment to adopting sustainable finance mechanisms in issuing SLBs, which incorporate KPIs linked to projects that support the country's social and environmental sustainability. Although there may be challenges in achieving the sustainability targets associated with projects initiated under these KPIs, the SLB structure helps ensure that government agencies responsible for the relevant projects share clear and aligned sustainability objectives. This, in turn, drives concrete progress in project implementation within the set timeframe. KAsset will continue to monitor and support SLB issuances that include various forms of sustainability-related KPIs and targets, particularly those aligned with Thailand's NDC 3.0 goal of reducing net greenhouse gas emissions to 152 MtCO₂e by 2035 (equivalent to a 47% reduction from the 2019 baseline) as announced in late 2025.

PTT Public Company Limited (PTT)



Context:

Following the Cabinet’s economic policy statement in September 2025, Thailand has accelerated its transition toward a low-carbon society in order to achieve net zero greenhouse gas (GHG) emissions by 2050. Thailand officially announced this target at COP30 in November 2025, representing an acceleration of the Net Zero target by 15 years. Key policy measures include promoting and supporting the use of clean energy, improving energy efficiency, particularly in the industrial sector, upgrading farmers toward environmentally friendly “next-generation farmers,” establishing a carbon credit trading market that meets international standards, and expediting the enforcement of key environmental legislation.

PTT and its subsidiaries are producers and service providers of oil and natural gas, businesses that rely on upstream fossil fuel resources. While these businesses play a critical role in ensuring national energy security, they may be affected by the transition toward a sustainable low-carbon society. Accordingly, KAsset places importance on monitoring the Company’s GHG reduction targets and the actions undertaken to achieve them.

Action:

KAsset held meetings with the Company’s management to understand PTT business strategies, environmental management practices, particularly those related to climate change mitigation and adaptation, as well as broader sustainability issues relevant to its operations.

Outcome:

At present, PTT prepares and discloses its GHG emissions separately for its own operations and for the PTT Group entities over which PTT has operational control. Data collection is comprehensive for GHG Scope 1 and Scope 2 emissions, while for Scope 3 emissions, data are currently collected and disclosed for selected categories, with plans to expand disclosure to additional categories in the future. With respect to Net Zero targets, PTT has set a goal to achieve net zero GHG emissions by 2050 for its own operations. In addition, the Company has established an interim target to reduce Scope 1 and Scope 2 GHG emissions by 15% by 2035, compared with the base year 2021, when emissions totaled 11.66 million tons of CO₂e.

The PTT Group has established a sustainability management framework and defined the “C³ Approach” to reduce GHG emissions, comprising three main pillars:

1. **Climate-Resilience Business (C1):** Focuses on investment in clean energy and low-carbon businesses. Hydrocarbon businesses emphasize natural gas and LNG, which are considered cleaner transition fuels. PTT exited the coal business in 2023, expanded investments in renewable energy domestically and internationally, developed clean hydrogen, and restructured its business portfolio to align with global and national energy transition trends. Examples include a stronger focus on mobility and lifestyle businesses, expansion of EV charging infrastructure by OR, and investments in high-value chemical businesses and environmentally friendly bio-based and circular businesses by PTTGC.
2. **Carbon-Conscious Asset (C2):** Aims to reduce GHG emissions from production processes and operational activities through appropriate methods and technologies. Examples include redesigning cooling systems in new gas separation plants to improve efficiency, installing solar panels to substitute grid electricity at gas

terminal facilities, and studying the application of new technologies such as small modular nuclear reactors (SMRs).

3. **Coalition, Co-Creation, and Collective Efforts for All (C3):** Focuses on collaboration with stakeholders and the development of infrastructure and technologies, such as carbon capture and storage (CCS), hydrogen utilization, and reforestation projects to enhance natural carbon sequestration.

PTT estimates that the C1, C2, and C3 approaches will contribute to GHG emission reductions from operations by approximately 20%, 35%, and 45%, respectively, supporting the achievement of its GHG reduction targets. The PTT Group has allocated a five-year investment budget (2024–2028) to strengthen energy security and support sustainable business growth, with particular emphasis on CCS and hydrogen utilization projects. Infrastructure investments are being accelerated to enable carbon storage from PTT Group production processes, and the CCS project at the Arthit gas field in the Gulf of Thailand is expected to commence operations in 2028.

PTT applies an Internal Carbon Price (ICP) as a shadow price in evaluating investment projects that contribute to GHG emission reductions, thereby mitigating climate-related risks. The current ICP is set at USD 20 per ton CO₂e and will be reviewed and adjusted to reflect developments in carbon markets and the Company's emission reduction targets. In this regard, Thailand's Climate Change Act, expected to come into force in 2027, particularly provisions on carbon taxation or an emissions trading system (ETS), is expected to increase private sector participation by providing clear criteria for assessing the economic viability of GHG reduction investments. This will also enhance the commercial potential of projects that constitute national GHG reduction infrastructure.

Overall, KAsset viewed PTT as demonstrating strong commitment and a clear roadmap toward achieving its GHG reduction and Net Zero targets. However, a key ongoing challenge remains the reduction of Scope 3 emissions across the PTT Group, which will require close and continuous monitoring going forward.

PTT Exploration and Production Public Company Limited (PTTEP)



Context:

PTTEP, a subsidiary of PTT Public Company Limited, engages in petroleum exploration and production both domestically and internationally, as well as gas pipeline transportation abroad. It is considered an upstream business related to fossil energy sources, which play a crucial role in the country's energy security. Fossil energy remains necessary due to limitations in the stability of renewable energy sources. However, demand for products in the fossil fuel supply chain may decline due to various developments aimed at transitioning to a low-carbon economy. Therefore, KAsset places importance on monitoring actions to address transition risks and physical risks, as well as the Company's targets and strategies for reducing greenhouse gas emissions.

Action:

KAsset held a meeting with the Company's management team to follow up on initiatives promoting sustainability in various areas, including projects aimed at mitigating environmental impacts from climate change, as well as details regarding the Company's targets and progress in reducing greenhouse gas emissions from its operations.

Outcome:

PTTEP recognizes the environmental impacts of climate change and has been implementing continuous adaptation measures to mitigate potential risks. These include increasing the proportion of investments in natural gas, which is cleaner than oil, and seeking ways to reduce greenhouse gas emissions to support the country's emission reduction targets. PTTEP has set key goals covering Scope 1 and Scope 2 emissions in projects under its petroleum exploration and production business, as follows: 1) Achieve Net Zero by 2050, with intensity reduction targets of at least 30% by 2030 and 50% by 2040 compared to the 2020 baseline; and 2) Reduce methane emissions from petroleum production processes to near zero and eliminate routine flaring by 2030. According to disclosures in the 2024 annual report, PTTEP has already achieved a 21.2% reduction in intensity from the 2020 baseline through strategies such as reusing excess gas from production to minimize flaring, improving energy efficiency, reducing methane leakage, adopting renewable energy, and optimizing logistics and transportation.

PTTEP has initiated development of the Arthit CCS (Carbon Capture and Storage) project at its offshore petroleum exploration and production site in the Gulf of Thailand. The Company reported annual greenhouse gas emissions of approximately 860,000 tons. The first phase of the Arthit CCS project involves an investment of USD 320 million, with a CO₂ storage capacity of 0.7–1 million tons per year. Operations are expected to begin in 2028, which will reduce Scope 1 emissions from the Company's operations, create added value for low-carbon product markets, and serve as a prototype for infrastructure expansion at the national level in the future. Currently, studies have also begun in PTT Group's EEC area, which has a CO₂ storage potential of 6 million tons per year.

PTTEP has a strategy to offset greenhouse gas emissions that exceed its targets or cannot be sufficiently reduced, in compliance with international standards. The Company focuses on sourcing high-quality carbon credits through Nature-based Solutions and Technology-based Solutions projects. PTTEP has set a goal to plant, restore, maintain, and care for 200,000 rai of forest by 2030 to increase CO₂ absorption capacity. As of 2024, PTTEP has received approval from government agencies for 109,000 rai of terrestrial and mangrove forest areas, with approximately 75% of the work completed. Additionally, these efforts benefit society by creating jobs, increasing local income, and building networks of forest conservation and protection members.

KAsset believed that PTTEP demonstrates strong commitment to sustainability factors and effective management of climate-related risks, including measuring and reporting GHG emissions, setting targets for intensity reduction and Net Zero, investing in CCS projects and clean energy, creating high-quality carbon credits through forest restoration projects, and implementing Internal Carbon Pricing (ICP) to support efficient investment decisions. These actions reflect the Company's determination to balance its petroleum exploration and production business with environmental and social responsibility.

PTT Global Chemical Public Company Limited (PTTGC)



Context:

PTTGC, as a producer of petrochemical and chemical products—which are downstream products that add value to the use of fossil-based energy—plays a key role in supporting innovation across various industries that depend on plastic packaging to deliver high-quality and sustainable products to consumers. These products also serve as essential upstream raw materials for basic necessities in daily life. However, the petrochemical and chemical industry is characterized by high levels of greenhouse gas emissions. Therefore, climate change is a critical environmental sustainability issue that businesses in this sector must consider as they transition toward a low-carbon economy.

KAsset has continuously prioritized engaging with PTTGC to encourage the Company to establish policies and set targets for reducing greenhouse gas emissions from its operations. This also includes defining clear strategies to guide environmental actions, enabling effective management of energy and greenhouse gas-related risks.

Action:

KAsset held discussions with PTTGC’s executives to understand the Company’s business direction, including its approach to climate change management and related sustainability practices.

Outcome:

PTTGC has identified climate change and energy management as priority sustainability issues for the Company. It collects and reports greenhouse gas emissions data for all operations under its operational control and has set reduction targets covering Scope 1 and Scope 2 emissions. The Company has also established a long-term Net Zero target for 2050 and aims to reduce Scope 3 emissions by 50% by 2050. In addition, it has set a short-term goal to reduce Scope 1 and Scope 2 emissions by 20% by 2030 compared to the 2021 baseline. PTTGC further noted that, going forward, the Company may revise both the ambition level and the timeframe of its greenhouse gas reduction targets to align with evolving business operations and the overall targets of the PTT Group.

To achieve its greenhouse gas reduction targets, PTTGC has developed a decarbonization strategy and action plan consisting of three components:

- 1) Efficiency-driven operations improvement. According to the latest disclosure, in 2024 PTTGC reduced its Scope 1 and 2 greenhouse gas emissions by 261,063 tons of CO₂ equivalent through energy-efficiency measures and increased use of renewable energy.
- 2) Portfolio-driven long-term business restructuring. Focused on shifting toward higher-value, lower-carbon businesses, along with investments in technology and innovation.
- 3) Compensation-driven carbon capture and offset. Collaboration within the PTT Group to study and develop carbon capture and storage (CCS) technologies.

PTTGC expects that implementing the strategies to reduce greenhouse gas emissions—namely Efficiency-Driven, Portfolio-Driven, and Compensation-Driven—will contribute to the Company’s emissions reduction by 20%, 25%, and 55%, respectively.

KAsset acknowledged PTTGC’s clarification and notes key issues to monitor in the following year, such as the implementation plan to achieve the Company’s Scope 3 greenhouse gas reduction targets, and the impact of the PTT Group’s asset-light strategy on the collection and reporting of greenhouse gas emissions across different scopes for each company.

Sappe Public Company Limited (SAPPE)



Context:

SAPPE, as a leading producer and distributor of beverages that use water as a primary raw material, must comprehensively consider environmental and social impacts in all dimensions when managing water resources. Furthermore, the increasingly severe effects of climate change—such as prolonged droughts, critical water shortages, and natural disasters like storms, floods, or wildfires—could impact production, supply chains, and operating costs. These challenges may also lead to competition for water resources, creating potential conflicts with local communities. All of these represent reputational risks and heightened expectations from consumers who prioritize sustainable business practices.

KAsset, as an investor that prioritizes integrating ESG factors—including climate considerations—into the investment process, recognizes that these issues may impact a company’s long-term performance and competitiveness. Therefore, KAsset engaged with SAPPE to review the Company’s approach to managing environmental risks, assess the adequacy and readiness of its actions, including reducing greenhouse gas emissions, managing resources efficiently, and adapting to environmental laws or standards expected to become more stringent in the future.

Action:

KAsset held discussions with SAPPE’s executive on environmental management issues, greenhouse gas emissions, recyclable packaging, and other sustainability-related topics.

Outcome:



Reducing Greenhouse Gas Emissions

SAPPE announced a policy to drive sustainable economic growth along with environmental stewardship through innovation and technology. The Company has set targets for managing energy, water, and waste, and collects data to prepare greenhouse gas emission reports for its factories to support management planning. SAPPE aims to achieve carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2065, in line with Thailand’s national goals. The Company reported that its activities in 2024 reduced overall greenhouse gas emissions by 10% compared to 2023, from 70,037 tons of carbon to 63,114 tons. Notably, Scope 3 emissions account for as much as 70% of the total, primarily driven by raw materials and packaging. SAPPE has implemented measures to reduce emissions, such as using recycled plastic pellets for bottle production. For Scope 1 and 2, the Company utilizes solar energy and biomass fuel, upgrades warehouses to increase automation, and collaborates with partners to identify further emission reduction strategies. Additionally, SAPPE has established a responsible sourcing policy to ensure sustainability for all stakeholders across the value chain.

SAPPE has implemented measures to increase the proportion of clean energy usage to reduce electricity consumption from the grid. In 2024, the Company achieved a 9.60% reduction, which is close to its target of 10%, primarily through increased use of solar energy. However, due to expanded production capacity and installation of new machinery, overall electricity consumption has increased. The current level of reduction in grid electricity usage may represent the maximum potential for this period. Looking ahead, SAPPE plans to upgrade its facilities, such as installing roof insulation and expanding solar panel systems, to further increase the share of renewable energy and support its long-term greenhouse gas reduction goals.

Outcome:



Recycled Packaging and Other Sustainability Issues

SAPPE has adopted a sustainable packaging development approach to use resources efficiently, such as reducing the weight of plastic bottles and replacing virgin PET with recycled PET, subject to legal restrictions on the use of recycled PET for food packaging in each country. These efforts aim to reduce the demand for plastic pellets and promote recyclability of packaging components through measures like using tethered caps and PET labels instead of PVC.

In addition, SAPPE has strategies for managing water and operational waste. The Company has set targets to improve water management efficiency at its factory sites by reducing the proportion of external water drawn compared to total water usage. It also plans to recycle water from production processes for reuse as much as possible. Furthermore, SAPPE aims to minimize operational waste generation by applying the 3R principles: Reduce, Reuse, and Recycle.

KAsset acknowledged that SAPPE has made progress in its environmental initiatives, reflecting its commitment to achieving the Net-Zero target. However, there are still areas to monitor, such as the challenge of reducing Scope 3 emissions, which account for as much as 70%, particularly from packaging. Cost constraints and consumer acceptance of recycled PET plastic packaging may also affect the scalability of these efforts in markets outside Europe.

Sappe Public Company Limited (SAPPE)



Context:

“Good Corporate Governance” is a key principle that enhances the credibility and transparency of a company’s operations, which investors and stakeholders highly value. According to SAPPE’s 2024 annual report, the Company’s Chairman of the Board is not an independent director, while the SEC’s recommended practice advises that the Chairman should be an independent director responsible for leading and overseeing the board to ensure effective operations and achievement of organizational goals.

Discussions with SAPPE on this matter are therefore important to emphasize the significance of this factor, which facilitates independent judgment in the Chairman’s decision-making and duties. This benefits the Company and all stakeholders fairly, strengthens confidence in the corporate governance system, and supports sustainable long-term business growth.

Action:

KAsset had the opportunity to meet with SAPPE’s management to follow up on the Company’s approach regarding the Chairman not being an independent director, ensuring that the Chairman can perform duties effectively and exercise independent judgment in decision-making as a representative of the Company, in alignment with good governance practices.

Outcome:

SAPPE stated that the Company places great importance on the independence of its Board of Directors. This year, the number of directors increased by one, bringing the total to 10, which raised the proportion of independent directors to 50% — exceeding the SEC’s minimum requirement of at least one-third of the board. Additionally, the Company emphasized that the Chairman plays a key role in driving SAPPE toward its global brand ambitions, leveraging extensive experience and deep business understanding, which the Company values and believes will strengthen organizational management.

KAsset acknowledged that SAPPE’s increase in the proportion of independent directors to 50% serves as an appropriate counterbalance to the Chairman not being an independent director, and therefore there is no further need for continued monitoring.

Srisawad Corporation Public Company Limited (SAWAD)



Context:

In the case of a lawsuit against SAWAD by a group of small borrowers in 2023, who received assistance from the Thailand Consumers Council (TCC), later on July 23, 2024, news emerged that the Department of Special Investigation (DSI) had accepted a complaint alleging that SAWAD committed a criminal offense by charging interest rates exceeding the legal limit in its lending business, and classified it as a special case.

KAsset has been continuously monitoring this issue with SAWAD to assess the potential long-term impact on its competitiveness if the allegations prove true. In the latest meeting with the Company's executives on this matter, held on November 12, 2024, it was learned that some customers had misunderstandings and no longer wished to pursue litigation, leaving four pending cases with the DSI. The Company has fully cooperated with authorities in providing explanations and evidence. Subsequently, on June 9, 2025, news reported that the DSI and the prosecutor agreed not to indict SAWAD and its subsidiaries, and the special investigation initiated in 2024 was officially closed. However, KAsset continues to monitor SAWAD's loan approval process to ensure accurate understanding among customers seeking the Company's services, helping prevent or reduce the likelihood of similar cases recurring. This effort promotes social sustainability.

Action:

KAsset had the opportunity to hold a one-on-one meeting with SAWAD's Investor Relations and Corporate Strategy team to inquire about the news reports, as well as the Company's approach to addressing the issue and preventing similar incidents in the future.

Outcome:

Since SAWAD offers a wide range of financial products to meet the diverse needs of its customers, which vary in terms of risk profiles and are subject to different laws and regulatory requirements, the interest rates for each product may differ. This product diversity helps expand access to financial services for a broader target group and is particularly beneficial for those seeking to avoid informal debt. However, ensuring accurate understanding of the Company's products is crucial so that customers have sufficient information regarding interest burden and default conditions. This enables them to assess repayment capacity before choosing a product or setting an appropriate loan amount, preventing household interest obligations from exceeding repayment ability and avoiding social impacts or legal disputes that could harm the Company's reputation and image.

In monitoring this issue since it first arose in 2023, SAWAD has explained its internal process improvements to prevent customer misunderstandings. These include developing an application for customers to install and use for information verification, sending messages through the app or via SMS as evidence to build trust quickly, and recording and storing videos during product presentations and contract signing, along with still images. All these measures are carried out within the framework of the PDPA law to demonstrate full compliance with business regulations.

In addition, KAsset took the opportunity to follow up on other sustainability-related issues and found that the Company operates in alignment with the principles of responsible lending, focusing on risk management and minimizing social impact. For example, it offered a three-month interest waiver for customers affected by the flood crisis. However, determining an appropriate loan size to promote social sustainability still covers only a limited customer segment, as self-employed individuals and daily wage earners face challenges in assessing personal repayment capacity. To manage NPL risk, the Company applies strict loan-to-value criteria. Furthermore, in terms of

financial literacy support, SAWAD stated that it provides education to customers through the program “Sri Sawat Phi Liang Thang Kan Ngein Su Chum Chon” which offers basic financial knowledge and encourages savings to help customers manage income and expenses effectively.

Regarding the structure and diversity of the board, SAWAD currently has only one female director out of a total of twelve, which is below the 30% threshold recommended by the SEC under the CG Code. However, the Company stated that it has a policy to promote diversity and is in the process of setting targets to increase the proportion of female directors. Although there have been no stakeholder demands concerning DEI (Diversity, Equity, and Inclusion), the Company affirms that it prioritizes this issue to support long-term growth.

KAsset considered that the Company’s legal case arising from the above complaints has been officially resolved and acknowledged that SAWAD’s explanations are comprehensive, with no need for further follow-up.

The Siam Cement Public Company Limited (SCC)



Context:

The transition to a low-carbon economy presents both opportunities and significant challenges for SCC. Each country has different environmental policies and standards, such as controlling greenhouse gas emissions and reducing fossil fuel use. The Company may face higher production costs due to investments in environmentally friendly technologies or compliance with measures such as carbon taxes, emission allowances, and cross-border pricing mechanisms. There is also a risk if the Company fails to respond to changing consumer behaviors, such as demand for low-carbon products and recyclable packaging, which could affect competitiveness, market share, corporate image, and long-term performance.

KAsset places great importance on monitoring investee companies as they adapt to a low-carbon economy, focusing on their perspectives regarding risks and business opportunities arising from this transition. KAsset has been continuously engaging with SCC, including tracking progress toward Net Zero targets, the development of low-carbon products, and the tangible adoption of clean technologies.

Action:

KAsset held discussions with SCC's management to understand the Company's business approach, including its climate change management strategies and related sustainability initiatives.

Outcome:

SCC has set a Net Zero target for 2050, with short-term goals already approved by SBTi. These include reducing Scope 1 and 2 greenhouse gas emissions by 25% by 2030 compared to 2020 levels, and reducing Scope 3 emissions from the sale of fossil fuels to external customers by at least 25% by 2031 compared to 2021 levels. As of 2024, the Company has achieved its short-term target for Scope 1 and 2 emissions, reducing them by 25.59% from the 2020 baseline. SCC noted that its targets account for additional production capacity from the Long Son Petrochemicals (LSP) project. For the ethane feedstock expansion project expected to be completed by late 2027, SCC stated that adding ethane feedstock options with lower emission factors will help reduce carbon emissions and enhance cost competitiveness. Regarding Scope 3 emissions, the Company is working continuously with suppliers and is currently in the process of data alignment. SCC supports suppliers in reporting data and provides training through its Supplier Portal, initially focusing on critical suppliers in Thailand involved in raw material production and imports.

SCC stated that the classification of products under the SCC Green Choice category may change, as it currently uses a self-declaration system. However, the Company continues to advance its sustainability plan, focusing on the development of low carbon cement, which is now in demand for nearly 90% of applications in Thailand and is expected to reach 100% soon. Additionally, phasing out coal is part of SCC's strategy. The Company reported that it currently uses alternative energy sources such as biomass and refuse-derived fuel (RDF) to replace coal in production processes. These measures have already reduced coal consumption by approximately 40%, and the Company is continuing to assess how additional activities can further decrease coal usage.

The issue is that SCC has invested in Vietnam through its subsidiary SCGC, which operates in an industry with high greenhouse gas emissions. The Company explained that Vietnam and Thailand have similar developments in environmental regulations. Vietnam has already started implementing an ETS (Emissions Trading System), although the framework is still not very clear, while Thailand's Climate Change Act is still only a draft and not yet enforced.

Nevertheless, SCC has been preparing in terms of data systems and reporting, as well as monitoring government actions. In Vietnam, the Company is also working closely with the authorities.

KAsset was satisfied with SCC's progress, which reflects its commitment to transitioning toward a low-carbon economy. However, key issues to monitor include operations in high-carbon-emitting business segments and ensuring comprehensive management of Scope 3 data, as well as the feasibility of supporting the Company in achieving its Net Zero target.

Tidlor Holdings Public Company Limited (TIDLOR)



Context:

The independence and diversity of board directors are crucial for companies because they enhance the quality and effectiveness of corporate governance. Having directors who are independent and diverse in terms of skills, experience, and perspectives helps improve the prudence of decision-making and reduce risks arising from conflicts of interest. This enables the organization to operate with greater transparency and credibility.

As an investor that values these issues, KAsset believes that effective corporate governance fosters confidence and stability for both businesses and investors. Independent and diverse directors help strengthen proper checks and balances, ensuring that companies operate transparently and have a greater opportunity for sustainable growth. This ultimately reduces risk and enhances long-term returns.

Action:

KAsset scheduled a meeting with TIDLOR to discuss the independence and diversity of the Company's board of directors, as well as to inquire about various aspects of sustainability reporting following the organizational restructuring planned for 2025, along with other sustainability-related issues.

Outcome:



Independence and Diversity of the Board of Directors

TIDLOR currently has nine board members, four of whom are independent directors—exceeding the minimum requirement. However, the 2024 annual report indicates that the Chairman of the Board is not an independent director, which is not aligned with the Securities and Exchange Commission's recommended practices. The Company explained that a system of checks and balances is in place, whereby the Chairman of the Audit Committee jointly determines meeting agendas together with the Chairman of the Board. In addition, regarding the fact that the Chairman—who is not an independent director—is also a representative of the Company's major shareholder, the Company has established clear policies to prevent conflicts of interest in accordance with the Securities and Exchange Act. It also discloses any transactions that may give rise to conflicts of interest in the annual report to promote transparency and sound corporate governance. Although the Company's shareholding structure is difficult to control, the selection of directors is carried out carefully in accordance with established criteria to ensure that corporate governance remains effective.

Additionally, regarding board diversity, TIDLOR currently has seven male directors and two female directors, which does not yet align with the SEC's recommendation that at least 30% of the board should be women to promote gender diversity at the policy and governance levels. TIDLOR explained that the Company has not clearly set a target to increase the number of female directors, as it prioritizes the experience, capabilities, and specialized expertise of directors that benefit the Company, while also considering diversity across multiple dimensions such as gender and ethnicity. TIDLOR further affirmed that the Company actively supports gender equality within the organization—at the board, executive, and employee levels—to foster an open and diverse working environment.

Sustainability Reporting Structure Across the Organization

Following the restructuring into a holding company and the ongoing transfer of the insurance brokerage business to a new company (NewCo), which is expected to be completed by the end of 2025, TIDLOR stated that it will continue to manage and report ESG information on a consolidated group basis without separating by business segment, both in the annual report and on the Company website.

Outcome:Other Sustainability-Related Issues

Although TIDLOR has a low level of greenhouse gas emissions, given that truck loans account for approximately 17% of its total loan portfolio, the Company disclosed that it had not assessed climate-related risks in the past year and plans to begin such an assessment in 2025 in order to address potential risks to asset quality. The contraction of the truck-loan portfolio over the past 2–3 years has been driven by demand conditions and logistics factors, rather than environmental issues. The Company also noted that clean-energy vehicle infrastructure in Thailand remains limited, especially in upcountry areas, posing a challenge to the transition. However, TIDLOR is monitoring the shift toward clean energy and exploring opportunities arising from EV supportive policies such as the 30@30 initiative. In addition, TIDLOR has secured funding from ADB (THB 5.5 billion) and a commercial bank (USD 50 million) to support lending under a Social Finance framework targeted at women micro-entrepreneurs. The Company has also prepared clear reports on the use of proceeds and borrower screening procedures in accordance with the requirements of the funders.

Based on the above, KAsset acknowledged the Company's explanations regarding board independence and diversity, as well as its approach to good corporate governance and environmental issues and considered that no further follow-up on this issue is required at this time.

Thai Oil Public Company Limited (TOP)



Context:

KAsset, as an investor, places strong emphasis on climate change issues, as this is a global concern actively promoted through the United Nations Sustainable Development Goal (UN SDG 13: Climate Action) and the annual COP conferences. Notably, Thailand has declared its commitment to achieving net-zero greenhouse gas emissions by 2065 and is currently in the process of drafting the National Climate Change Act, which will serve as a key legal framework for both the public and private sectors to comply with.

Given these trends, energy businesses such as Thai Oil Public Company Limited (TOP) may face increasing pressure from policies, environmental concerns, and stakeholder expectations—such as carbon taxes, changing consumer behavior, and greater adoption of clean energy. Therefore, KAsset needs to engage closely with the Company to assess its readiness to adapt, manage risks, and identify long-term business opportunities, ensuring that the Company can operate sustainably in a rapidly changing context.

Action:

KAsset held a meeting with the Company's executives to understand its business approach, as well as environmental and sustainability management related to the organization's operations.

Outcome:

TOP has integrated sustainability into its business strategy, beginning to focus on carbon reduction initiatives since 2018 and elevating sustainability as one of the organization's key performance indicators (KPIs) to make it a foundation for all operations. In 2024, the Company restructured its sustainability division by establishing specialized teams: the Strategy Team, the Net Zero Team, and the Corporate Environmental Management Team. These teams work together to systematically drive environmental and sustainability goals. The Company's core strategy consists of the 3E approach: 1) Enhance Clean Environment – Improve environmental performance and mitigate the impact of carbon taxes. 2) Engage Society – Build strong and sustainable relationships with communities and society. 3) Ensure Good Governance – Strengthen organizational credibility and transparency.

TOP has developed a Net Zero GHG Emissions Pathway, taking into account multiple factors such as profitability and business readiness, technology, and government support measures. The greenhouse gas reduction plan is divided into three phases:

- 1) By 2035: The Company targets a 15% reduction in greenhouse gas emissions, primarily through improving energy efficiency. The baseline year is 2029, which will be the first full year of operation for the Clean Fuel Project (CFP) and is expected to be the peak year for emissions.
- 2) By 2050: The Company aims to achieve carbon neutrality, with plans to leverage CCUS (Carbon Capture, Utilization, and Storage) technology.
- 3) By 2060: The goal is to reach Net Zero emissions for Scope 1 and Scope 2, which will require collaboration within the PTT Group.

Additionally, the Company stated that it has three approaches to drive the business toward the Net Zero goal: 1) Reduce carbon dioxide emissions as much as possible through energy efficiency projects and reliance on CCUS technology. 2) Use carbon offsets and reforestation. 3) Create opportunities from low-carbon businesses, such as Sustainable Aviation Fuel (SAF), which is currently under study in collaboration with companies within the PTT Group.

Regarding greenhouse gas reduction performance, the Company reported that from 2020 to 2023, its Scope 1 emissions have shown an increasing trend, mainly due to higher production volumes driven by recovering oil demand

after the COVID-19 situation eased. At the same time, TOP has begun implementing an Internal Carbon Pricing (ICP) system, initially applied to investment projects that improve energy efficiency. The carbon price has been set at approximately USD 20 per ton of CO₂, which aligns with the PTT Group. The Company plans to review this price level in the future. Additionally, TOP views the ongoing Clean Fuel Project (CFP) as a key initiative that, once completed, will enhance energy efficiency compared to current refinery operations and support the Company's greenhouse gas reduction goals.

From the information above, it can be seen that TOP's operations are still in the early stages, such as establishing a working committee last year, studying new businesses that help reduce carbon emissions, and starting to implement ICP. At the same time, TOP's current greenhouse gas emissions have not yet reached their peak. Furthermore, in 2026, when Thailand's Climate Change Act is expected to come into effect, oil product groups may be impacted by carbon tax collection. For this reason, KASSET needs to closely monitor TOP's progress going forward.

Thai Oil Public Company Limited (TOP)



Context:

TOP is in the process of constructing the Clean Fuel Project (CFP), a large-scale investment project for which the Company has hired “UJV Joint Venture” as the main contractor under a lump-sum turnkey contract for Engineering, Procurement, and Construction (EPC). In July 2024, there were reports of labor protests in front of TOP’s refinery in Chonburi province due to unpaid wages. The Company clarified publicly that these workers were employees of three subcontractors, which were “secondary subcontractors” hired by “subcontractors” engaged by the main contractor under the CFP construction contract. The subcontractors and secondary subcontractors claimed they had not received payment from the main contractor. TOP stated that the Company had not delayed payments to the main contractor and, together with relevant government agencies, attempted to mediate negotiations among all parties involved, but these efforts were unsuccessful. Subsequently, in October 2024, there were reports of protests by CFP construction contractors. TOP issued an official letter to the Stock Exchange of Thailand (SET) explaining the matter and summarizing the Company’s actions.

KAsset places importance on the issue of labor protests caused by unpaid wages, as it reflects responsibility toward workers and transparency in project management throughout the operational chain. Discussing this matter with the Company will help clarify its approach to problem-solving and enable a comprehensive assessment of social risks that may affect the business in the long term.

Action:

KAsset held a meeting with TOP’s management to follow up on the labor protest issue related to the construction of the CFP project, in order to inquire about the facts, the Company’s remedial actions, and to monitor progress on this matter.

Outcome:

TOP responded to the inquiries based on factual information as reported in the media and provided detailed information on the Company’s efforts to help coordinate mediation to assist the workers of the “sub-subcontractor.” However, the issue of unpaid wages did not arise from the Company’s failure to settle construction payments for completed work, but rather from the “main contractor’s” failure to pay the subcontractor the value of the completed work in accordance with the contract. This resulted in workers not receiving their wages.

The obligation to pay remuneration under the subcontract rests directly with the main contractor. For these reasons, the Company was unable to intervene directly to resolve the issue, other than facilitating negotiations and urging the main contractor to make full payment to the subcontractor so that the subcontractor’s workers could receive their wages. In this regard, TOP has already disclosed the contractor procurement process for the CFP project in a report submitted to the SET on 30 October 2024.

KAsset accepted the factual reasons and the Company’s actions regarding the case of protests by a group of workers who did not receive wages for their work. In this regard, in 2025, TOP notified the SET concerning the CFP project that the Company had enforced collateral under the EPC contract, and that the “main contractor” had already exercised the arbitration mechanism. KAsset will continue to monitor further developments.

In addition, TOP received approval from the Extraordinary General Meeting of Shareholders on 21 February 2025 to increase investment in the construction of the CFP project by THB 63,028 million (USD 1,776 million), along with

interest during construction of THB 17,922 million (USD 505 million). This brings the total investment value of the project to approximately THB 241,472 million (USD 7,151 million) and interest during construction of approximately THB 37,216 million (USD 1,078 million). The Company has assessed that construction of each unit is expected to be completed during the second to third quarters of 2027 and the second to third quarters of 2028.

True Corporation Public Company Limited (TRUE)



Context:

Good corporate governance is a critical factor underpinning investor confidence and operational transparency, and is therefore a key consideration for investors and other stakeholders. In TRUE's 2024 Annual Report, the Company disclosed its compliance with the Principles of Good Corporate Governance for Listed Companies and stated that these principles have been strictly adhered to. However, during the past year, certain practices were not fully aligned with the recommended guidelines under the principles of good corporate governance. One such issue relates to the recommendation that the Chairman of the Board should be an independent director.

Engagement with TRUE on this matter aimed to emphasize the importance of this governance factor, which supports the Chairman's ability to exercise independent judgment, enhances the effectiveness of the Board, and strengthens confidence in the Company's corporate governance framework and long-term business operations.

Action:

KAsset had the opportunity to participate in a one-on-one meeting with TRUE's management to inquire about the Company's management approach, in order to ensure that the performance of the Chairman of the Board's duties remains effective, particularly with respect to exercising independent judgment in decision-making and acting as a representative of the Company. The meeting also served to further follow up on the Company's environmental performance.

Outcome:

Chairman of the Board is Not an Independent Director

TRUE explained that, due to the complexity and specific nature of its business, it requires leadership with strong capability and management experience. Although the Chairman of the Board is not an independent director, the Company has adequate internal control systems in place, along with operating mechanisms that ensure checks and balances and transparency. Currently, the Company has a total of 11 directors, of whom 4 are independent directors, which exceeds the SET's requirements of at least 3 independent directors and a minimum proportion of one-third of the total number of directors.

Under TRUE's corporate governance structure, the Board of Directors is responsible for approving the Company's vision and strategic plans, ensuring that sustainability considerations are integrated into business operations. In addition, the Company has established four Board sub-committees: 1) Audit Committee, 2) Nomination and Remuneration Committee, 3) Risk Management, Cybersecurity and Finance Committee, and 4) Corporate Governance and Sustainability Committee. The Corporate Governance and Sustainability Committee oversees the Company's sustainability initiatives and promotes transparency across the organization.

TRUE has implemented robust checks and balances by separating the roles of the Chairman of the Board and the Chief Executive Officer. Furthermore, the chairpersons of key Board sub-committees including the Audit Committee, the Nomination and Remuneration Committee, and the Corporate Governance and Sustainability Committee are independent directors. In addition, TRUE requires the Chairman of the Audit Committee, who is an independent director, to jointly set the agenda for Board meetings with the Chairman of the Board.

Outcome:



Environmental Matters

TRUE has set a target to achieve carbon neutrality for Scope 1 and Scope 2 greenhouse gas emissions by 2030 and to reach net zero emissions by 2050. In 2022, the Company's targets and implementation framework were validated by the Science Based Targets initiative (SBTi). Key elements of TRUE's strategy include increasing the use of renewable energy and modifying certain business processes to improve energy efficiency.

In 2024, TRUE reduced its greenhouse gas emissions by 18.5% compared to the 2020 base year, in line with the SBTi-aligned framework established by the Company. Electricity consumption at base stations accounts for more than 90% of the Company's total Scope 2 emissions. As a result, TRUE has implemented several key initiatives to reduce emissions, including on-site solar power generation and energy efficiency improvements through network modernization. These efforts involve the application of artificial intelligence and machine learning to optimize network operations. Nevertheless, TRUE remains in discussions with government authorities to further promote the adoption of renewable energy.

For Scope 3 in 2024, the Company collaborated with key suppliers to reduce greenhouse gas emissions, with more than 60% of these suppliers having already set greenhouse gas reduction targets in line with the Science Based Targets initiative (SBTi). It is expected that by 2025, all key suppliers will also set greenhouse gas reduction targets aligned with SBTi.

Based on the above, KAsset acknowledged that recruiting suitably qualified independent directors remains a challenge across many industries and accepts TRUE's rationale regarding the qualifications of the Chairman of the Board, given the Company's established checks and balances. With regard to greenhouse gas emissions, KAsset will continue to monitor the Company's progress to ensure that its decarbonization strategies remain on track to achieve the stated targets.

True Corporation Public Company Limited (TRUE)



Context:

Thailand is currently facing an increasing number of mobile phone–related fraud and scam incidents, resulting in many individuals becoming victims of financial deception and the misuse of personal data. This issue not only causes harm to consumers but also adversely affects the reputation of service providers in the telecommunications industry.

Engagement with the Company on this issue aims to gain an understanding of its operational processes for mitigating risks to the public from online threats that may arise through its telecommunications network. The engagement also seeks to emphasize the importance of developing effective preventive mechanisms, establishing robust security standards, and promoting collaboration among the private sector, government agencies, and the public in addressing digital threats. Successful implementation of these efforts would not only reduce the number of victims and the financial losses from fraud, but also strengthen consumer confidence in telecommunications services and support the development of a secure, transparent, and reliable communications system in the long term.

Action:

KASSET had the opportunity to hold a one-on-one meeting with TRUE to inquire about the Company’s past engagement and mitigation efforts regarding this issue, as well as its approaches to protecting customers from online threats in the future.

Outcome:

Under TRUE’s sustainability framework, cybersecurity and data privacy have been identified as key sustainability issues and are classified as very high-priority issues. The Company has appointed a Data Protection Officer (DPO) responsible for establishing operational guidelines and overseeing compliance with personal data protection requirements across the organization and its group companies, in order to ensure alignment with applicable laws and international standards. Fraud affecting the public through telecommunications networks is addressed under the cybersecurity and data privacy framework and is treated as an urgent issue. In 2024, TRUE developed an intelligent cybersecurity protection system, “True CyberSafe”, which utilizes advanced artificial intelligence to detect and block access to malicious links and URLs embedded in SMS messages and unsafe websites. This system is designed to protect customers from online threats, alongside ongoing customer communications through various channels to raise awareness and promote safe online practices.

In addition, TRUE complies with the regulations of the National Broadcasting and Telecommunications Commission (NBTC) regarding SIM card registration. Following registration, TRUE verifies the accuracy of customer information, including confirmation calls, and suspends service where identity verification does not match. For the Company’s business partners, any violations of regulatory requirements may result in penalties, such as fines or termination of services.

Personal data protection forms part of TRUE’s Code of Conduct. The Company provides regular training to employees and subsidiaries, with annual acknowledgment required. TRUE also operates a whistleblowing and grievance mechanism that is regularly assessed by external parties to ensure alignment with international standards, and has appointed an independent third party to manage complaint intake. Furthermore, TRUE has established a Business

Partner Code of Conduct that requires suppliers and business partners to comply with personal data protection requirements. The Company assesses its business partners' governance practices through multiple channels, including annual surveys, on-site audits, and ongoing engagement, to monitor progress in meeting governance expectations. TRUE confirmed that customer data is used strictly within the scope and purposes communicated to customers for telecommunications services. In certain cases, the Company may cooperate with government authorities, as necessary and appropriate, to address scam-related issues in accordance with applicable laws and circumstances.

Based on the above, KAsset considered that the Company has given importance to the issue of mitigating social impacts from online threats, including cybersecurity and data privacy, and has measures that reflect its efforts to assist customers in dealing with online threats in an appropriate manner.

Thai Union Group Public Company Limited (TU)



Context:

Thai Union Group Public Company Limited (TU) operates primarily in the production and export of frozen and canned ready-to-eat food products, with a strong reliance on seafood as a key raw material. As such, the Company's supply chain is exposed to multiple climate-related risks, particularly the increasing frequency and severity of natural disasters such as floods, droughts, and storms, as well as changes in ocean temperature and acidity. These environmental changes affect marine ecosystems and aquaculture, which are fundamental to TU's business operations. Consequently, such risks may disrupt raw material sourcing, increase production costs, and impact business continuity.

As an investor, KAsset recognizes the importance of reducing greenhouse gas (GHG) emissions across the Company's operations, given that GHG emissions are a key driver of climate change and may have cascading effects on seafood resources. These impacts could undermine the long-term sustainability of the business and pose risks to global seafood supply. Establishing clear targets and concrete measures to reduce GHG emissions, together with responsible seafood sourcing practices, not only helps mitigate environmental risks but also demonstrates social responsibility and enhances competitiveness. These factors are critical to generating sustainable long-term returns for investors.

Action:

KAsset held discussions with the Company's Investor Relations and Sustainability teams to understand the Company's business approach, including the management of environmental sustainability issues and the operational strategies to achieve the stated targets.

Outcome:

TU has established clear sustainability targets across both environmental and social dimensions under its "SeaChange" strategy. The Company has adopted practical and achievable strategic approaches to meet these targets, while continuously reviewing and enhancing its framework to broaden coverage and raise the ambition of its sustainability goals in areas material to the business. In addition, TU has set targets for the proportion of long-term financing aligned with its sustainable finance framework, referencing international standards. The Company has defined sustainability performance targets (SPTs) and regularly discloses progress and performance against these indicators, thereby enhancing transparency and enabling investors to effectively monitor the Company's sustainability performance.

TU has committed to achieving net zero greenhouse gas emissions by 2050 and has established an interim target to reduce GHG emissions by 42% by 2030 from 2021 base year. These targets cover Scope 1, Scope 2, and Scope 3 emissions from purchased goods and services, fuel- and energy-related activities, and upstream and downstream transportation and distribution, representing approximately 67% of Scope 3 emissions. These targets have been validated by the Science Based Targets initiative (SBTi), enhancing the credibility of the Company's net zero commitment. As of 2024, TU has reduced Scope 1 and Scope 2 GHG emissions by approximately 21% from the base year, exceeding the interim target of 12%, driven by increased use of clean energy and reduced reliance on coal. Scope 3 emissions, which account for approximately 85–90% of total emissions, have been reduced by around 32%

from the base year. The Company plans to continue expanding the use of solar energy under a cost-conscious strategy that maintains long-term competitiveness, alongside a commitment to phase out coal-based energy.

GHG emission reduction is a core pillar of TU's "SeaChange 2030" corporate sustainability strategy, which applies across all TU operations globally. The Company places strong emphasis on leveraging technology to reduce carbon emissions in key export products. For example, TU is implementing pilot projects to reduce GHG emissions from shrimp farming operations, including the installation of solar farms, energy efficiency improvements, and the application of technologies to enhance farming productivity and efficiency. Furthermore, TU plans to scale up these initiatives by facilitating farmers' access to financing to support long-term investments in low-carbon technologies, thereby contributing to reductions in the Company's Scope 3 emissions. In addition, the Company has a Responsible Sourcing team, which plays an important role in putting the greenhouse gas emissions reduction strategy into practice, along with setting targets and key performance indicators (KPIs).

In 2025, TU enhanced its sustainability-linked loan and sustainability-linked bond frameworks by introducing additional KPIs aligned with "Blue Finance," a financing framework designed to support projects that benefit ocean health and the seafood industry. TU has demonstrated continuous improvement in sustainability performance, as evidenced by inclusion in the Dow Jones Sustainability Indices (DJSI) for the Food Products industry, reductions in GHG emissions, and an increased proportion of tuna sourced from fishing vessels equipped with electronic monitoring (EM) systems or onboard observers. TU considers its Blue Finance strategy to have strong potential to advance sustainability outcomes and to serve as a model within Thailand. However, a key challenge remains the implementation of these initiatives across a supply chain that includes a large number of small-scale operators.

KAsset recognizes the Company's commitment to reducing greenhouse gas emissions through clear targets and concrete actions. However, greenhouse gas emissions under Scope 3, which account for a high proportion and are beyond the Company's direct control, should be continuously monitored for progress in the next period.

VGI Public Company Limited (VGI)



Context:

Based on news reports in the mass media and on social media, it has been observed that regulatory authorities such as the Anti-Money Laundering Office (AMLO) and the Securities and Exchange Commission (SEC) have stepped up scrutiny of the shareholder structures of listed companies. This has brought issues of transparency and corporate governance under closer public attention. In the case of VGI, media reports have mentioned two shareholders — CAI Optimum Fund VCC - EDH Investments (CAI) and Opus - Chartered Issuances S.A. (Opus)—as potentially having links to scammer networks. All of this information, however, is based solely on public media reports and cannot be independently verified. Nevertheless, the emergence of such information creates reputational sensitivity that warrants close and careful monitoring.

Action:

KAsset contacted VGI's management to request clarification regarding the said news reports.

Outcome:



VGI stated that its capital increase was carried out through a private placement of shares to four investors (two of the four being CAI and Opus), in accordance with the procedures of the Stock Exchange of Thailand and subject to review by the SEC as required by law. The Company undertook shareholder due diligence processes by selecting investors with strong financial capacity, relevant experience, and who are subject to regulatory oversight in their home jurisdictions, such as CAI, which is regulated by the Monetary Authority of Singapore (MAS). In addition, the qualifications and backgrounds of the investors were thoroughly reviewed, with no concerns identified, prior to the allocation of additional shares to these investors.

With respect to the nomination of directors, the Company considers diversity, the skills required under its board skill matrix, and suitability in accordance with relevant laws and regulations. Following the increase in shareholdings by CAI and Opus, each shareholder nominated one director candidate. These nominees were reviewed by the Nomination and Remuneration Committee and were found to be appropriate based on their experience and expertise in line with the Company's needs, with no disqualifying characteristics under applicable laws. The nominees were subsequently approved by the Board of Directors and later received approval from the Extraordinary General Meeting of Shareholders.

In addition, VGI provided further information that the Company has established procedures and measures to ensure compliance with anti-money laundering laws, which are incorporated into its corporate governance policies and business code of conduct.

KAsset accepted the explanation and there are currently no further issues requiring follow-up.

WHA Corporation Public Company Limited (WHA)



Context:

The WHA Group operates businesses that comprehensively meet customer needs related to logistics services. In 2025, the Company expanded its operations into five main business groups: logistics, integrated green logistics solutions, industrial estates, utilities and energy, and digital solutions. Customers increasingly prioritize the impact of climate change, both in terms of physical risks from more severe and frequent natural disasters, and transition risks related to the shift toward a low-carbon economy. These include potential changes in government policies, laws, and environmental regulations from both domestic authorities and international trading partners—especially Thailand’s updated target of achieving net-zero greenhouse gas emissions by 2050. Therefore, the Company must integrate climate-change considerations into its strategic planning, operations, and risk management to address customer needs, maintain competitiveness, reduce long-term impacts on revenue and costs, and support sustainable business growth.

As an investor, KASSET views the ability to assess and manage the aforementioned risks and opportunities as a critical factor in the long-term value creation of investee companies. Companies that systematically evaluate climate-related scenarios, establish response plans for both physical and transition risks, and are able to adapt to environmental trends and changing consumer behaviors will be more resilient in their operations and better positioned for sustainable growth. This, in turn, helps reduce investment risks and enhances stable long-term returns for investors.

Action:

KASSET held discussions with WHA’s management to understand the Company’s business approach, greenhouse gas emissions reduction strategies, energy and water management, as well as the issuance of sustainability-linked bonds.

Outcome:



Greenhouse Gas Reduction and Energy Management

WHA Group has set a target to achieve Net Zero by 2050, covering all scopes of greenhouse gas emissions. The Company stated that it is implementing greenhouse gas reduction strategies by expanding advanced-technology renewable energy projects, including large-scale solar battery systems and the installation of solar power systems integrated with smart energy-management systems. WHA Group has also set short-term targets to be achieved by 2029 as follows:

- 1) Install and sign accumulated renewable-energy power purchase agreements (PPAs) totaling 1,200 MW (on an equity basis),
- 2) Expand its electric vehicle service fleet (WHA Mobility) to 20,000 vehicles,
- 3) Reduce the use of natural water sources by 25 million cubic meters per year, replacing it with recycled water,
- 4) Achieve Zero Waste management with no waste sent to landfill or incineration. In addition, WHA Group has incorporated into its business direction a target to reduce Scope 1 and 2 greenhouse gas emissions by 42% by 2030, compared with the 2021 baseline.

In developing its Green Logistics Solutions, WHA Group aims to support the creation of an electric vehicle (EV) ecosystem and promote the shift from internal-combustion engine vehicles to electric vehicles. This benefits stakeholders across the supply chain by enabling more effective greenhouse gas reduction. Although WHA has set a Net Zero target and its greenhouse gas reduction framework aligns with SBTi guidelines, the Group has not yet obtained SBTi validation due to its investments in coal-fired power plant businesses. Nevertheless, the Company has

established policies to guide climate-risk management and to rebalance its power generation portfolio across different fuel types—namely renewable energy, natural gas, and coal. It has also set greenhouse gas reduction targets that are aligned with the national climate goals.

WHA Group applies an internal carbon pricing mechanism (Internal Carbon Price – ICP) in the form of a Shadow Price to effectively identify greenhouse-gas-related risks in project development. For 2024, the ICP was set at 40 baht per ton of carbon dioxide equivalent. In addition, the Company uses a Scope 2 greenhouse gas reduction strategy by purchasing Renewable Energy Certificates (RECs) from WHAUP’s solar power projects to offset electricity consumption from the grid. This supports the expansion of renewable power generation in the future.

Outcome:



Water Management

For performance in reducing the use of natural water sources through wastewater treatment and reuse, the volume in 2024 reached 7.85 million cubic meters—an increase of 5.2% from the previous year—representing 10% of total water drawn from natural sources, up from 9.5% in the prior year. However, the target of achieving 25 million cubic meters of recycled water per year by 2029 is directly related to the level of water demand from manufacturing processes within the industrial estates, which fluctuates according to the economic cycle and customers’ business activities. For Data Center customers, which are businesses with high electricity and water consumption, the Company indicated that cost calculations already incorporate the ICP and secure water supply from long-term contracted sources to ensure reliability. While WHA promotes the use of recycled water to reduce reliance on natural water sources, it also considers the higher electricity consumption required for recycled water production. This reflects a holistic approach to resource-cost management, taking into account technical constraints and operational limitations as well.

Sustainability-Linked Bond

In 2023, WHA issued two tranches of sustainability-linked bonds with 3-year and 5-year maturities—WHA26OA and WHA28OA—with a total value of 1,000 million baht. The bonds include two key performance indicators (KPIs). KPI 1 is the reduction of Scope 1 and Scope 2 greenhouse gas emission intensity, measured against total revenue and share of profit, to 1.45 tons of CO₂ equivalent per 1 million baht of total revenue by the 2025 target year. KPI 2 is the increase in the use of treated wastewater (Reclaimed Water) by 10 million cubic meters by 2025. Based on the disclosed 2024 performance data against these indicators, it appears that achieving the set sustainability targets remains challenging for the Company.

At present, the proportion of sustainability-linked bonds issued by each company—as well as the interest rate adjustments applied upon performance measurement against the KPIs—tends to be relatively insignificant compared with the overall scale of the business. However, issuing Sustainability-Linked Bonds (SLBs) enables investors to clearly see the sustainability issues prioritized by the issuer through the targets it sets, as well as the efforts undertaken to develop strategies to achieve those targets. This mechanism also requires issuers to disclose progress, allowing investors to track performance over time. Ultimately, it helps foster an ecosystem that promotes sustainability across society and the environment.

KAsset acknowledged the Company’s sustainability efforts. Despite challenges such as increasing energy consumption and technological limitations, WHA’s commitment to achieving Net Zero by 2050, its focus on expanding renewable-energy businesses, and its consideration of key resource requirements related to operations demonstrate the Company’s dedication to managing environmental impacts. This aligns with investor expectations that place importance on ESG factors.